Introduction to Change Pro Simulation
Change results often fall short of objectives

The objective is…

The result is…
Changing attitudes have predictable stages

Awareness → Interest building → Evaluation & trial → Adoption

Shifts in attitudes rarely come in one step but the speed of movement through these stages varies considerably
Attitudes about change are biased toward resistance

Typically people are grouped into 4 change groups

- Early Adopters (15%)
- Early Majority (35%)
- Late Majority (35%)
- Resisters (15%)
Your assignment

Congratulations!

You have been selected to be part of a small team of internal consultants sent by Head Office into a major division of our organization to help them implement the Sustainability Initiative, the latest major change initiative the Executive Committee just approved.

You will be given 6 months (120 working days) to ensure a smooth change and implementation process - any, really any supporter counts! Further details required for an immediate start are enclosed below.

Division CEOs such as Martin Loder, who report to Group Vice-Presidents, have all been informed of the Group's decision - although it is probably fair to say they were not actively consulted beforehand. I am certain I can count on your support and hope you will enjoy the process.

Best wishes of success,
Martin Heldback
Group Chief Quality Officer
Your mission

- You are the change agent, rather than the change strategist
- Your assignment is to persuade the division management team to adopt the Sustainability Initiative
- You are from corporate and have no formal authority
- You have six months to get as many adopters as possible
Sustainability Initiative

The sustainability initiative is a comprehensive initiative aimed to introduce sustainable concepts to the organization and to ensure that all functions and departments have integrated these concepts into their ways of working.

For example: converting the flagship brand of the division (and its supply chain) to certified sustainable raw materials.

To make these changes you will need to involve all functions and departments.
Some things to keep in mind when playing

- Understand
  - Learn about people (body language speak volumes) and how they relate
  - Identify early adopters, gate keepers and opinion leaders
  - Attitude towards innovation vary over time
  - Networks are important

- Timing
  - Use the right tactics at the right time
  - Have a strategy and stick to it
  - Build on your allies but don’t neglect the others
  - Create and maintain momentum
  - Close your deals

- The simulation result is difficult
Remember that the context reflects a composite of how organizations function

Context: Large manufacturing company – Division –
Role: Internal Change Consultant
Timing: 120 days (6 months)
Adoption process:
  awareness (0-20), interest (25-45), evaluation (50-95), adoption (100)
Executive assistant ≠ Secretary
Tactics (refer to user manual)
  - One to one
  - One to many (small groups and large groups)
  - Others
Learning will take place at multiple levels

1. Team planning: What is your theory of implementing change?
2. Organizational feedback: What were the results of your action?
3. Team debriefing: What was effective and ineffective (Dos and Don'ts)?
4. Debriefing across teams: What can we share with others?
The Change Pro main page
Some explanations

People Panel
Display: Name, Position, Current level of interest
Action (Tactic): Select Manager
Color conveys a variety of messages

Tactics Panel
Displays list of Tactics available
To read a Tactic’s description in the Multi-display panel:
Point cursor on Tactic name
To implement a Tactic:
First select the Tactic by clicking on its name
Then Click on “Do it!” button

Network Panel
Display: Formal & informal networks identified during the mission
To select a particular network, click on its name and the network members will appear in blue
To de-select a network, click again on the network’s name

Tool Panel
Display: Simulation Tools
Action: Select Tool

Multi-display:
Display Options
(1) Description of Tactic
(Logic, requirements, timing)
(2) Tactic Feedback

Scroll Button(s)
View hidden text
These buttons become active when the feedback exceeds the size of the Multi-display panel

Review
Review feedback from past actions

Time Display
Days Left or Days Used
To modify display, click on box.

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Schedule

10:00 Go to study rooms and discuss strategy for max 15 mins

10:15 Start implementing your strategy
Note: You can only implement once

12:30 Save your results and then reflect on some “Dos” and “Don’ts” advice for leading change

13:00 Now save your final file with the file name A followed by your group number. So A1, A2 and so on.

And you have just earned your lunch!
So grab your colleagues and start playing…