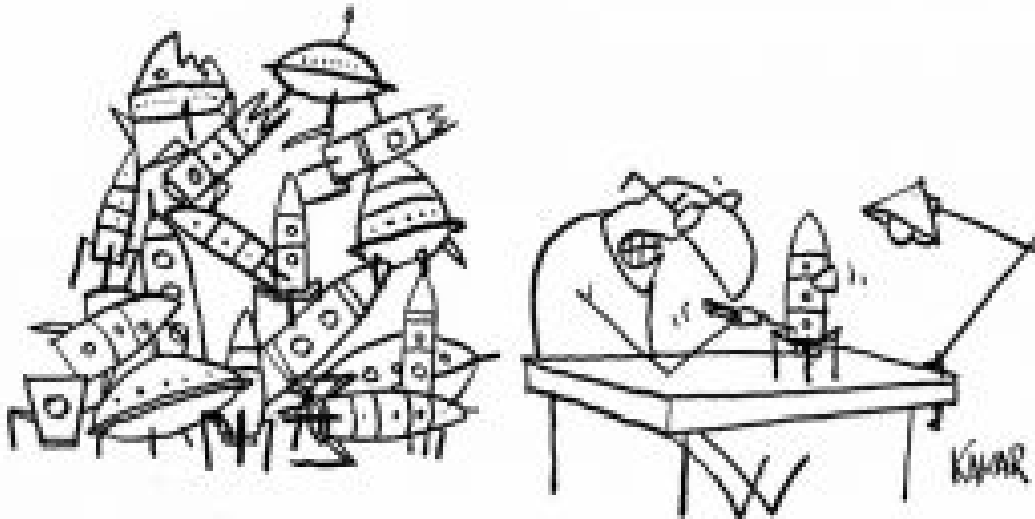


By Benoît Gailly, 17 January 2018

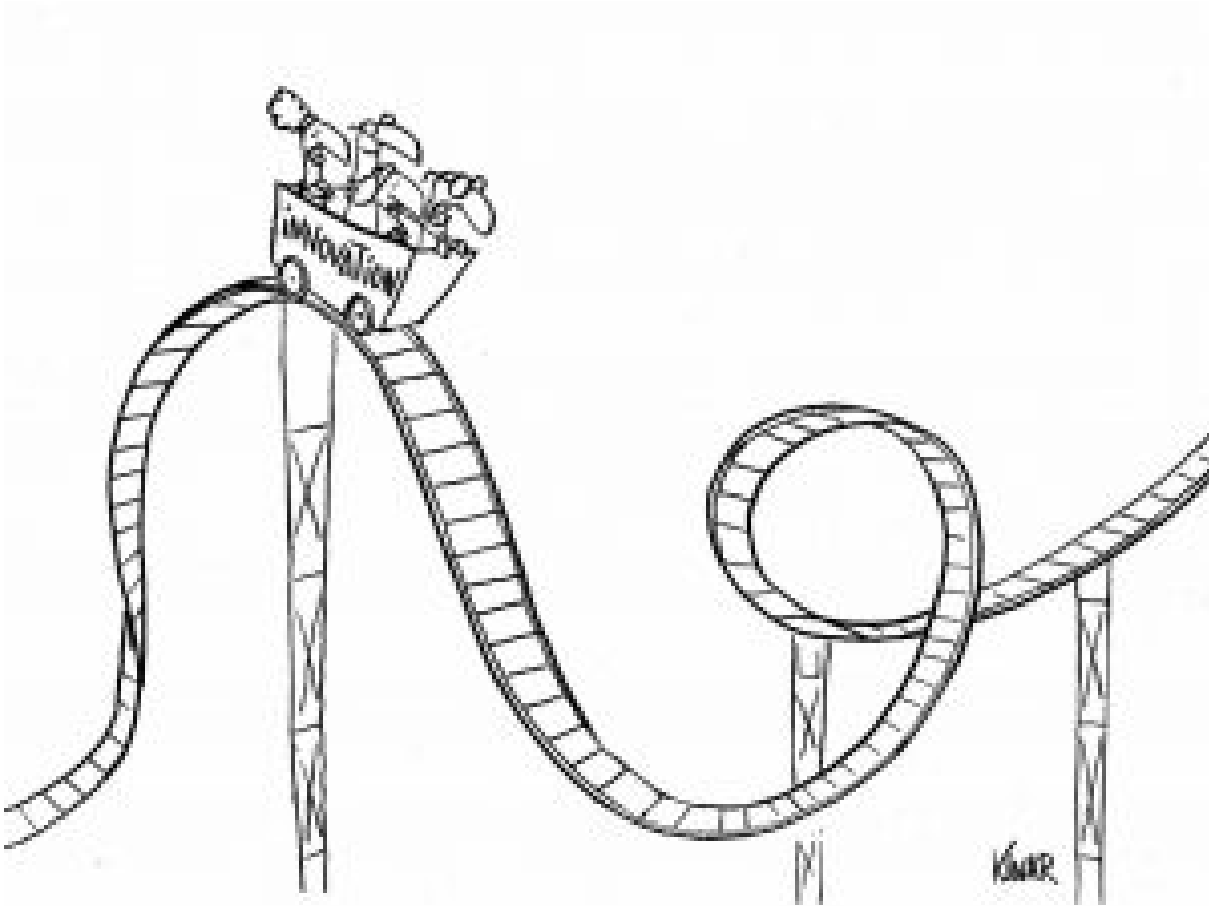
Nimble execution: learn cheaply and adapt quickly



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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Management is (maybe) a science, but innovation is an art

Keywords: *emerging decision making, innovation project management, nimble, product innovation process*

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Play poker, not chess: learning and folding

Keywords: *beliefs, beta-testing, cheap experiments, cognitive biases, dead horses, experimentation, known unknown, learning by doing, Minimum Viable Products, stopping projects*

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Plan for changes in the plan: flexibility and mobilization

Keywords: ANT, coalitions, design thinking, feedback loops, legitimacy, mobilization, pivot, social network, stakeholders

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(c) Prof. Benoit Gailly, Louvain School of Management