Change Management Simulation
James Chisholm
ExperiencePoint
experiencepoint
the future of business learning
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
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
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.
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
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
Change Management Simulation
Theory
Force Field for GlobalTech

Adapted from Kurt Lewin

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

*Source: Pat McLagan*
Psychology of Change

JANSSSEN’S
FOUR ROOM APARTMENT
MODEL OF CHANGE

Source: Claes Janssen
By building commitment with all stakeholders

The ExperienceChange Model
Plan for Change

1. Understand: Understand the need for change.
2. Enlist: Enlist a core change team.
3. Envisage: Develop vision and strategy.
4. Motivate: Create a sense of urgency.
5. Communicate: Communicate the vision.
7. Consolidate: Consolidate gains.

Plan at Management Level

Implement Across Company
“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

- **20%** RESISTERS: stakeholders that disrupt change
- **60%** BYSTANDERS: stakeholders with a neutral attitude towards change
- **10%** HELPERS: stakeholders that encourage change
- **10%** CHAMPIONS: stakeholders that lead change
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
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

![Diagram showing current state and future state with positive and negative aspects]

Current State

Future State

+

-
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

*Source: John Kotter, *Leading Change*
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
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”
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”*