

experiencechange  
globaltech

# Change Management Simulation

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ExperiencePoint

experiencepoint



**experiencepoint**

*the future of business learning*



## Agenda

You're hired!!

Meet your first client

18 months in the trenches

Outcome?



## Agenda

**Introduction**

**Diagnosis**

**Change Theory**

**Planning**

**Implementation**

**Debrief**

Plenary

Simulation (in teams)

Plenary

Simulation (in teams)

Simulation (in teams)

Plenary



## Change is Difficult

### Research suggests ...

Over two-thirds (67%) of major change initiatives fail to realize their intended gains.

The most challenging obstacle is human **acceptance** and **adoption** of a change.

- Individual Level
- System Level



## Discussion

Think about your personal history with organizational change.

What was your best change management experience?

What was your worst?

At your tables, share your experiences and distill into your top five lessons about change management.

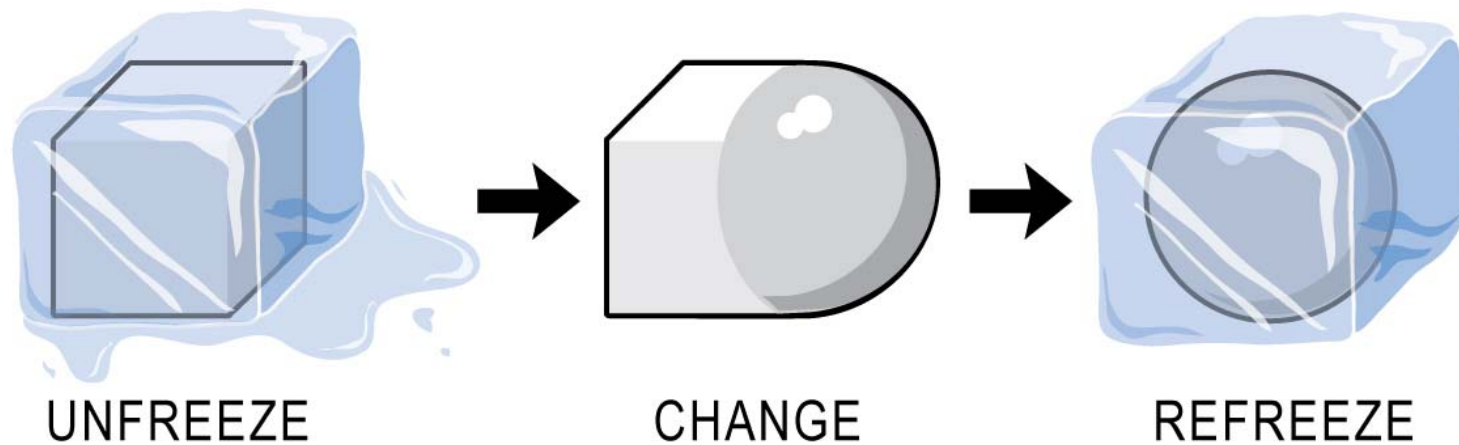




## Your Challenge

Acting as consultants to Global Tech, you are challenged to transform the organization. To do so, you will have to convert key stakeholders into supporters for change.

### **Change is a Process**



\* Source: Kurt Lewin



## The GlobalTech Situation

Global Tech is a designer, manufacturer and marketer of global positioning systems (GPS)

Experiencing difficulty shifting product development focus from military to commercial market

Help Global Tech navigate the change process so that the company can:

