Week 12
MIS3535 | LEAD GLOBAL DIGITAL PROJECTS

Finish

Start

8 Embed changes into culture

7 Build on wins

6 Generate short-term wins

5 Remove obstacles

4 Communicate the vision

3 Develop a vision for change

2 Build a large, powerful coalition

1 Create a sense of urgency

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Change Leadership Day! (Day 1)

- Kotter Chapter 6 : <u>Create Short-Term Wins</u>

- Pick <u>3 of the stories</u> and be ready to present the key take away/learnings and how it relates to your current project:

❖ The List on the Bulletin Boards

❖ Creating the New Navy

❖ The Senator Owned a Trucking Company

❖ Hoopla

Studio day (Day 1)

1) Create your Sprint Retrospective:

- This is an opportunity for the Scrum Team to take a step back and examine the previous Sprint to identify potential improvements in the process.

- For our class purpose, include feedback from the start of the project

- This will be one of the artifact included in your final project

2) Work you on your deliverables (Sprint 3)

SPRINT RETROSPECTIVE

IDENTIFY THREE SPECIFIC THINGS:

- Things the team needs to keep doing:
	Best practices
- Things the team needs to begin doing:
	Process improvements
- Things the team needs to stop doing:
	Process Problems and Bottlenecks

It's a good idea for the team to list at least one process improvement item from the retrospective in the next product backlog.

Studio day (Day 2) – No Class! – Work Independently

Simulation #2

- **Report Due by EOD April 14**

- **This will be your Assignment #4 (last one – this one is individual)**

* No late assignment accepted

- Single-Player Simulation

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

- Seat time: 90-120 minutes

We played the simulation in week 4 (one run as the Director of Product Innovations). **Now we will play it again for 2 runs, both roles: Director of Product Innovations and CEO.**
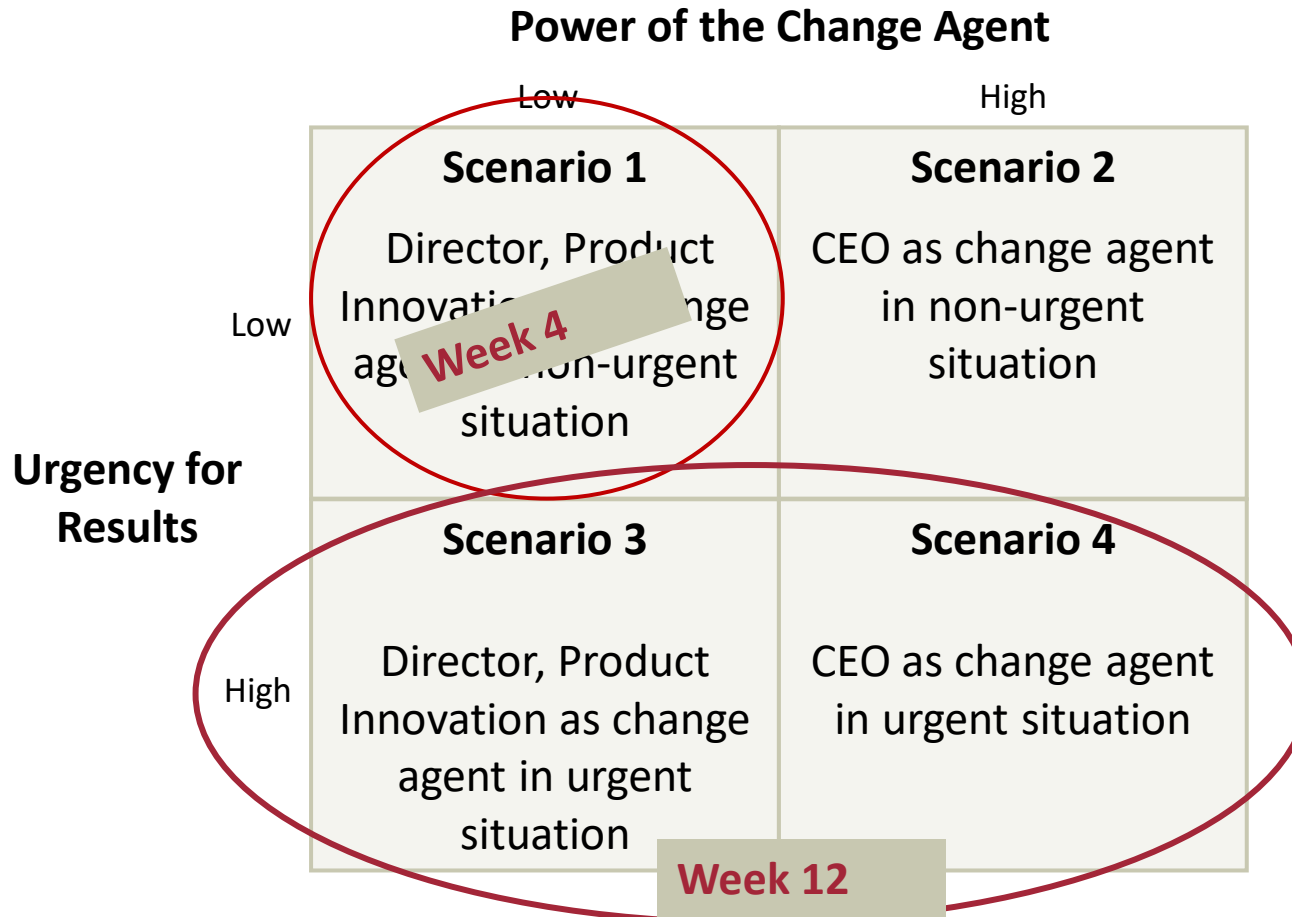
The settings: Spectrum Sunglass Company

