

The following are excerpted from [Serious Play: How the World's Best Companies Simulate to Innovate](#) by Michael Schrage:

I discovered that the key to successful collaboration was the creation and management of “shared space.”

Innovation was more social than personal. Innovation would be a by-product of how well or poorly I played with others. Behavior—not knowledge, not insight—would drive innovation. How people behave around different versions of prototypes would overwhelmingly influence how value was created or destroyed.

While it's not quite fair to say that models, simulations, and prototypes can now be used interchangeably, the distinctions between them are becoming less and less meaningful.

In the real world, prototypes quickly become tools for negotiating tradeoffs...The best prototypes are those that produce the most useful and importance choices.

The task of building a meaningful prototype forces an enterprise to either explicitly acknowledge its taboos or self-deceptively ignore them.

At many large organizations, demoing a prototype...becomes a medium for proving a point rather than a vehicle to evoke discussion.

The real value of a model or simulation may stem less from its ability to test a hypothesis than from its power to generate useful surprise.

The proper question is not “How will this model or simulation solve the problem?” but rather “How will this simulation or model be *used* to solve the problem?” ...“The model itself is nothing.”

The goal of focus-testing the prototype was not to compile priority lists of favorite features and flaws but to polarize the passion of potential buyers.