

Third Edition

MANAGING FOR THE FUTURE

Organizational
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Processes



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Managing For The Future Organizational Behavior And Processes

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Maanen, D. Eleanor Westney**

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conference held at the Kellogg School of Management in June 2003 covering creativity and innovation in groups and organizations Each chapter of the book is written by an expert and covers original theory about creative processes in organizations The organization of the text reflects a longstanding notion that creativity in the world of work is a joint outcome of three interdependent forces individual thinking group processes and organizational environment Part I explores basic cognitive mechanisms that underlie creative thinking and includes chapters that discuss cognitive foundations of creativity a cognitive network model of creativity that explains how and why creative solutions form in the human mind and imports a ground breaking concept of creativity templates to the study of creative idea generation in negotiation context The second part is devoted to understanding how groups and teams in organizational settings produce creative ideas and implement innovations Finally Part III contains three chapters that discuss the role of social organizational context in which creative endeavors take place The book has a strong international mix of scholarship and includes clear business implications based on scientific research It weds the disciplines of psychology cognition and business theory into one text

Managing the Unknown Christoph H. Loch, Arnoud DeMeyer, Michael Pich, 2011-11-30 Managing the Unknown offers a new way of looking at the problem of managing projects in novel and unknown environments From Europe's leading business school this book shows how to manage two fundamental approaches that in combination offer the possibility of coping with unforeseen influences that inevitably arise in novel projects Trial and Error Learning allows for redefining the plan and the project as the project unfolds Selectionism pursues multiple independent trials in order to pick the best one at the end Managing the Unknown offers expert guidelines to the specific project mindsets infrastructures and management methods required to use these project management approaches and achieve success in spite of unforeseen obstacles This book equips readers with Causal explanations of why unforeseeable factors in novel projects make traditional project planning and project risk management insufficient Directly applicable management tools that help managers to guide novel and high uncertainty projects Real world case studies of both successful and unsuccessful approaches to managing high uncertainty in novel projects

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