Change Management Simulation:

Power and Influence

How many of you have had experience in a changing culture in their organization?

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Agenda

- Learning objectives
- Background
- Instructions

Learning Objectives:

- Practicing **diagnostic and action-planning skills** with regard to leading organization-wide strategic change

- Gaining insight into **why individuals and groups might resist change and how to overcome that resistance**, including social network information to develop change implementation strategy;

- Forming a better understanding of not only how to **choose appropriate change strategies** and tactics but also how to **sequence** them, given key contextual contingencies, and

- Identifying **common missteps** of change agents and how to avoid them

The Challenge of Organizational Change

As the rate of change in the business environment continues to increase, the premium on organization's being able to change is growing ever more significant.

Organizations are built to be stable. …
As a result, most efforts at designing and managing organizational change are dismal failures.

Source: Lawler, E. & Worley, C. 2006. *Built to Change: How to Achieve Sustained Organizational Effectiveness.* San Francisco: Jossey-Bass, pages xiv and 11 respectively.

Simulation Background

- Single-Player Simulation

- 4 scenarios (2 roles: CEO or Director of Product Innovations)

- Seat time: 90-120 minutes

We will play the simulation in week 5 (one run as the Director of Product Innovations – multiple tries allowed) and week 12 (2 runs, both roles)

The settings: Spectrum Sunglass Company

The task: Implement and organizational wide change to adopt the process

Critical Mass: convince up to 18 stakeholders (out of 20 or 90%)

Change levels: 18 reusable levers

Duration: 96 weeks initiative
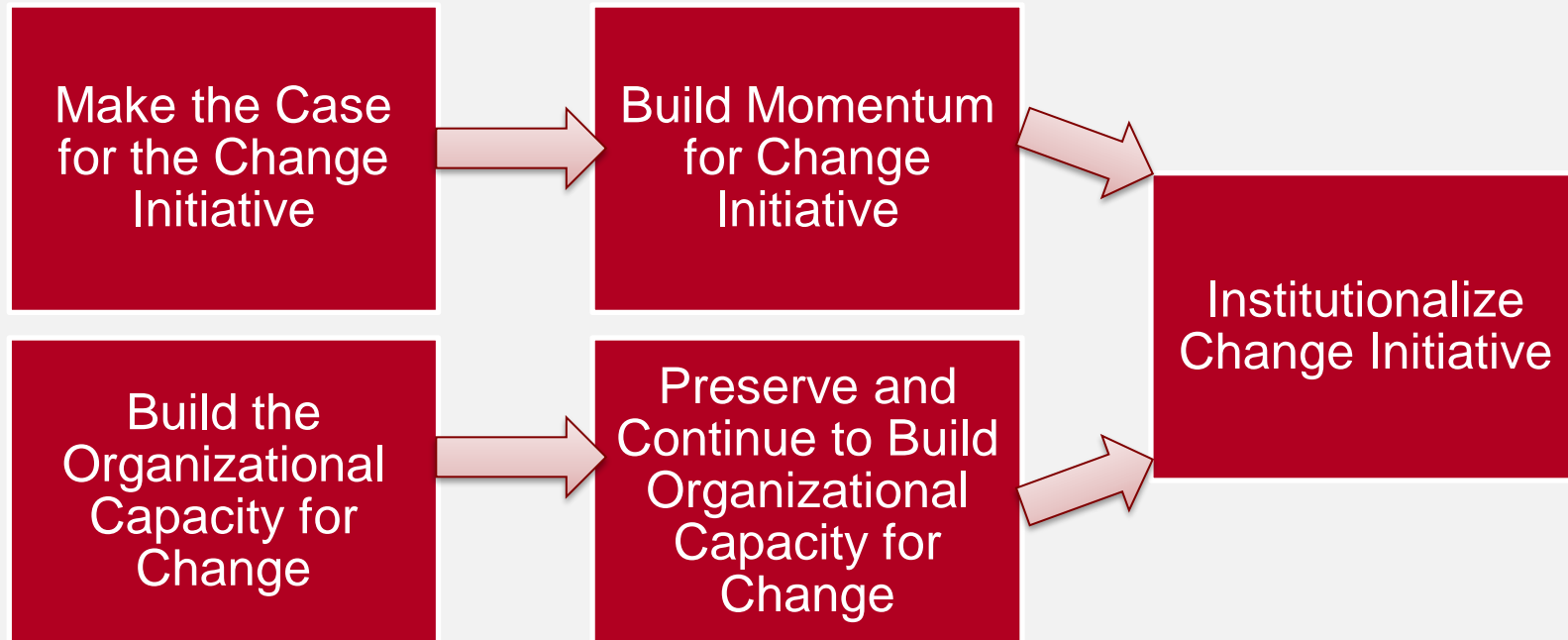
Your must do three things successfully:

1. Diagnose the situation
2. Build and Maintain Credibility
3. Select appropriate change levers at the appropriate times (18 reusable levers) – choose the right action at the right time….

