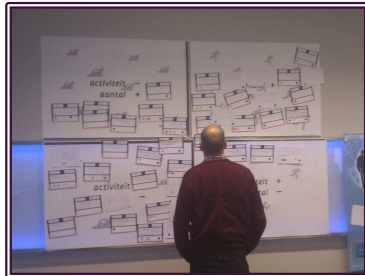


Exploring the Rules by Playing the Game

Game Based Organization Design



THE NEED FOR NEW APPROACHES

The financial crisis, the housing bubble, the unstable labor market, the shaky pension system and the rising cost of healthcare. These are just some examples of systems that are close to their breaking point or that have outright failed. It is a sign of our times. Your organization operates amid growing complexity. It is necessary to get a grasp on the system you are part of, to understand its mechanics, before you can productively design your organization or formulate your strategy.

EMBRACING COMPLEXITY

We believe that attempts to reduce the complexity that inhabits and surrounds your organization have reached their limits. Mathematical models and simulations are no longer the best way to understand the system you are part of. We need new ways to embrace the complexity of an organizational system while at the same time understanding its workings.

GAME BASED ORGANIZATION DESIGN

There is a domain in which embracing complexity is the norm. That is the domain of games. Game players and game designers know that a simple set

of rules can let complex behavior emerge. Game designers have learned to harness this complexity. The rise of video games in the past decades has meant that game design has grown into a sophisticated field. The Game Based Organization Design approach draws lessons from this field and uses the game design process to increase the understanding of an organizational system for all those involved and to develop and test new designs and new strategies.

WHAT'S NEW?

We have been familiar with simulation games and serious games for years. But there are a few key differences that set this approach apart:

- First and foremost: this is an instrument for design, not for training.
- The game is not the end product, but a conduit for understanding and improving an organizational system.
- We do not attempt to construct a detailed simulation of reality, but with the help of the players we let the complexity emerge out of a limited set of rules.