

CONTENTS

About the book xiv

About the authors and BizGames xvi

Foreword xviii

PART ONE Seven Vital Organizational Challenges 1

- 01 Challenge 1: Breaking down silos** 3
- Horizontal–vertical communication challenges 4
 - Internal and external communication challenges 5
 - A boundaryless organization 7
 - Third space* communication 7
 - Reason 1: reach mutual understanding and shared communication 8
 - References 9
- 02 Challenge 2: Bursting out of the blah, blah, blah** 10
- Reason 2: engage in quality dialogue through structured techniques and a multisensory experience 12
 - References 13
- 03 Challenge 3: Closing the gap between theory and practice** 14
- Reason 3: make a meaningful connection between theory and practice 16
 - References 18
- 04 Challenge 4: Mitigating the clash between ongoing operations and innovation** 20
- Reason 4: experiment and take risks in a constrained ‘safe’ space 22
 - References 24

05 Challenge 5: Untangling complex problems 25

Reason 5: build capacity for navigating uncertainty
and complexity 28

References 29

06 Challenge 6: Shaking up the roles we play 30

Reason 6: alter and level power relations to advance fresh
perspectives 32

References 34

07 Challenge 7: Bolstering trustworthy relations 35

Reason 7: connect people through social interactions 38

References 39

**PART TWO A Series of Business Game
Examples 41**

**08 The acid test: The learning cycle – an in-game
demonstration 43**

Gameplay 44

Key gains that the game enables 46

References 47

09 Add value – Know Your Customer 49

Gameplay 50

Key gains that the game enables 51

Service design as a differentiator 54

References 55

10 Align: Implementing organizational values 56

A different approach for implementing values 56

Value: cornerstone of the company identity 57

Objectives: Align game 58

Gameplay 58

Key gains: living the values benefits organizational results 61
Reaction from participants 62
Origins of Align 63
References 64

11 Bizzbuilder: How to sustainably grow a professional services business 65

How to apply 66
Success depends on insight and counterintuitive behaviour 67
Bizzbuilder game dynamics 67
Gameplay 68
Key gains that the game enables 70
Reference 71

12 Business Branching: Balancing ongoing operations and innovation initiatives 72

A business paradox in play 72
The business principles in play 74
Gameplay: moving upwards and sideways 76
Marketing and promotion company case 77
Game versions and layers 78
Key gains that the game enables 79
References 80

13 Changesetter: Leading change 81

Gameplay 81
Other game cases and employee-level games 83
Important effects and learning value 84
Expected outcomes and effects 85
Game purpose 86
Key learning from Changesetter 87
What does a Changesetter case contain 88
A client case 89
Analyses of game info 90
References 93

- 14 Changeskills: Implementation of change through a game of guiding questions 94**
- Developing the concept into a group game 95
 - Developing the game concept into its present form 95
 - Flexible game concept 97
 - Game purpose and effect 97
 - Implementing change using Muutostaito's game process 100
 - Post-game process 101
 - Case example: Finnish bookstore chain 101
 - References 106
- 15 Exploring Change: Mastering change and transformation 107**
- Strengthening change leadership and corporate identity 107
 - The game concept 108
 - The role of Celemi Exploring Change 109
 - Celemi Exploring Change at work 109
 - Experience-based perspectives in the game 111
 - The change card game 113
 - Key gains the game enables 115
 - References 117
- 16 Innovate or Dinosaur: A collaborative innovation game 119**
- The challenge of innovation and case example 119
 - Ideas are not enough 122
 - Outcomes with impact 124
 - Game design and application 124
 - Diversity and collaboration is key 125
 - Applications for the game 125
 - Summary of benefits 126
 - References 128
- 17 Innovation Diamond Learning Game: Creating an innovative mindset 129**
- Case or application description 130
 - Applied case examples 132
 - Game purpose 132

