



Change Management Simulation: How to Play

 **Tanya Banker**
Director, Product Innovation

WEEK 0 OF 96

1 OF 20 ADOPTERS

 **CRITICAL MASS**


ORGANIZATIONAL PHASE OF ADOPTION

1 — ○ — ○









MOBILIZE

CREDIBILITY

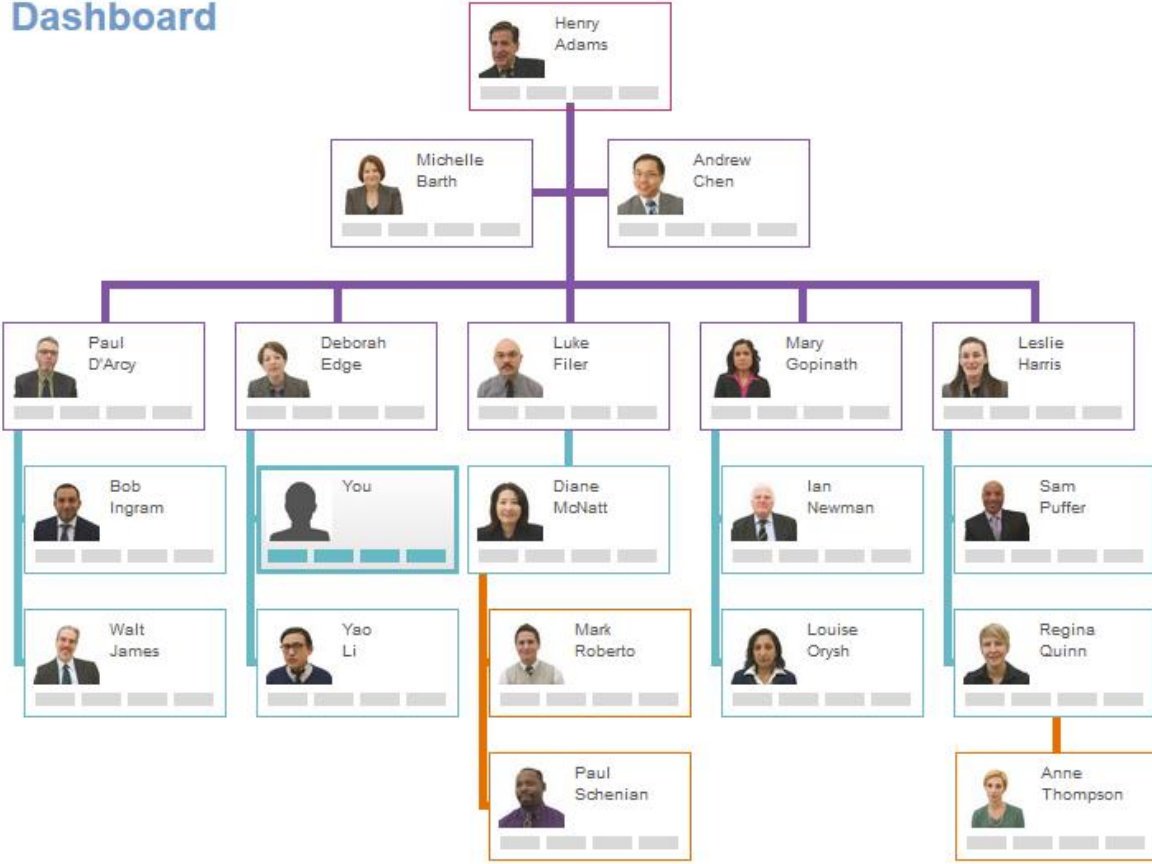
6 of 10

CHANGE EFFICIENCY RATIO 

N/A

PREPARE:  
ANALYZE:    
DECIDE:  

Dashboard



```

graph TD
    HA[Henry Adams] --- MB[Michelle Barth]
    HA --- AC[Andrew Chen]
    HA --- L1[ ]
    L1 --- PD[Paul D'Aray]
    L1 --- DE[Deborah Edge]
    L1 --- LF[Luke Filer]
    L1 --- MG[Mary Gopinath]
    L1 --- LH[Leslie Harris]
    PD --- BI[Bob Ingram]
    PD --- WJ[Walt James]
    DE --- YOU[You]
    DE --- YL[Yao Li]
    LF --- DM[Diane McNatt]
    LF --- MR[Mark Roberto]
    LF --- PS[Paul Schenian]
    MG --- IN[Ian Newman]
    MG --- LO[Louise Orysh]
    LH --- SP[Sam Puffer]
    LH --- RQ[Regina Quinn]
    RQ --- AT[Anne Thompson]
    
```