- *Survive the short-term*
- *Achieve long-term business success*





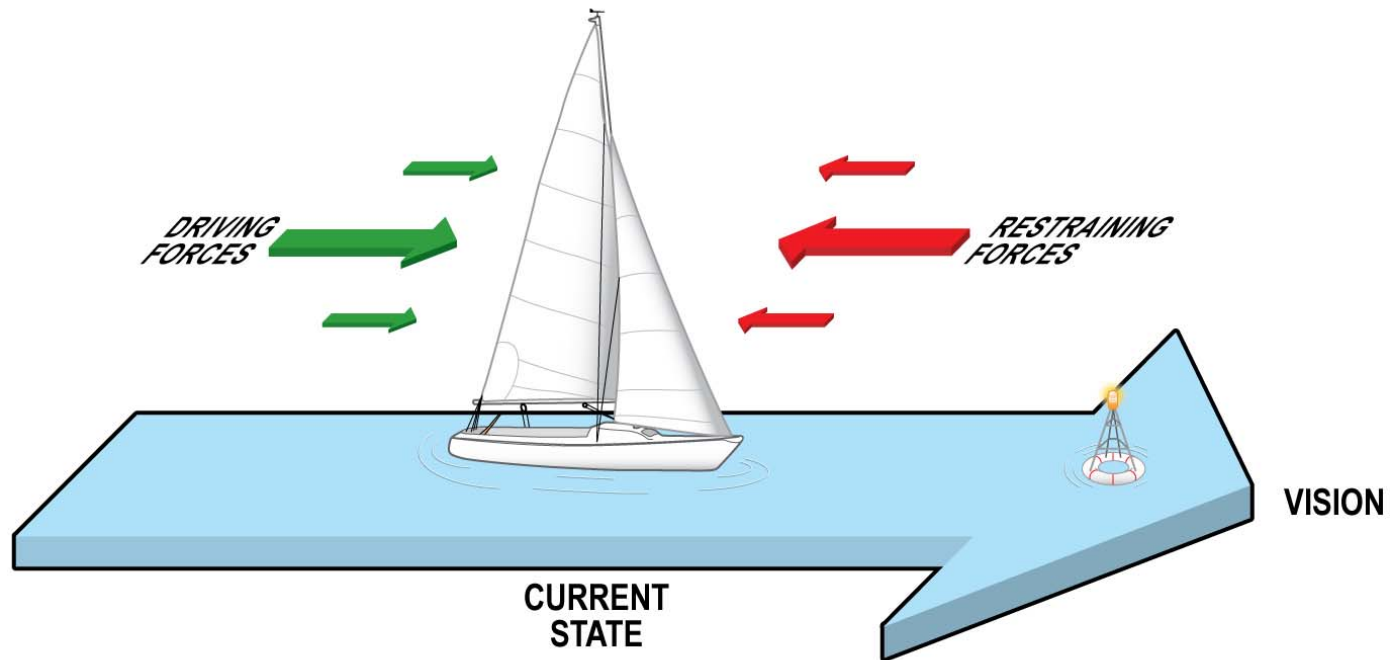
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# Change Management Simulation