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

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Power of the Change Agent

	Low	High
Low	**Scenario 1** Director, Product Innovation as change agent in non-urgent situation *Week 4*	**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

Urgency for Results

Week 12

Instructions:

Prepare:

1. Review the slides (and recording as needed) from our first simulation debrief discussion, **slide deck posted in week 6**

2. Refresh as needed: Read the How to play screen

3. Read Scenario introduction (for each of the two scenarios)

Analyze (during simulation):

1. Review the Dashboard Overview

2. Review the Organizational Readiness

3. Review the Lever Impact

4. Review the Network

5. Read the News

Decide using the decision screen

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# What do you need to submit?

- **By EOD Sunday, you need to submit a word document which will include the following:**

  - At the beginning of your document: Name and TUID

  - Two screenshots (one per scenario – week 12 runs) that shows your results. Need to see number # of adopters & weeks used.

  - Two pages double-spaced (excluding the screen shots) for your write-up:
    - I. You will describe the actions you took when you first ran the simulation (week 4) and how you adjusted your actions/strategies in your last 2 runs.
    - II. You will also describe the different strategies you took for each of the last 2 scenarios (this week).
    - III. Finally, you will explain how the change leadership discussions (Kotter) affected your decisions. Include specific examples.

  - Save your word doc using this convention: last name_first name_simulation 2.

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COMING UP NEXT WEEK:

- **Get ready for our quiz#5 on Tuesday! Last one!**

- **You will be taking the quiz at the start of class (first 10 minutes)**

- **Quiz will cover all readings listed for week 13 on our community site:**

  - Kotter Chapter 7
  - Kotter Chapter 8

Exam Review
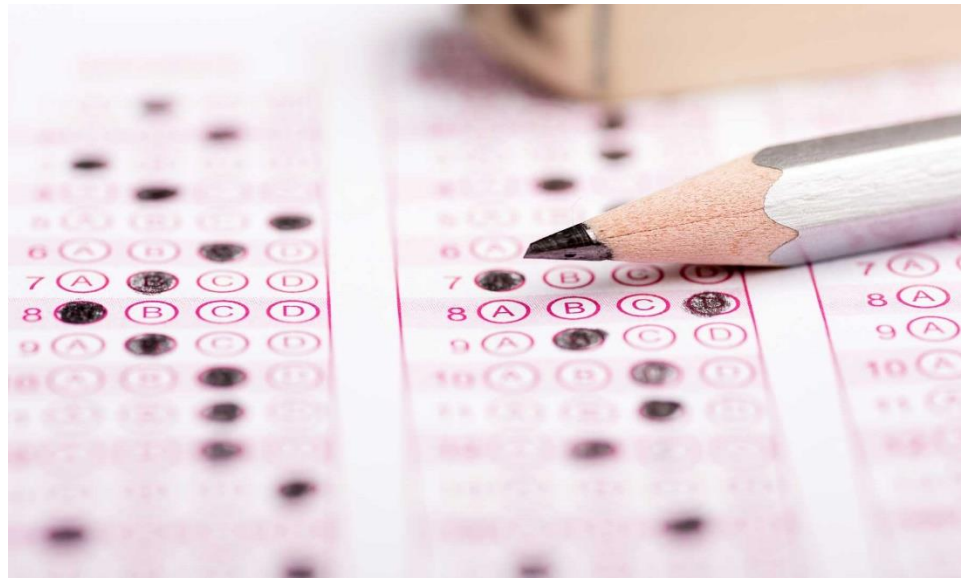
Reminder: Grading Components

Component	Percentage
Weekly quizzes (5)	15%
Exam 1	20%
Exam 2	20% ⭐
Project (team grade)	20%
Assignments (4)	15%
Class Contributions & Team feedback (5% each)	10%

Note: Exams are not cumulative

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Final Exam

Content :

Week 8 to 13 :
- Readings/Videos
- Web Research
- Lectures
- Kotter Change leadership discussion: **Chapter 3 and 6 only**

70%

30%

Format :

➢ Closed books
➢ In person only / on canvas
➢ 20 questions (14 multiple choices/fill in the blank & 6 open ended)
➢ 50 minutes

Final Exam– Lecture/readings/videos/web research (70%)

- SCRUM Events

- Managing Conflict

- Reporting with Agile Charts and Board

- Risk Management

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Final Exam – Change Leadership / Kotter (30%)

Only Chapters 3 & 6:

➢ Key take away from the story?

➢ What changed?

➢ What was the strategy?

➢ Why was it effective?

➢ How does it relate to the SEE, FEEL & CHANGE concept?

➢ What "works" and "doesn't work" for these chapters (key take away)?

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