Overview

- You will play the role of either the CEO or Director of Product Innovation at Spectrum Sunglass Company
- You're in charge of getting Spectrum to adopt a new sustainability initiative.
- You have 96 weeks to achieve a critical mass of managers at Spectrum to adopt your initiative

PREPARE: Introduction & How to Play

HARVARD BUSINESS PUBLISHING CHANGE MANAGEMENT SIMULATION: POWER AND INFLUENCE

Tanya Banker
Director, Product Innovation

WEEK 0 OF 96

1 OF 20 ADOPTERS

ORGANIZATIONAL PHASE OF AD

1
MOBILIZE

CREDIBILITY
6 of 10

CHANGE EFFICIENCY RATIO
N/A

ONLINE SIMULATIONS

Scenario Introduction

SCENARIO 1
Role: Director of Product Innovation
You studied environmental science in college and are active in many environmental causes. You believe deeply in the

ORGANIZATIONAL CHART

HARVARD BUSINESS PUBLISHING

Review the preparatory materials:

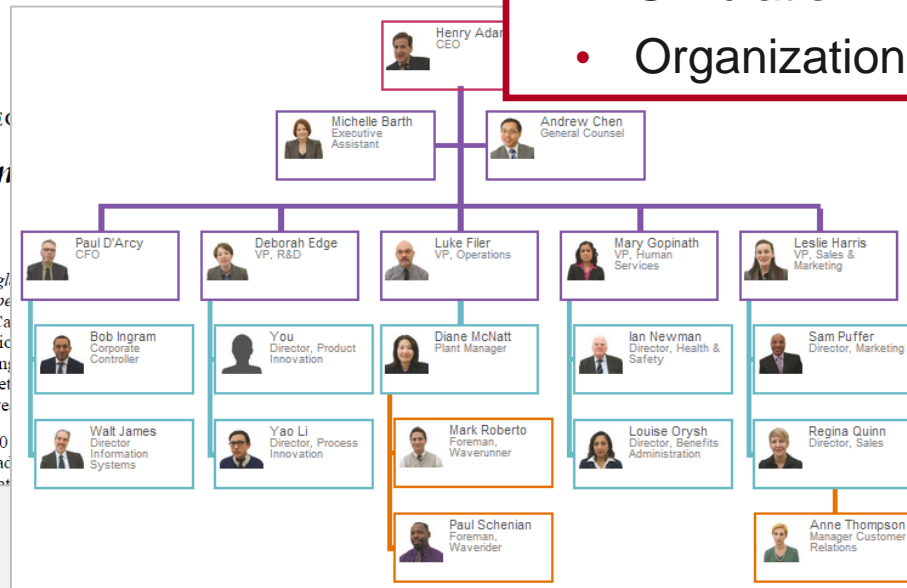
- How to Play
- Foreground Reading
- Simulation Introduction
- Organization Chart

ONLINE SIMULATION FORECAST *Change Management*

Overview

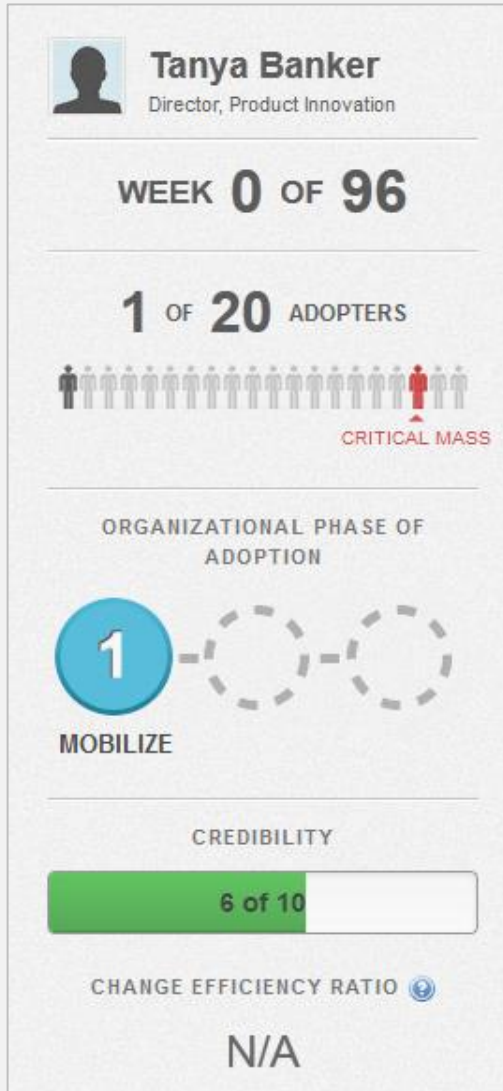
You operate within *Spectrum Sunglasses*, a company that manufactures and sells sunglasses. *Spectrum* production capabilities are in southern California. Due to declining revenues to fall nearly 7% to \$91 million, the company initiated significant cost cutting from the recession and the company released information for the previous two fiscal years.

