

Fleeting Ages Download Exe

2 | 3

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Innovation is an elusive concept. In part because it is non-linear in nature, and in part due to its never ending and evolving transformation.

Its non-linear status takes us to the realms of complexity theory (where non-linear interacts with the linear)—towards the creation of an atmosphere (which is the linear part) waiting for the innovation to emerge. We do not plan for innovation. We plan the atmosphere, we create the conditions—*attractors* and *fractals* in the complexity theory jargon—for the innovation to emerge. Planning is the linear part. *Strategizing* is the non-linear part—is the art to be prepared for a rare, fleeting and mostly exogenous phenomenon: Innovation.

We must co-exist in an increasing chaotic world. Trying to cope with a multifactorial array of potential explanatory variables is just an impossible task, if using the traditional concepts of what it has been known as “strategic planning”, which has created—among a bunch of misconceptions—a fake dichotomy between strategy and execution. Execution is strategic. Strategy is not about routes/maps, but a clear certainty of destiny. Strategy and innovation, hereafter, will be used indifferently, since I believe Strategy at its best is about shaping a new game. The theoretical framework underlying this definition of strategy will be game theory, to the extent that the work of the strategist is avoiding a zero-sum game. Her intention—the strategist’s—is to create a sustainable win-win business landscape.



DIS-EQUILIBRIUM AS THE SOURCE FOR INNOVATION (PRODUCT & BUSINESS MODEL)

The traditional dominant paradigm in Strategy conceptualize innovation as an incremental (competence-enhancing) or a radical (competence-destroying) technological change in the product. It has been always associated with the R&D department. Assumptions of equilibrium hold. Disequilibrium is seen just as a transitional stage towards a new base of alignment (equilibrium). Knowledge embedded in the product is considered the sole source for the discontinuous transition stages. However, some successful organizations mainly from emerging economies seem to pursue not just a path of innovation around rather than through the product technology, but also, the disequilibrium as a *modus operandi* for innovating the business model.

SOURCES FOR DISCONTINUITY

Strategizing in a non-linear world is about navigating through a never-ending spiral of sense-making, and orchestrating Sense-making deals with a continuous state of disruption. I have identified four sources of discontinuity: *macroeconomics*, *microeconomics*, *regulations* and *technology*. Macroeconomics is about the changes in the economic landscape—both domestic and global—and it is not to wait for the economic indicators to be positive, but to know what to *smartly strategize* around them. Some of the most important successes in business have emerged from a very dismal economy. Microeconomics is about the demographic trends, the *zeitgeist*, *fashions* and everything in between. It deals with being aware of the local (or global) *psycho-socio-geographic* traits (smart analytics). Regulations are the *policies* (both public and in-

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