## Theory



# Force Field for GlobalTech



*Driving Forces* →

← *Restraining Forces*

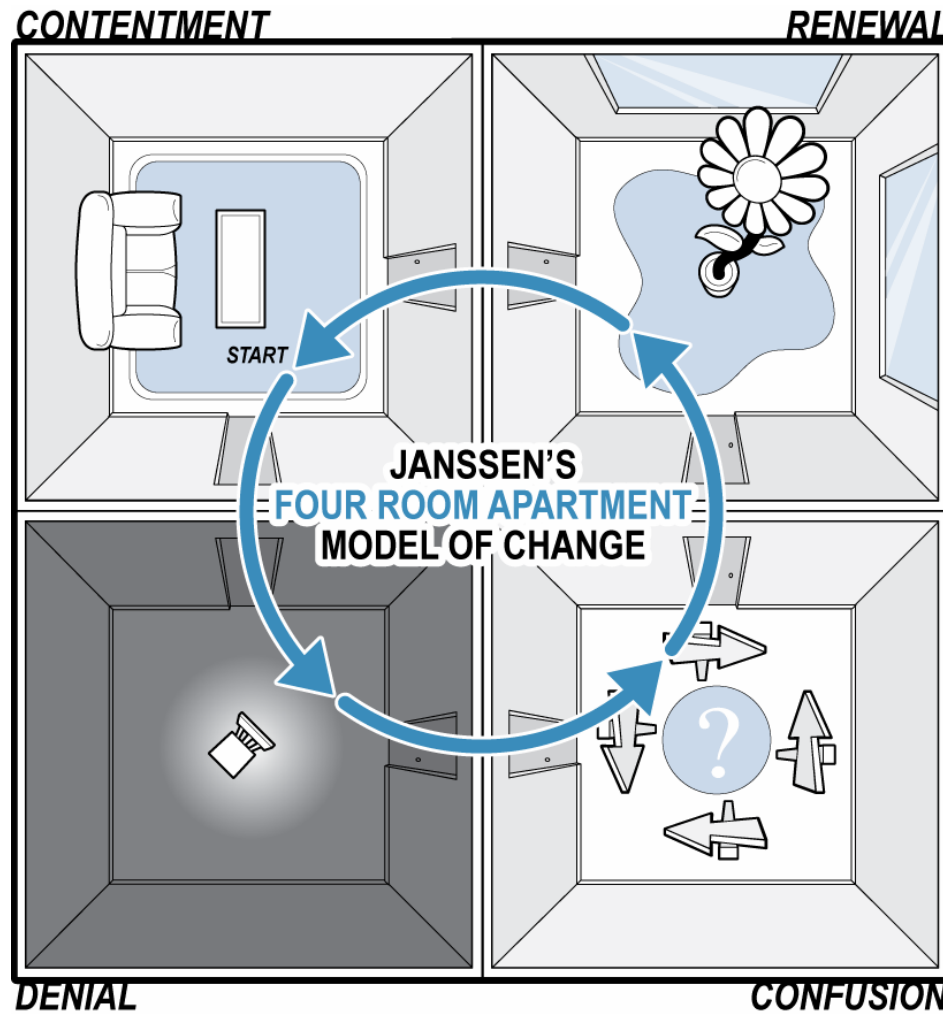


## Types of Change

- **Transactional**
  - *Continue doing what you're doing, but faster, better, cheaper*
- **Transitional**
  - *A more complex change where others have done it and best practices can guide success*
- **Transformational**
  - *A change that will alter industry, and put you at the front of a new paradigm*