Concepts: Three Phases of Change

Mobilization Phase **Movement Phase** **Sustain Phase**

Make the Case for the Change Initiative → Build Momentum for Change Initiative →

Build the Organizational Capacity for Change → Preserve and Continue to Build Organizational Capacity for Change →

Institutionalize Change Initiative

Concepts: Four Stages of Change

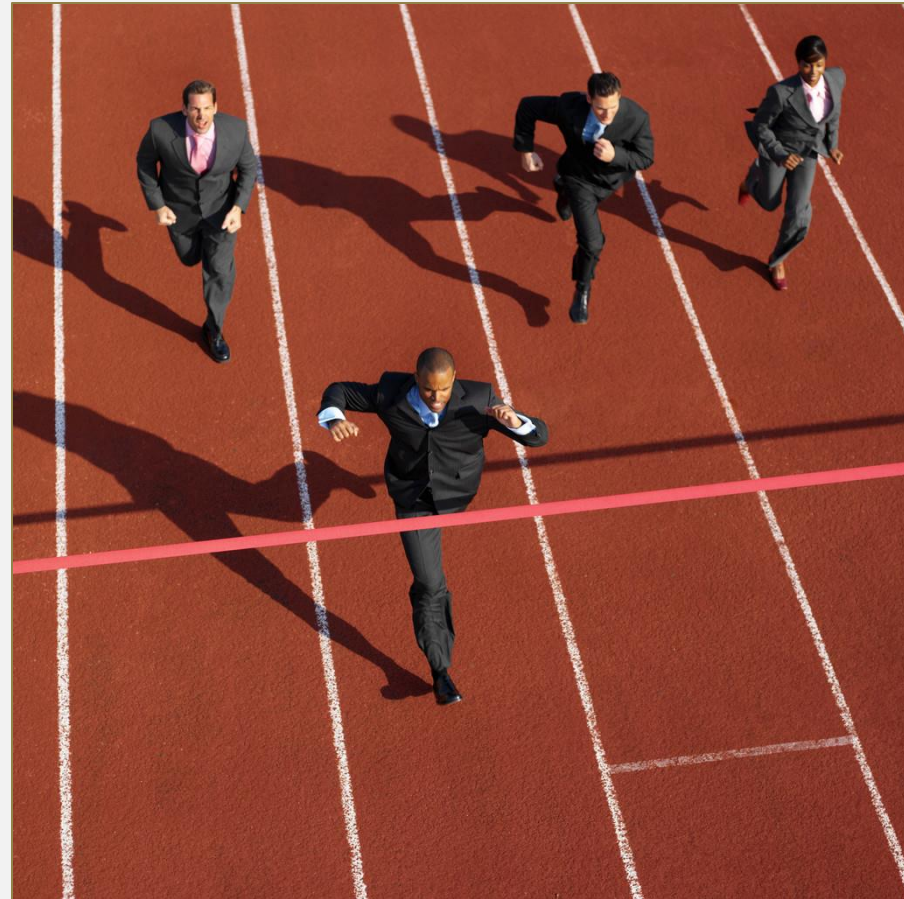| Awareness | Interest | Trial | Adoption |

Two Basic Types of Change

- **Reactive Change**
  - Closing a performance gap
    - ➜ (**what is** and **what should be**)

- **Proactive Change**
  - Closing an opportunity gap
    - ➜ (**what is** and **what could be**)

Four Distinct Scenarios

Power of the Change Agent

	Low	High
Low **Urgency** **for** **Results**	**Scenario 1** Director, Product Innovation as change agent in non-urgent situation	**Scenario 2** CEO as change agent in non-urgent situation
High	**Scenario 3** Director, Product Innovation as change agent in urgent situation	**Scenario 4** CEO as change agent in urgent situation

Instructions:

Prepare:

1. Read the Tutorial (under the 3 dots, top left corner)
2. Read Scenario introduction (under the prepare tab)

Analyze (during simulation):

1. Review the Dashboard Overview
2. Review the Organizational Readiness
3. Review the Lever Impact (on the decide tab)
4. Review the Network
5. Read the News

Decide using the decision screen (select a lever on the left then click submit decision on the right)

What do you need to submit?

- **By EOD Sunday, you need to submit a screenshot of your results on canvas (look under the assignments section on canvas).**

- **The screenshot should be pasted in a word document saved as PDF using the convention last name_first name_simulation 1.**

- **In your document include the following:**
    1. Name
    2. TUID
    3. Screenshot showing your Avator

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Next Week

- **We'll review choices made throughout the simulation and debrief on takeaways**

- **You should have a few takeaways from the simulation to discuss during change management discussion**

  1. What worked well?
  2. What didn't work well?
  3. How did you adjust your strategy during the simulation?
  4. Any employee you liked/preferred "working" with in the simulation?