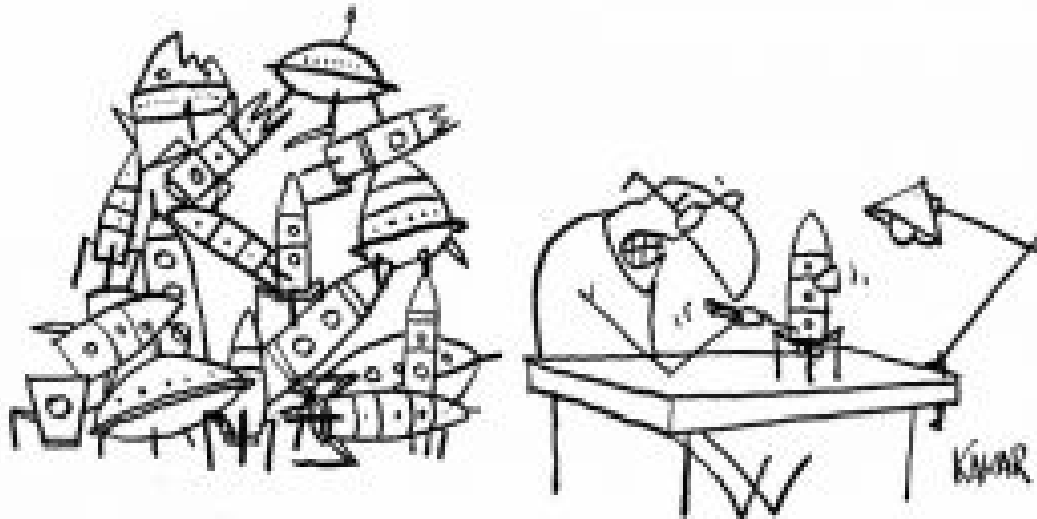


By Benoît Gailly, 17 January 2018

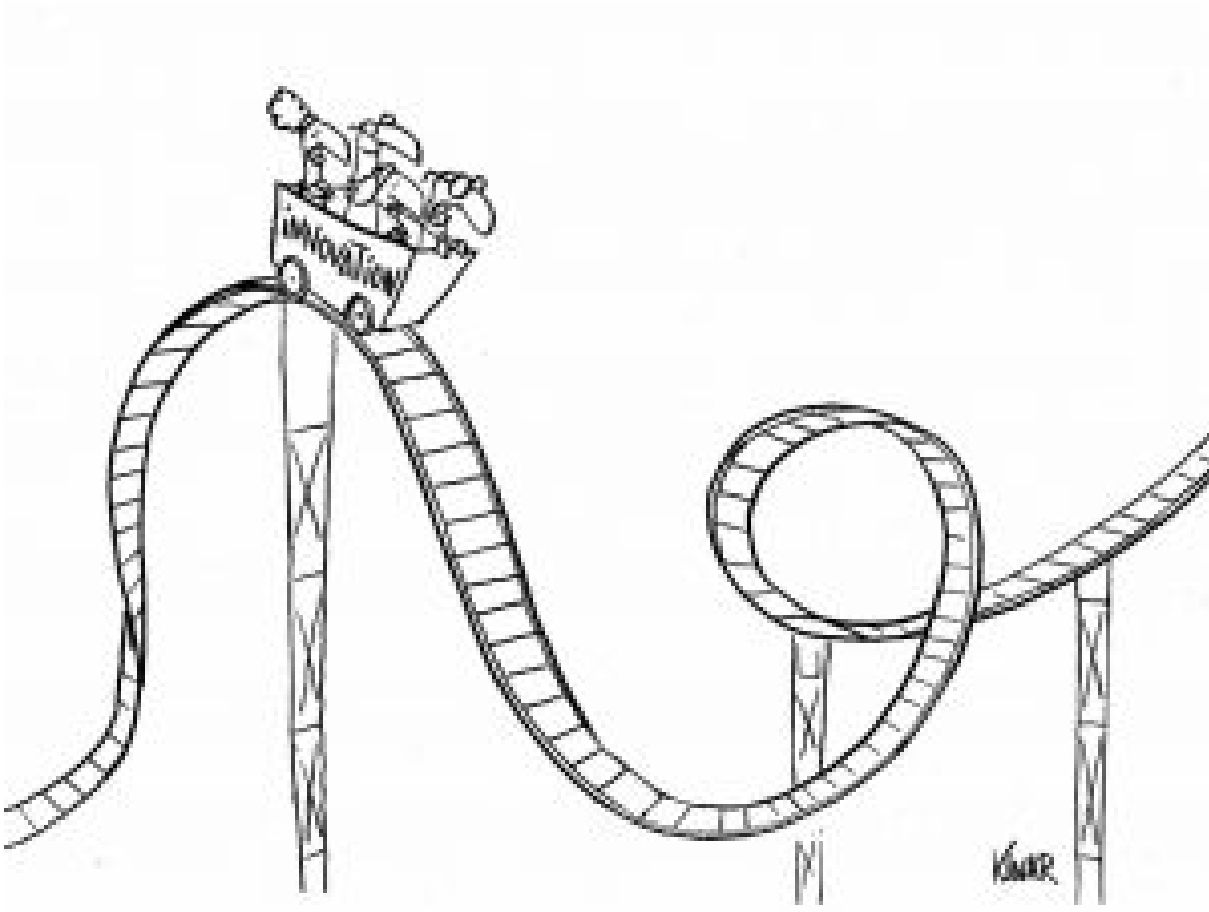
## Nimble execution: learn cheaply and adapt quickly



Management is (maybe) a science, but **innovation is an art**. Traditional corporate decision-making and project management approaches are therefore ill-suited to the ambiguity, high failure rate, pace and multifunctional aspects of innovation.



Innovators must play poker rather than chess. Traditional corporate decision-making approaches (“chess”) rely mainly on analyzing facts and minimizing failures - “thinking first”. But managing innovative organizations and capturing sizeable innovation opportunities (“poker”) must also rely on **experimentation and proactive learning**, combined with ruthless prioritization - “doing first”.



While traditional project management approaches rely mainly on set targets and task allocations, managing innovative organizations and capturing innovation opportunities also implies **planning for changes in the plan** and focusing on embedded flexibility and cross-functional mobilization.

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