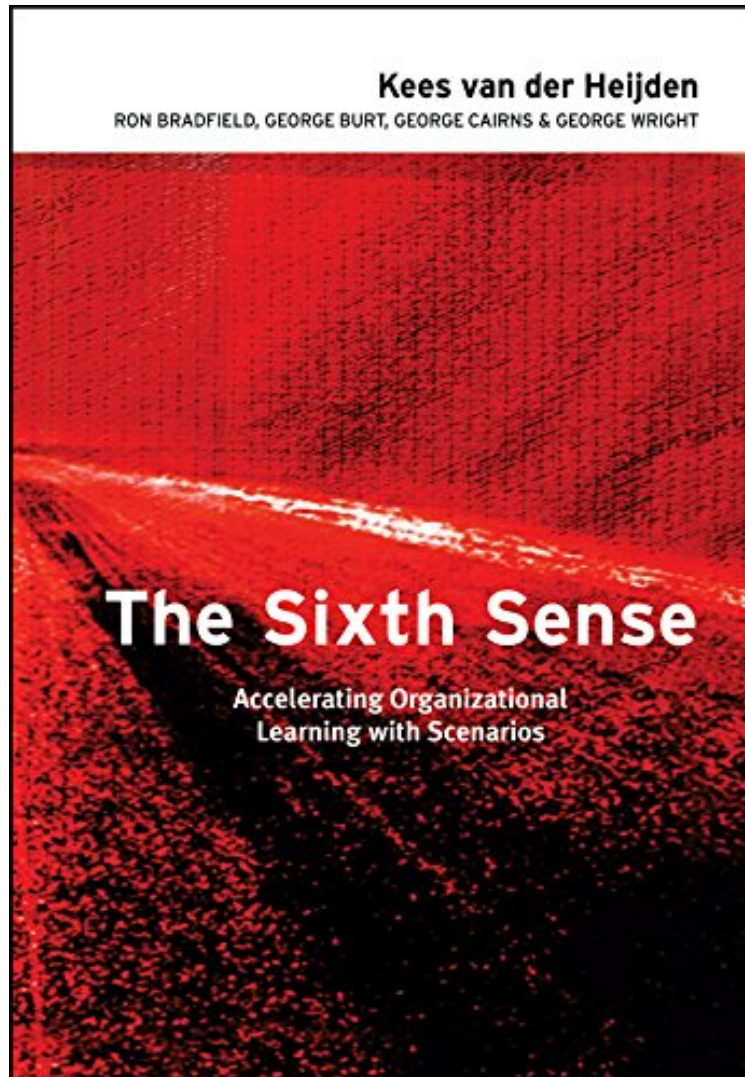


[Download pdf] The Sixth Sense: Accelerating Organizational Learning with Scenarios

The Sixth Sense: Accelerating Organizational Learning with Scenarios

Kees van der Heijden, Ron Bradfield, George Burt, George Cairns, George Wright
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Kees van der Heijden, Ron Bradfield, George Burt, George Cairns, George Wright : The Sixth Sense: Accelerating Organizational Learning with Scenarios before purchasing it in order to gage whether or not it would be worth my time, and all praised The Sixth Sense: Accelerating Organizational Learning with Scenarios:

1 of 1 people found the following review helpful. Kees van der Heijden's two books are easily the best I have uncovered. By Edwin R. Anderson I've read 10 or so books on how and why to think about the future using scenarios. Kees van der Heijden's two books are easily the best I have uncovered. He makes it clear that we think about the future not in order to predict it (no one does that well, predictors have an awful track record), rather we do it to project the

future and in so doing uncover the flaws in our own thinking. Predicting the future is far less important than examining the mind of the predictor. "The Sixth Sense" excels at this. The human prefrontal cortex is the best biological projection system we know of, however, as cognitive psychologists and others are showing, it is susceptible to systematic mistakes which need to be guarded against. For example, we tend to make cautious, linear extensions of the present when we think about the future. "The future will be like this only a little bit more" is the mindset. Authors like Ray Kurzweil ("The Singularity is Near") make a strong case for believing that the future is arriving at an exponential rate, the rate of change is accelerating. The question becomes "What do we do with that idea?" Scenario thinking provides a strong answer. Kees van der Heijden has some clarifying things to say about the importance of the Business Idea of the firm and the implications of scenario thinking for strategy formulation in addition to the ideas regarding weaknesses in our future thinking. Overall, this is a great read. 0 of 0 people found the following review helpful. Strategic Leadership and Design By Customer An excellent foundation for strategic foresight and scenario-based planning framework 0 of 0 people found the following review helpful. Five Stars By Alawiiiiiih It arrived on time. And it was a gift for my dad..

This book helps managers move beyond the idea that the future of business will resemble the past and allows them to use scenarios to imagine multiple perspectives. The concepts of organizational realities, experience, and beliefs are explored to encourage and embrace change in business organizations for a successful future.

"Im gro?en und ganzen ein hilfreiches Buch fur den Einsatz der Szenariotechnik in der Strategieplanung, das die einzelnen Schritte der Umsetzung inklusive praktischer hinweise gut nachvollziehbar vorstellt und dabei von der Erfahrung der Autoren profitiert." www.business-wissen.de am 23.01.2003 From the Inside Flap This book explains: * Why scenario thinking is increasingly important: how it has developed as an approach that can help build successful strategies and organizations. * How scenarios are valuable in overcoming an obstacle or problem - current or potential - by enabling innovation and creative thinking 'outside the box'. * How scenario thinking can be used to resolve organizational flaws by enhancing the strategic conversation. * How to understand the scenario approach in the context of effective organizational learning and development. * How to ensure that scenario thinking is included in a wider strategic and organizational learning framework, essential for organizational survival. Outlining the benefits and techniques of scenario thinking The Sixth Sense shows that scenario thinking is purposeful and effective in driving strategy and organizational development towards managerial and organizational success. From the Back Cover This book is about organizational survival: the reasons why organizations do not always survive, and what can be done about it. Survival means creating value for stakeholders, and the survival problem starts with uncertainty, change and the need for organizations to adapt to shifting needs and market conditions. The key question is 'Why are organizations slow to change and adapt?' Unsuccessful organizations are distinguished by their failure to overcome thinking and behavioural flaws at personal, organizational and community levels. In this book, we explain what these flaws are and how the scenario approach helps senior managers and organizations to overcome them. Our approach is based on reasoning, research, real world observations - and a long track record developing scenario-based thinking, combining the most effective elements of the many scenario approaches that have been tried over time. 'Organizational learning and scenario planning are seen by many business people as two separate disciplines, with different programmes and communities of practice. This book builds a bridge between the two. I believe this is important. It will invite the organizational learners to develop a deeper perspective on the longer-term business environment, and it will invite the scenario planners to consider their work in the context of organizational survival and development. Both will be better off, to the benefit of their organizations.' Arie de Geus, author of The Living Company 'Helping organizations learn their way into the future in a world of complexity, uncertainty and ambiguity is what The Sixth Sense is all about. The book is a deep, insightful and practical guide to the tools an organization needs to break through the limits of its own thinking. Scenario thinkers and planners working to make their organizations adaptive learners will find invaluable tools and examples to guide their own development.' Peter Schwartz, co-founder and chair of Global Business Network and author of The Art of the Long View.