# Psychology of Change



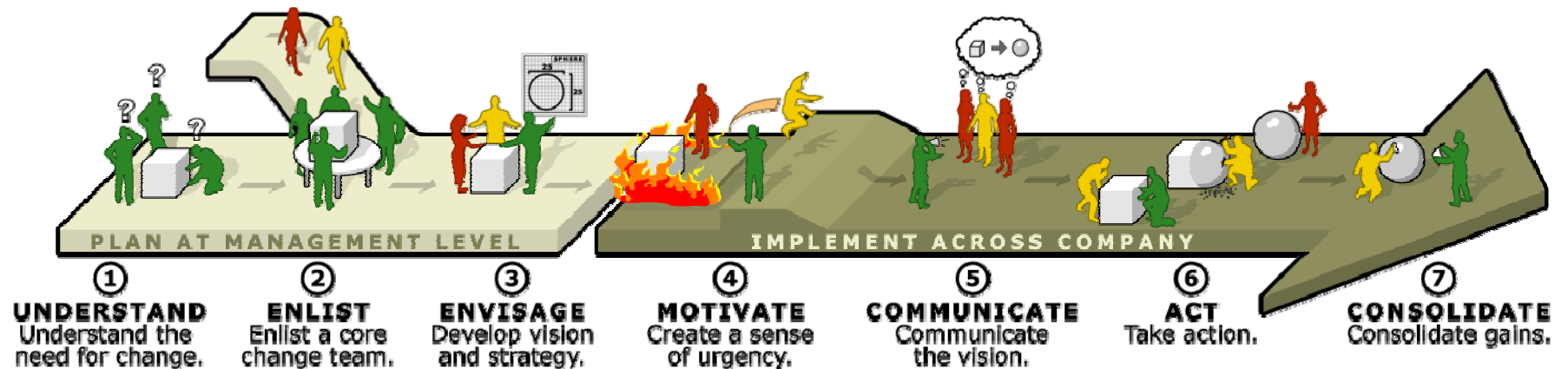
Source: Claes Janssen



# How do we Succeed?

By building commitment with all stakeholders

## The ExperienceChange Model

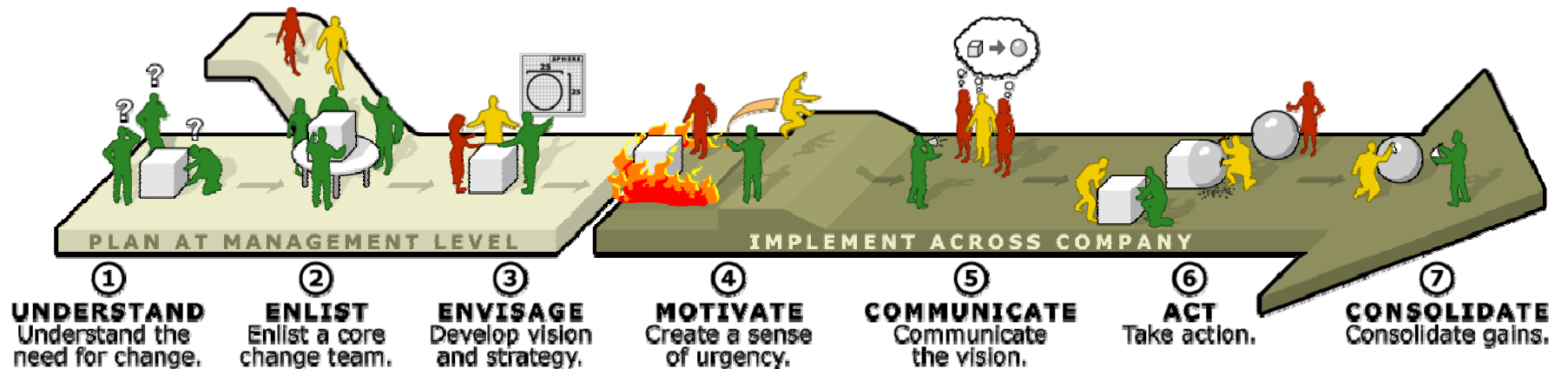






# Plan for Change

## PLAN







## Build a Solid Foundation for Change

*“The change process goes through a series of stages that, in total, usually require a considerable length of time. Skipping stages creates only the illusion of speed and never produces a satisfying result.”*

John Kotter, *Leading Change*



## 1. Understand

You have a good understanding of change, need to find ways to help the org achieve same understanding.

Help GT **gather** and **share** information.



Understand the operating environment:

- *What forces are driving change?*
- *What forces are restraining?*

***Try to:***

- *Ask fundamental questions*
- *Get fresh perspectives*
- *Identify root causes not just symptoms*