The company currently employs 580 and twenty individuals who help to lead the company, depicted in the Players Tab of the simulation.



Sidebar

The sidebar, available on all screens, gives an overview of your progress.



The calendar tracks your progress over the course of 96 weeks.

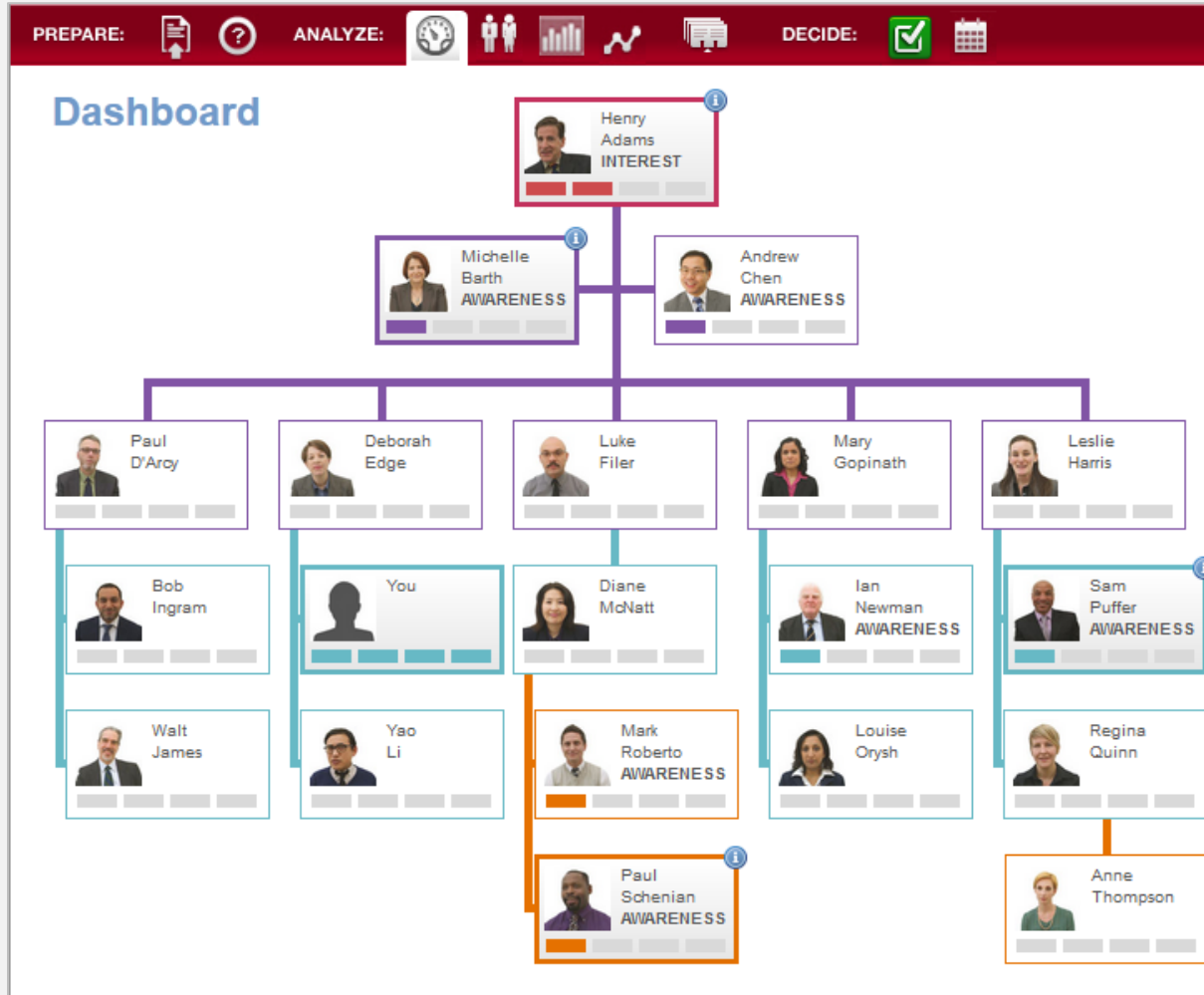
The number of adopters in the organization. You are Spectrum's first adopter.

