



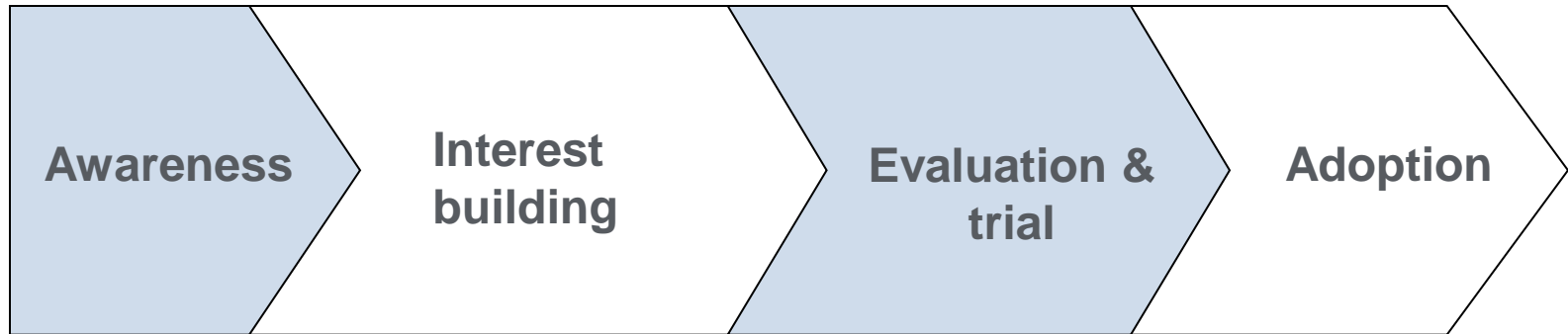
Introduction to Change Pro Simulation

Change results often fall short of objectives

The objective is...

The result is...

Changing attitudes have predictable stages



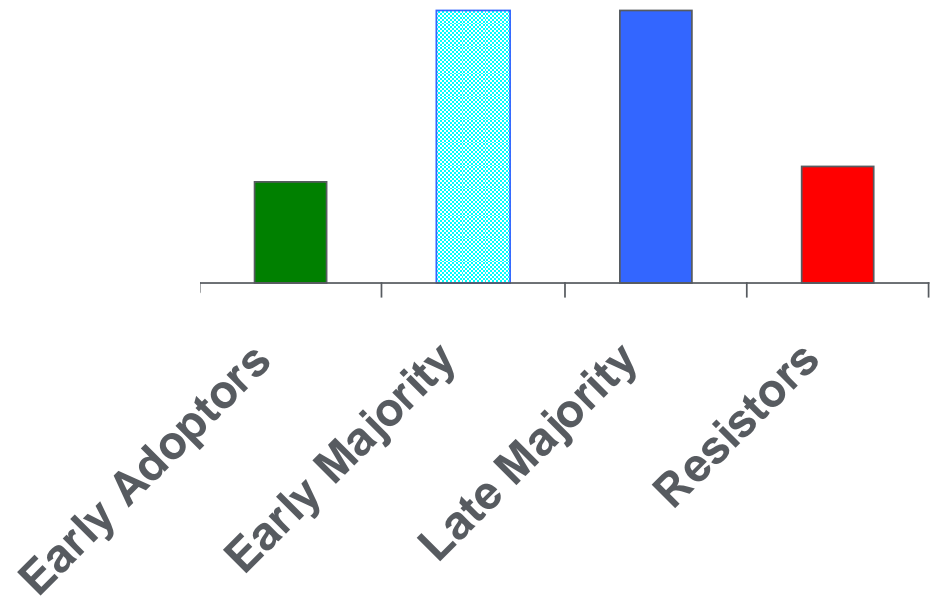
Shifts in attitudes rarely come in one step.....

...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%)
- Resistors (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 Sustainable Agriculture Initiative, the latest major change initiative the Executive Committee just approved.