## 2. Enlist

### **Select Change Agent**

Visioning, Motivating, Empowering,  
Managing



### **Build Change Team**

Leadership, Position power, Expertise,  
Credibility, Management \*

### **Assess Stakeholder Resistance**

Provides a snapshot of the  
organisation's readiness to change

\* Source: John Kotter, *Leading Change*



## 2. Enlist – Assess Resistance



### RESISTERS

stakeholders  
that disrupt  
change

### BYSTANDERS

stakeholders  
with a neutral  
attitude towards  
change

### HELPERS

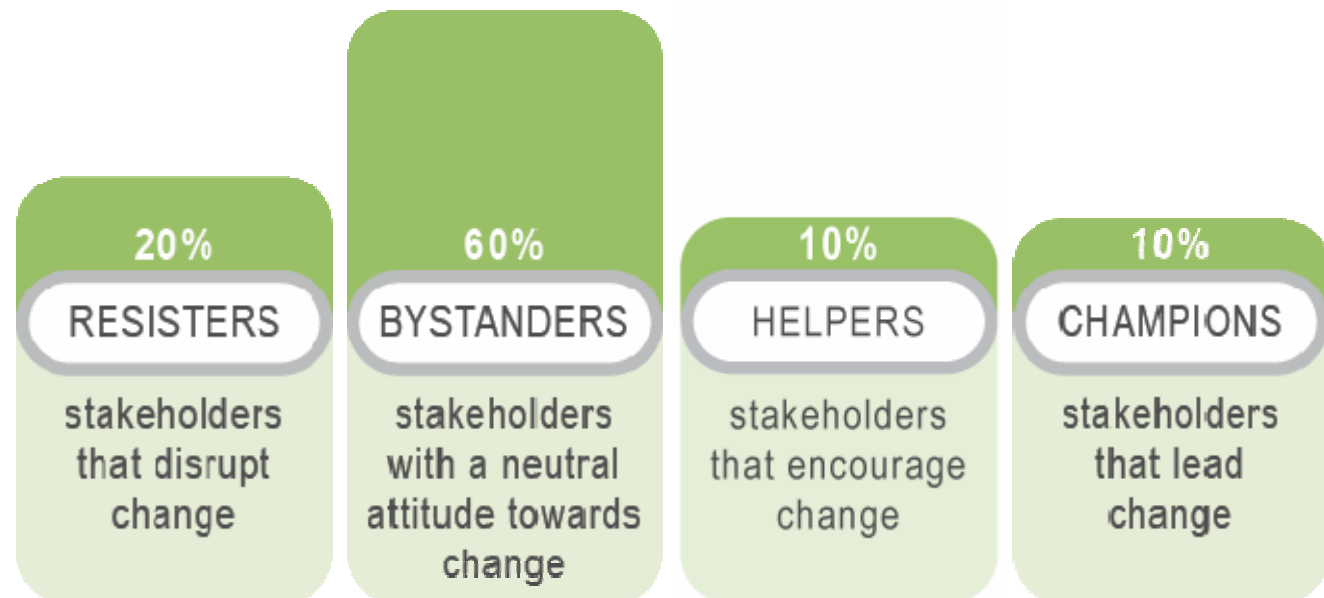
stakeholders  
that encourage  
change

### CHAMPIONS

stakeholders  
that lead  
change



## 2. Enlist – Assess Resistance





### 3. Envisage

#### **Develop a vision**

Describes “*where you want to go*”  
Tangible, Desireable, Feasible &  
Flexible, Focused & Simple



#### **Develop a strategy**

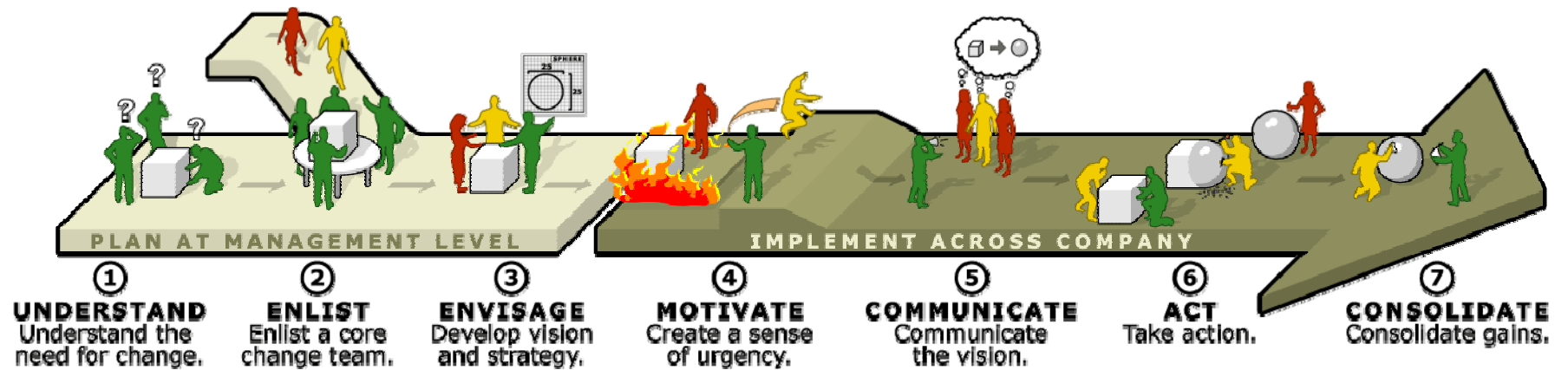
Describes “*how you’ll get there*”  
Provides a framework of operational  
decisions