Gameplay 134
Key learning from the game 136
References 137

18 Leadership development simulations: From the best of intentions to real-life balance 139

From leadership training to new behaviour 139
Conservative by design 141
Leadership simulations as a safe practice field 141
Leadership simulations with Prussian inspiration 143
Wallbreakers – change leadership 146
Gamechangers – strategy execution 148
Bridgebuilders – global leadership 151
The end goal 153
References 154

19 Linkxs: Team collaboration simulation 155

How it can be applied 156
Experience-based perspectives in the game 156
Facilitation insights 157
Gameplay 159
Key gains enabled by the game 159
The beauty of Linkxs 161
References 162

20 Managing Your Sales Business: Improve results through effective management of your team 163

Gameplay 164
Organizational game examples 167
Key gains that the game enables 168
Success factors 168
References 169

21 Ocean of Culture: A dialogue tool for developing the organization's culture 170

Creating learning that results in change 170
Game purpose 173
Gameplay 174

Key learning that the game enables 176
Reference 177

22 Pitch Perfect: Reversing the sales process 178

Case description 179
The overall storyline 179
Pitch Perfect game 180
Effects of the game 182
Possible application areas 184
Motivational perspectives in the game 185
Gameplay 186
Key gains that the game enables 187
References 188

23 PublicProfessional: Know the effect of your communication 190

Short description of case 190
Interesting moments in the case as part of the game 191
Game purpose 192
Theoretical perspectives incorporated into the game 193
Experience-based perspectives incorporated into the game 194
Gameplay 194
Key learning that the game enables 196
Reference 197

24 Stakeholder Management: Moving people while building positive relationships 198

Why the game was made: we have all been there 198
Gameplay 199
Case example: when being promoted is a dilemma 202
Key gains from playing: experimenting with the difficult 203
When to play: good times to experiment with the difficult 204
References 205

25 Strategic Derby: Rapid strategic foresight with instant feedback on potential competitor moves 206

The challenge in strategic development 206
Gameplay – customer value propositions 207

Telecom case 208
Game versions and layers 210
Key gains that the game enables 211
References 212

26 Tango: A pivotal element in change to develop leadership culture 214

The case: a leadership change process 214
Models used to extend Celemi Tango 218
Developing interpersonal competencies for leaders in change 223
Integrating the models in Celemi Tango 224
Key gains for the leadership change process 224
References 227

27 The Meeting Design Game: A dialogue tool to improve the process of planning and designing meetings and conferences 228

The case 229
Game effects 229
Possible application areas 231
Game purpose 231
Gameplay 232
Key gains that the game enables 233
Reference 234

28 The Way Forward: Develop and communicate a coherent strategy 235

Gameplay 235
How and where it is used 238
Key gains that the game enables 240
References 241

29 Quick games: Power-up group dynamics 242

Applied situations 242
Quick game taxonomy 244
Brainbreak 246
Networking games 247
Co-creation games 248

Energizers 249
Team-building games 250
Key gains that the game enables 251
Theory behind 251
References 252

PART THREE A Core Understanding of Business Games 255

- 30** **Structure in business games: Five cores** 257
- Framing metaphors 265
Game rules 266
Materials 266
Challenges 267
Participation 269
References 270
- 31** **Facilitation in business games: A flow between progression and emergence** 271
- Business-game tuning instrument 271
Suggestions for framework use 274
References 274
- 32** **The history and future of business games from a Dutch perspective: Understanding and influencing complex systems** 275
- Monodisciplinary to multidisciplinary 275
From generic to company-specific 275
Behaviour in gaming 276
Systems thinking 276
Serious games 277
Future orientation 277
References 278
- 33** **The history and future of business games from a UK perspective: Encourage novel, imaginative and subversive thinking** 279
- References 283

34 The history and future of business games from a Nordic perspective: Towards new Nordic management 284

Inclusion and co-creation (leaning towards emergence) 284

Behaviour change and training (leaning towards progression) 285

Aligning with 21st-century skills 286

Resurrection of a board game movement 287

Future organizational challenges 288

References 289

Index 291