Organizational Phase of Adoption: As the initiative gains traction, the organization will with move through the 3 phases: Mobilize | Movement | Sustain

Credibility: some levers are more effective depending on your credibility level in the organization.

Change Efficiency Ratio: Calculate by dividing # of adopters by week's used. A higher ratio show greater change efficiency. This will be N/A until you gain your first adopter.

ANALYZE: Dashboard



As targets are outlined to indicate their rank in the company.

As they move through the Stages of Adoption, their bars will fill:

- Awareness: 1 bar
- Interest: 2 bars
- Trial: 3 bars
- Adoption: 4 bars

DECIDE: Decisions

PREPARE:

ANALYZE:

DECIDE:

Lever	Scope of impact	Weeks to implement	Weeks before re-use
Walk the talk	entire org.	2	8
Get consultant's support	entire org.	2	4
Get CEO's public support	entire org.	2	6
Conduct private interviews	4 people	1	1
Issue e-mail notice	entire org.	1	4
Hold town hall meetings	entire org.	2	6
Provide internal skill-building	3 people	2	10
Provide external skill-building	3 people	4	12
Conduct pilot project	3 people	6	12
Post progress reports	entire org.	1	2
Tell a 'success' story	3 people	1	1
Build a coalition of support	3 people	4	4
Recognize an adopter	1 person	3	10
Privately confront resister	1 person	1	4
Announce goals & deadlines	entire org.	4	10
Revise reward system	entire org.	12	20

DECISIONS

3 of 4

SELECTED

Expand

Adams

Barth

Chen

D'Arcy

Edge

Filer

Gopinath

Harris

Ingram

You

McNatt

Newman

Puffer

James

Li

Roberto

Orysh

Quinn

Schenian

Thompson

Select All

Unselect All

Submit Decision

Each week you'll decide which lever to pull, and if applicable, who to target.

- Click the Lever to select it.
- Click the checkbox of the person you wish to target.

DECIDE: Decisions: Lever Information

Scope of Impact: Some levers target everyone in the organization. Others only target a few people and require you to select who to target

Click on “?” for more information about a lever.

Lever	Scope of impact	Weeks to implement	Weeks before re-use
Walk the talk ?	entire org.	2	8
Get consultant's support ?	entire org.	2	4
Get CEO's public support ?	entire org.	2	6
Conduct private interviews ?	4 people	1	1
Issue e-mail notice ?	entire org.	1	4
Hold town hall meetings ?	entire org.	2	6
Provide internal skill-building ?	3 people	2	10
Provide external skill-building ?	3 people	4	12
Conduct pilot project ?	3 people	6	12
Post progress reports ?	entire org.	1	2
Tell a 'success' story ?	3 people	1	1
Clarify organizational values ?	entire org.	8	20
Build a coalition of support ?	3 people	4	4
Recognize an adopter ?	1 person	3	10
Privately confront resister ?	1 person	1	4
Announce goals & deadlines ?	entire org.	4	10
Revise reward system ?	entire org.	12	20

Weeks to implement:
Levers can only be pulled on at a time, and some take longer than others.

Weeks before re-use:
Some levers cannot be used again right away.

ANALYZE: News

Dashboard

PREPARE: **ANALYZE:** **DECIDE:**

Notification: Congratulations! Your actions had the following effect on the organization:

The following people entered the **Awareness** stage:

- Henry Adams
- Michelle Barth
- Andrew Chen
- Mark Roberto
- Paul Schenian

The News for Week 1 [View Decision History](#)

Employee Network:

- Paul D'Arcy
- Bob Ingram
- Walt James
- You
- Yao Li
- Diane McNatt
- Mark Roberto **AWARENESS**
- Paul Schenian **AWARENESS**
- Ian Newman
- Louise Orysh
- Leslie Harris
- Sam Puffer
- Regina Quinn
- Anne Thompson

After submitting a decision, results, you will return to the Dashboard .