# Implement Change

## IMPLEMENT





## 4. Motivate

### **Create dissatisfaction with status quo\*:**

Share information

Set ambitious stretch targets

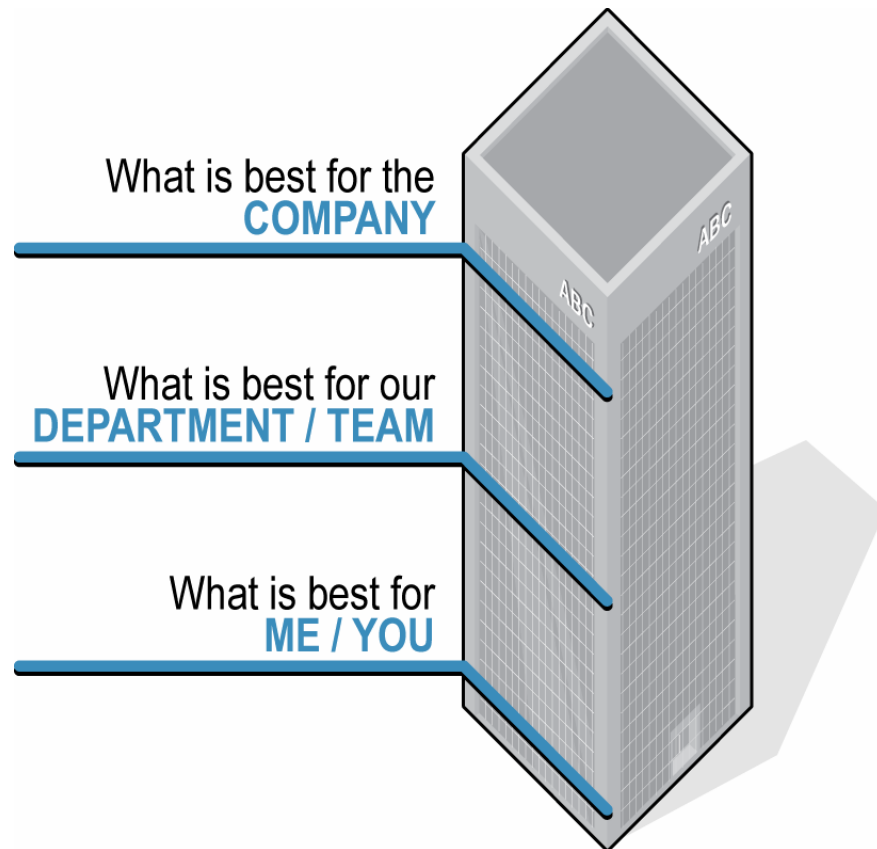
Identify a crisis

Communicate honestly – What are the implications of status quo?