You have 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 for success,
Bob Dolittle
Group Head of Agriculture

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 a sustainability strategy to the organization and to ensure that all functions and departments have integrated the strategy 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
 - Attitudes 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

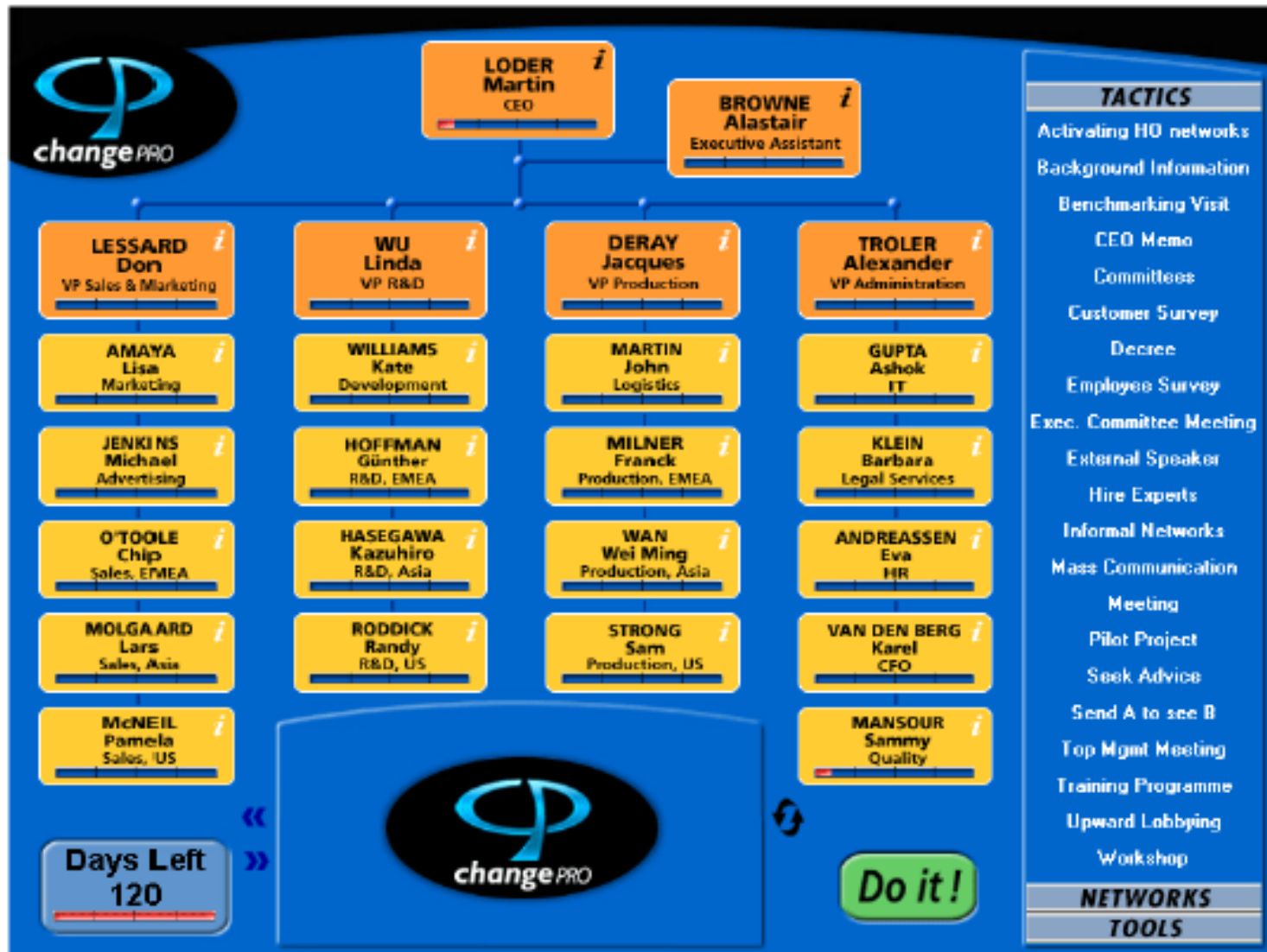
Tactics (refer to user manual)

- 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 (i): Picture, Background Information, Evolution 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

The screenshot shows the 'change:mp' interface. At the top, there are two manager cards: 'LODER Martin, CEO' and 'BROWNE Alanair, Executive Assistant'. Below them is a grid of 20 manager cards, each with a name, position, and a progress bar. A 'Days Left' box shows '108'. A central text box contains instructions: 'Select 3 managers that you would like to send on a 3 day benchmarking visit and approach the CEO to get his approval. If the CEO accepts, he will talk to the 3 managers. You will then train them and help them organize the visits (4 days)'. A 'Do it!' button is visible. On the right, there is a 'TACTICS' panel with a list of options, a 'NETWORKS' panel with a list of networks, and a 'TOOLS' panel with a list of tools.

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

Review
 Review feedback from past actions

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

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

Action Button
 Implement Tactic

Schedule

09:45 Go to study rooms and discuss strategy for max 15 mins

10:00 Start implementing your strategy
Note: You can only implement once

12:15 **Save your results** and then reflect on some “Dos” and “Don’ts” advice for leading change

12:45 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...**