- The **News** will update you on the impact of your most recent decision on the organization, its targets, and your credibility.
- It also links to the Decision History screen.

DECIDE: Decision History

You can review your past decisions at any time from the **Decision History** screen.

- Decision submitted
- Targets selected
- Snapshot of the Lever's Impact

PREPARE:

ANALYZE:

DECIDE:

Decision History

WEEK 5

LEVEL PULLED:

Conduct private interviews

CREDIBILITY: 6

IMPLEMENTATION TIME: 1 WEEK

Henry Adams

Michelle Barth

Bob Ingram

Mark Roberto

TARGETS

Conduct private interviews

WEEK 4

LEVEL PULLED:

Walk the talk

CREDIBILITY: 7

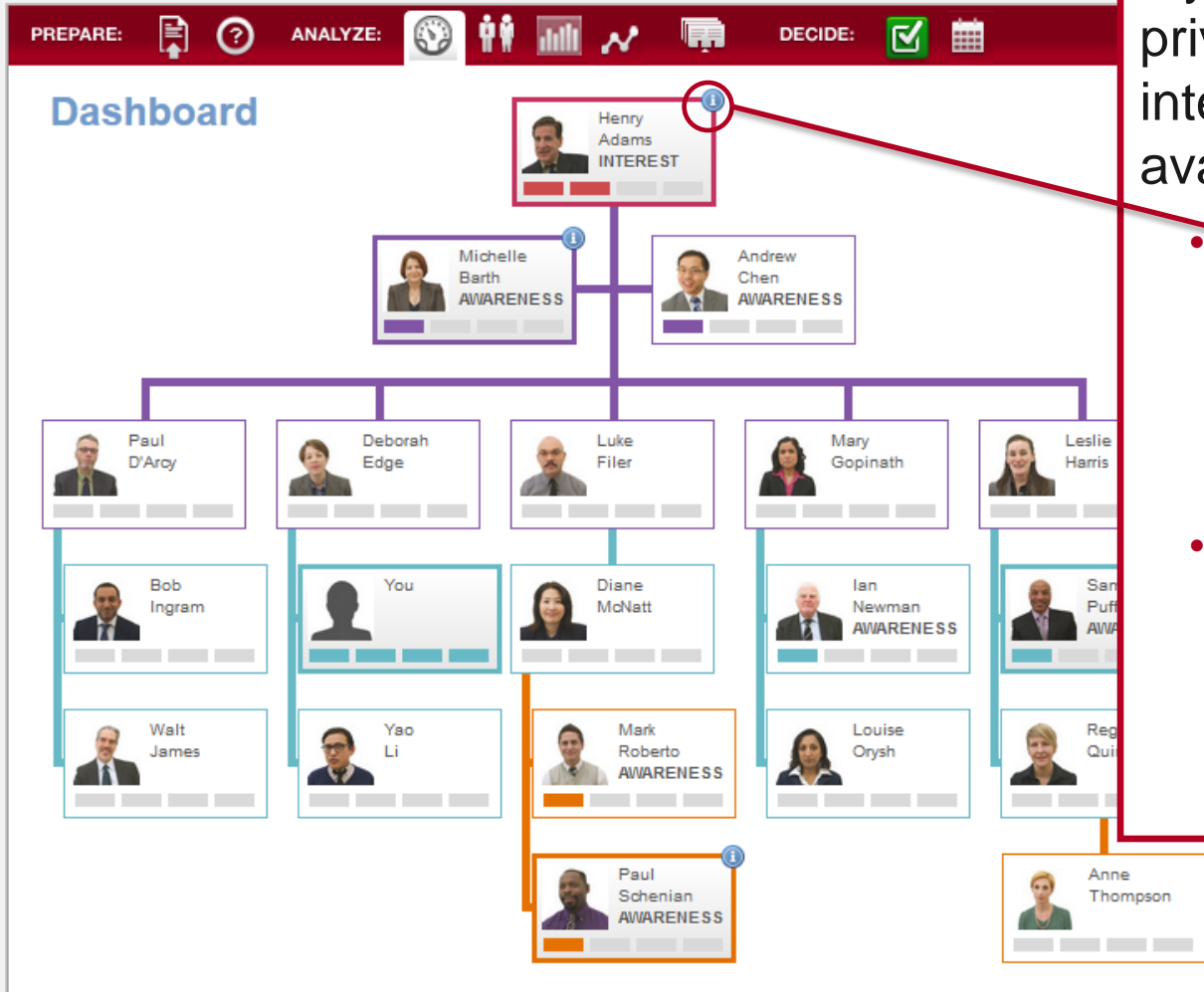
IMPLEMENTATION TIME: 2 WEEKS

LEVER RESULT



Walk the talk

WEEK 2

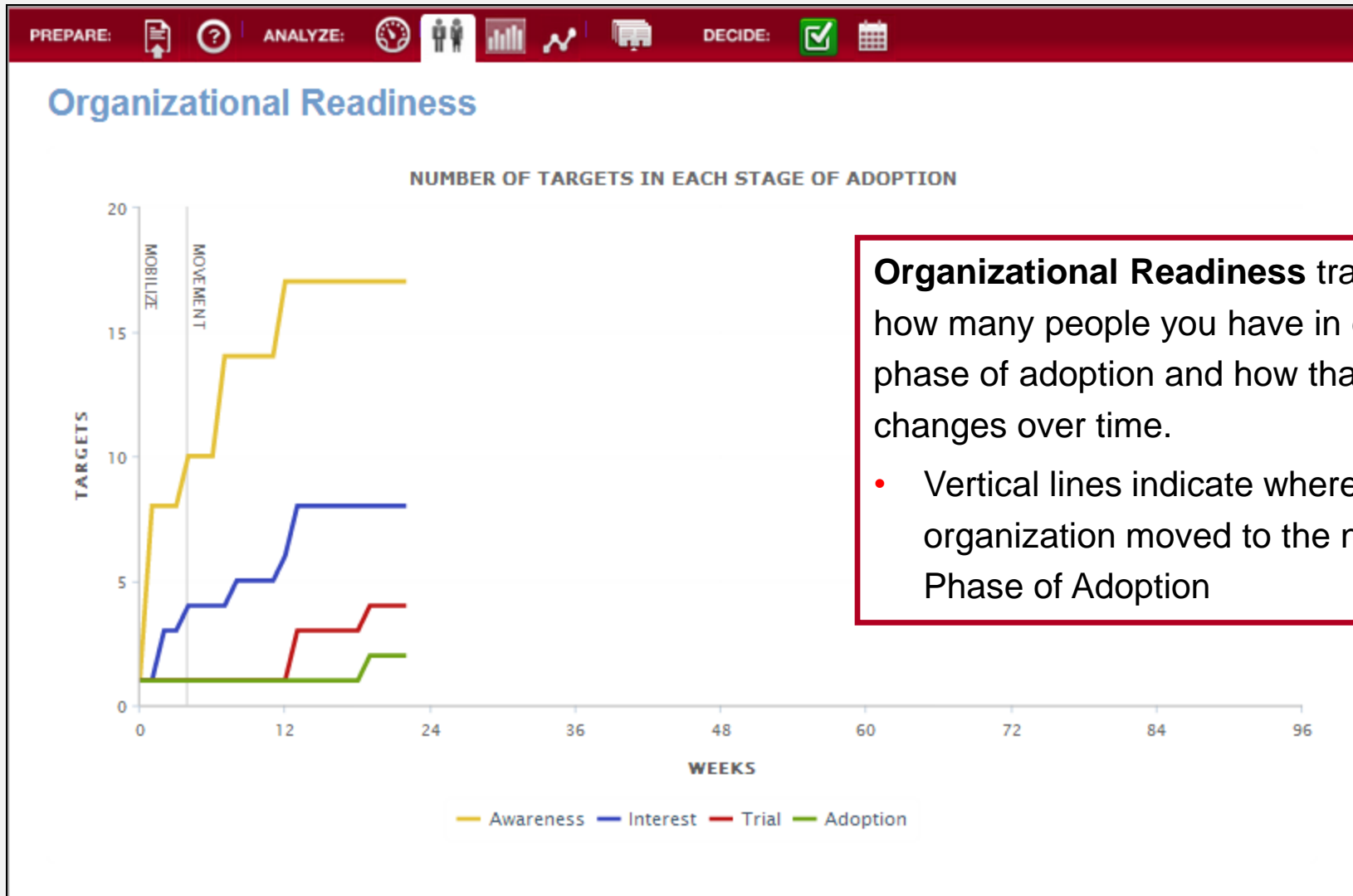
ANALYZE: Dashboard (Post-Interviews)