*\* Source: John Kotter, Leading Change*

## 5. Communicate - What



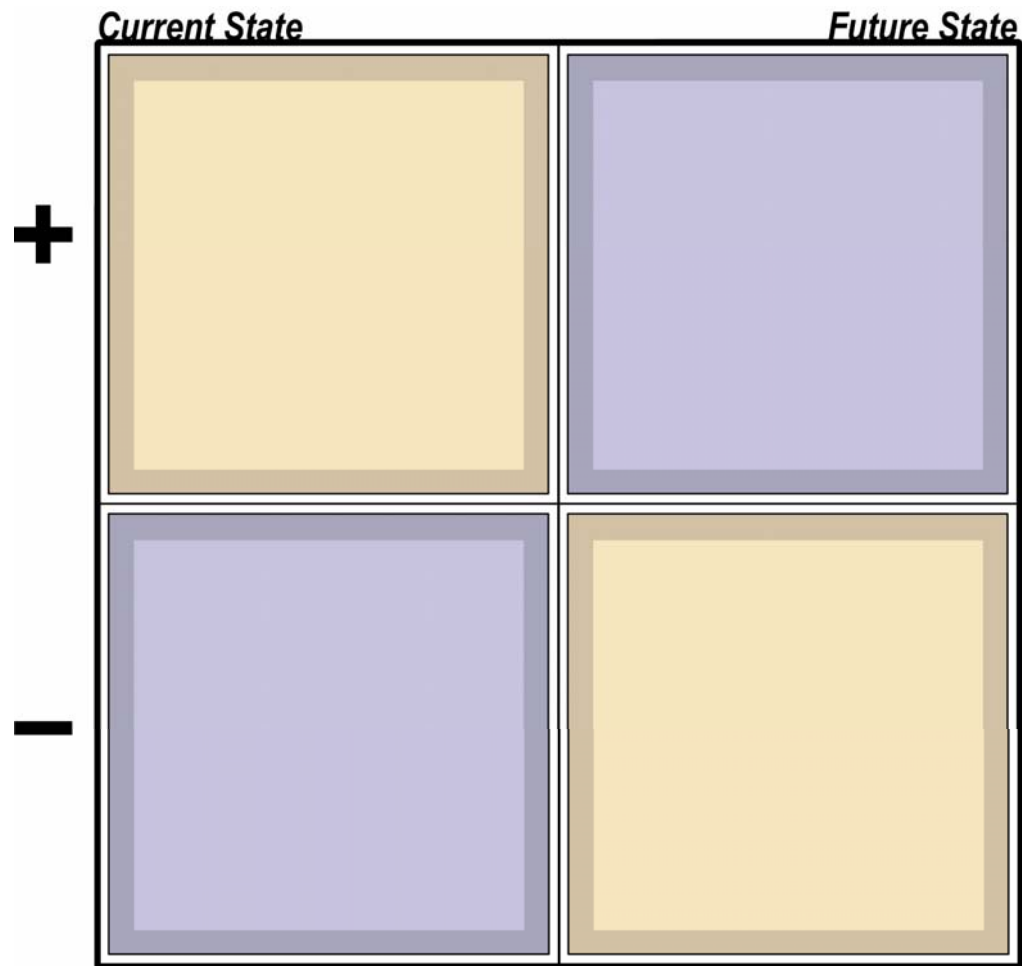
What is best for the  
**COMPANY**

What is best for our  
**DEPARTMENT / TEAM**

What is best for  
**ME / YOU**

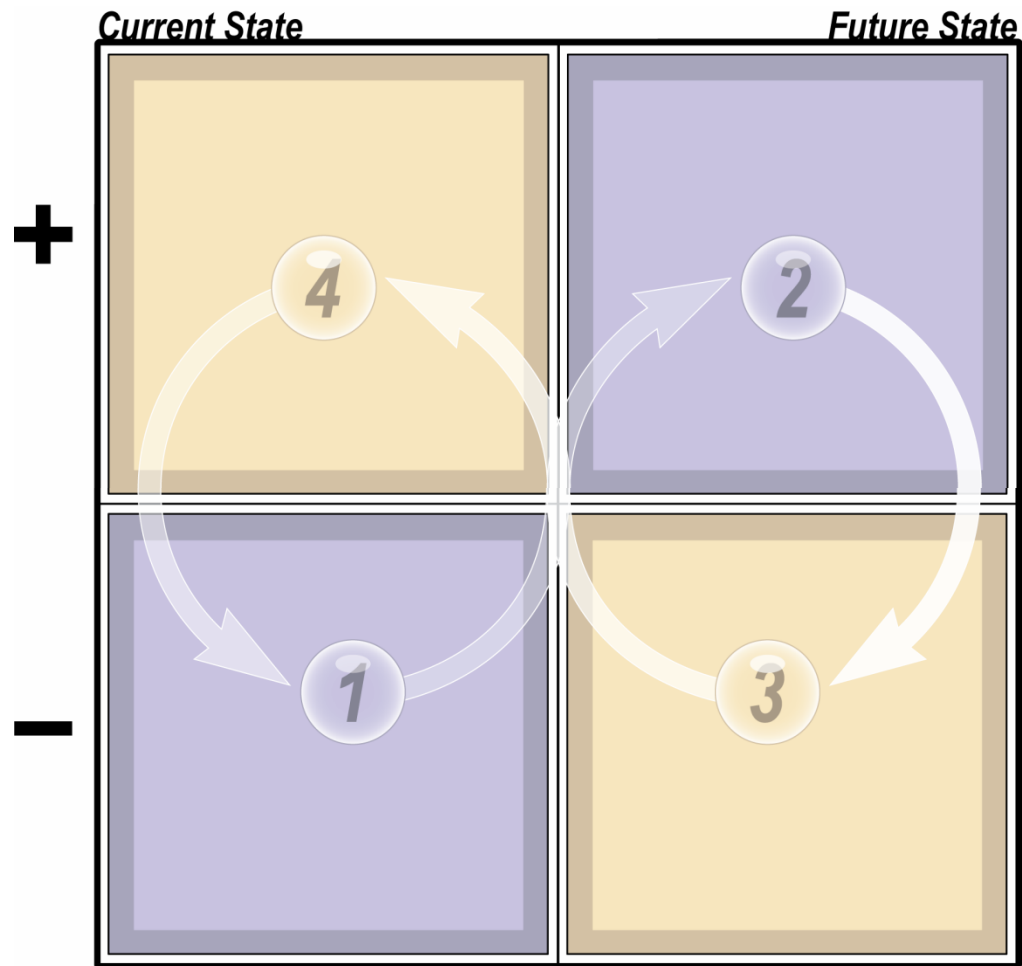


## 5. Communicate - When





## 5. Communicate - When



Source: Barry Johnson

## 5. Communicate - how



Keep it simple

Use metaphors, analogies and examples

Try different mediums

Encourage repetition

Make it involving

Promote leadership by example

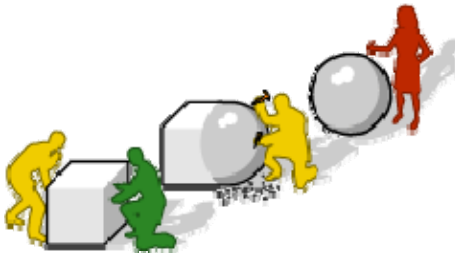




## 6. Act

Make structures compatible with the vision

Provide the training employees need



Align HR practices and other systems (e.g. budgeting to the vision)

Generate and publicize short-term wins

Deal with managers who undercut needed change



## 7. Consolidate

Use increased credibility to change policies, structures, and systems that don't support the vision



Hire, promote, and develop employees who can implement the vision

Reinvigorate the process with new projects, themes, and change agents



*“ In the final analysis, change sticks  
when it becomes the way we do  
things around here.”*

John P. Kotter, *Leading Change*



## Your Task: Diagnose

- A.** Review the case study in the Player's Guide  
(pp 2-8)
  
- B.** Interview stakeholders  
(take notes on pp 9-11 in PG)  
*N.B. Manage your time wisely*
  
- C.** Identify ...
  - 3 forces driving the need for change
  - 3 forces restraining change at GlobalTech
  
- D.** Implement ...
  - "Identify the Problem"



## Your Task: Plan & Implement

- A.** Build your change plan. Identify which tactics you will use and what order you want to implement them.
  
- B.** Implement your plan. Be mindful of
  - Tactics list
  - Budget and schedule
  - Conversion meter
  - Planning tool

*Breaks are up to you, I'll help with tech issues, we'll post scores, review your results in "Debrief"*