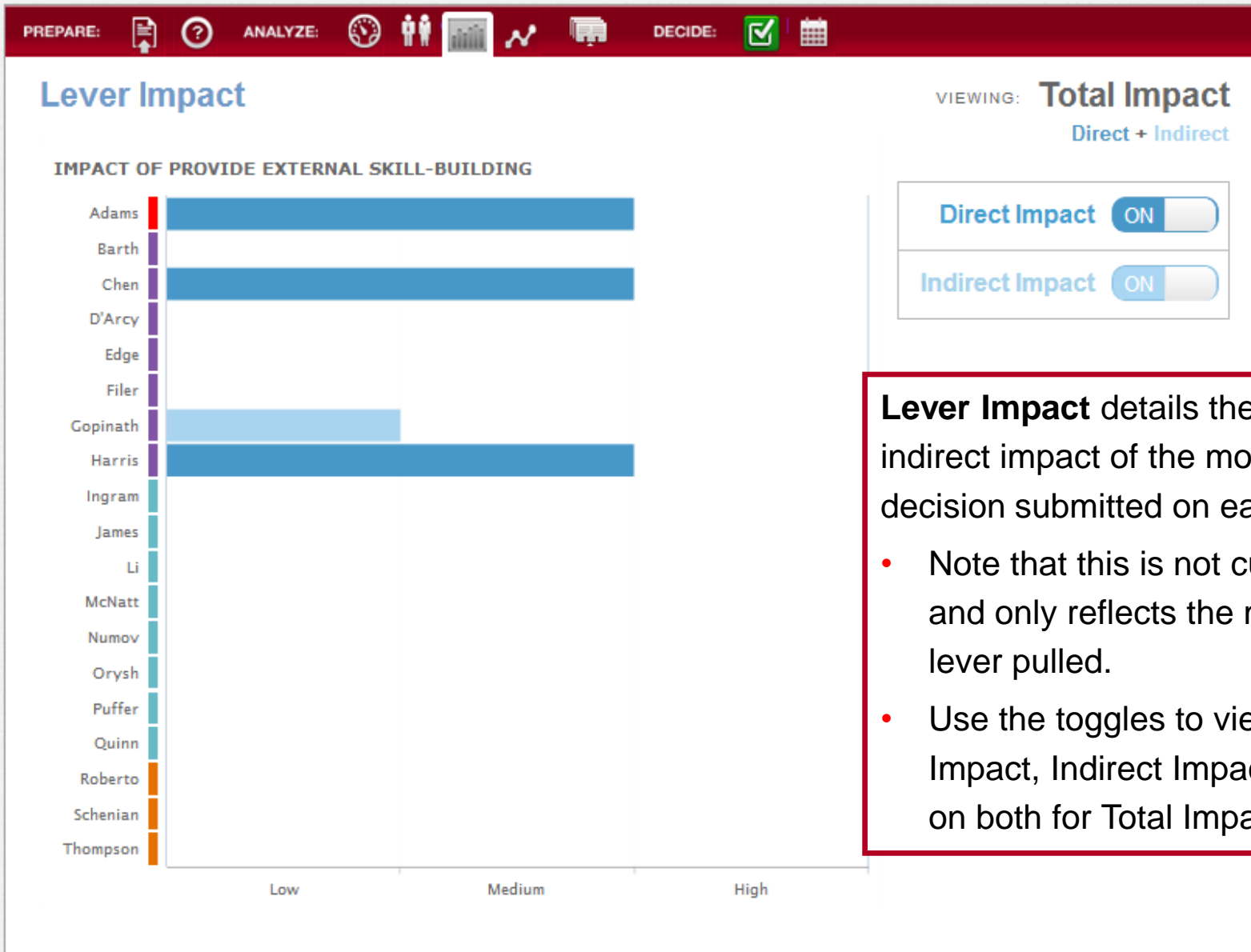
If you choose to conduct private interviews, the interview results are available on the Dashboard.

-  : The “i” icon indicates that you’ve interviewed that person. Click to access a transcript of their interview.
-  : A yellow triangle indicates that a person has been identified as resister.

ANALYZE: Organizational Readiness



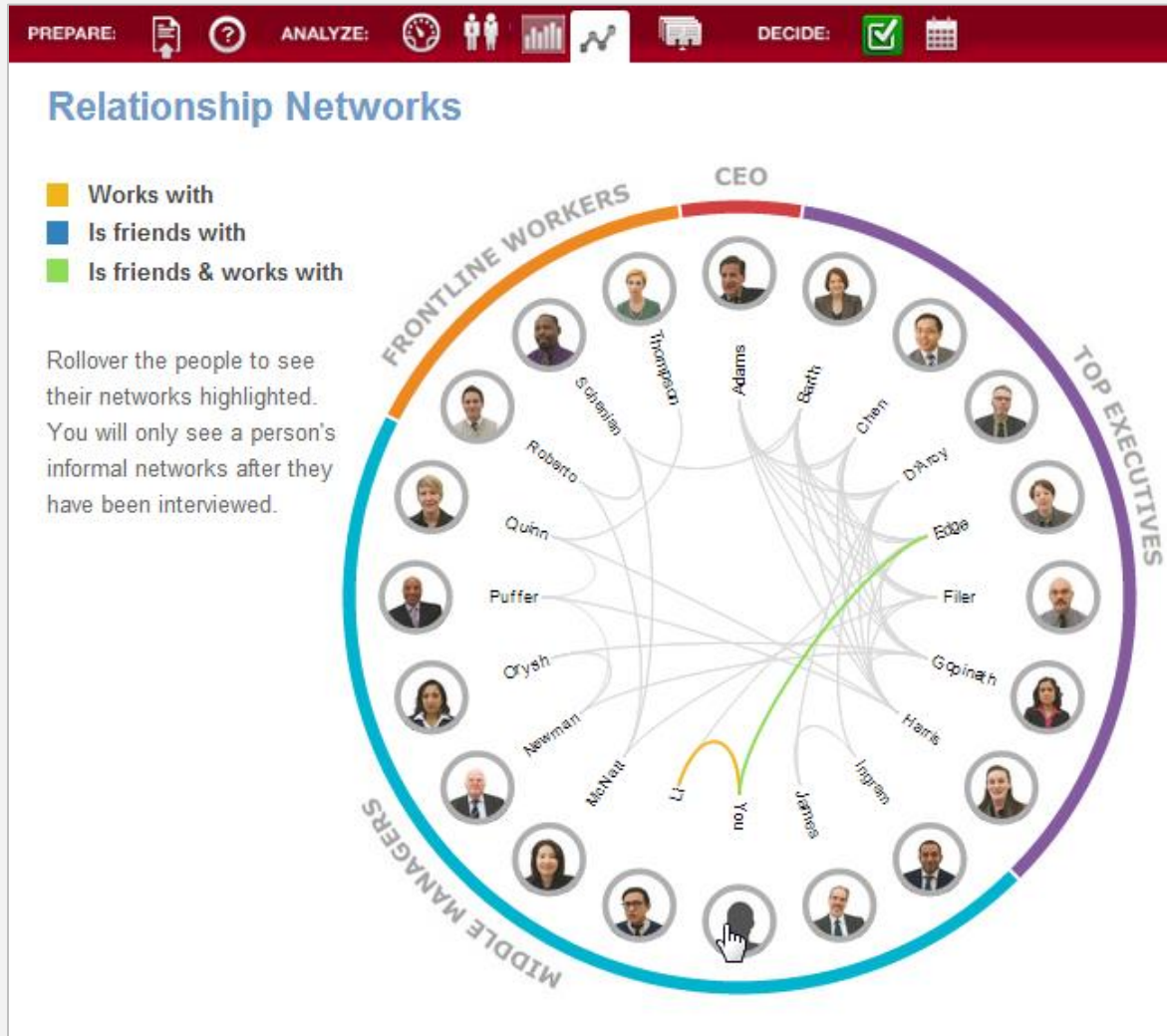
ANALYZE: Lever Impact



Lever Impact details the direct and indirect impact of the most recent decision submitted on each target.

- Note that this is not cumulative and only reflects the most recent lever pulled.
- Use the toggles to view Direct Impact, Indirect Impact, or turn on both for Total Impact..

ANALYZE: Relationship Networks



The **Relationships Network** graph show Formal (professional) and informal (personal) connections.

- Roll over a person's picture to highlight his or her network.
 - Yellow: Works with
 - Blue: Is Friends with
 - Green: Is Friends with & Works with
- Once you interview people, you will see their informal network too (if they have one).