Using Game Simulation in a M.B.A. in Health Care Management Program

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St. Joseph’s College
New York University
The planned showcase will demonstrate the use of a computer based game simulation in an MBA in Health Care Management Program to improve critical thinking.

- The simulation will also be used as a foundation for its use in management online courses through a Blackboard-Discussion Board format.
- Use in the online format will enable multiple students to experience the same complex case, balancing the education of the group to improve critical thinking.
- It can also be developed for training in house management staff, where resources to support in-house management development programs is limited.
Challenges facing health care managers today are a result of a combination of factors (escalating health care costs, increased use of managed care, reduced reimbursement, increased regulation, increased demand for advanced and costly treatment therapies, changing demographics, shortage of some healthcare professionals, changes in where and how care is provided, reduced competition due to increased mergers and closures, etc.).

- These challenges will require fine-tuned managerial skills.
- In addition to responding to the above challenges, health care managers must also keep pace with revolutionary and sophisticated breakthroughs in medical science and technology, transparency of service outcomes, an educated customer base, and an aging population.
- At the center of these challenges is the skilled health manager.
The Problem:

The above has led to the need for managers with more sophisticated capabilities.

- The question becomes, are mid and senior level managers keeping pace with changing demands?
- Specifically, are health care management graduate students and practicing managers acquiring the competencies necessary to perform effectively in their ever-changing roles?
- Are health care management graduate programs designing and/or including opportunities to meet this challenge?
A skill that is needed to respond successfully to the changing environment is critical thinking.

- Critical thinking, which is thinking logically and precisely about relevant information, is a fundamental problem-solving skill.
- When applied in the health care work environment, critical thinking can positively impact an organization's ability to meet the challenges facilities face today and in the near future.
- The question then becomes how do health care management graduate programs integrate critical thinking opportunities into their curriculum?
A game simulation workshop based on a simulation developed by “ExperiencePoint Inc.” was used to develop critical thinking decision-making skills.

- ExperiencePoint, is an e-learning company, founded by James Chisholm and Greg Warman in August 6, 2006.
- ExperiencePoint helps individuals and their organizations achieve extraordinary results through “perfect practice.”
- The Canadian based company designs powerful simulations that enable focused experience with business theory, techniques, and tools. Their mission is to help individuals learn, grow, and excel in the workplace.
What Was Done:

The workshop was offered at St. Joseph’s College in Brooklyn, New York.

- The College of Graduate and Professional Studies offers a 36-credit program designed to provide health care professionals with a comprehensive management education that focuses on real-world health care issues. It emphasizes the economic, legal, regulatory, managerial, political, social and historical aspects of the health care industry in order to prepare practitioners for advanced managerial positions in health care management.

- Therefore, introducing a computer based game simulation workshop met not only the mission of the graduate MBA program, but also the needs of the changing health care environment.
What Was Done:

- The “ExperiencePoint” Management Simulation enabled health care managers to practice leading change in an intensive team-based workshop.
  - In the “Lakeview Hospital” scenario, participants played the role of VP Patient Services and were challenged to reduce wait times in the emergency department and increase patient satisfaction by implementing lean practices.
What Was Done:

The types of organizations that have successfully used “ExperiencePoint” vary from technology to government organizations.

- Some of the organizations include: Microsoft, SAP, Lockheed Martin, PMC-Sierra, SAIC, InfoSys, Johnson and Johnson, GE Healthcare, Abbott Laboratories, BAXA, Habitat for Humanity, The United Nations, Canadian Revenue Agency, OPG, WSIB.
- Over 50,000 managers have used the game simulation since 1999.
What Was Done:

By examining the critical thinking decision-making process, in the context of a real-world case, graduate students learned how to examine the assumptions, influences, and biases that can inform and distort their own decisions.

- In short, the students discovered how to move beyond those limitations to dramatically improve their ability to make winning decisions – critically think.

- The computer based simulation provided a safe platform for practice; provided an opportunity to test theory to application and provided a powerful alternative approach to the traditional learning experience.
The goal was to build stakeholder commitment and achieve a tipping point of buy-in for the project.

- The workshop involved:
  - The Lakeview simulation enabled participants to practice:
    - Identifying, understanding and balancing stakeholder interests
    - Applying change leadership best practices
    - Finding and capitalizing on change leverage points
    - Mitigating risks unique to health care management
    - Implementing lean management practices within health care
The “work” – developing ways to enhance on-line learning to meet the demands of a changed health care environment – is important for two reasons:

- the need for critical thinkers in health care management/administration will continue to grow and
- as traditional and online programs in health care management/administration continue to grow, it is important to ensure that these students experience opportunities to learn critical thinking skills.

- In addition, facilities have limited resources to spend on training managers.
On-line game simulation needs to be developed as it is currently being used to train clinicians to offer administrators the opportunity to continue to train managers at reduced costs.

- Sending managers to off-site locations or using outside vendors to train managers in house can be quite expensive.
- This approach limits the number of managers that can attend and does not allow the facility to provide for continuous improvement of skills.
- Game simulation provides a much less costly option if developed properly.
- In conclusion, increasing challenges in management have emphasized the role simulations can play in education of managers, as technology and the Internet continue to expand, the use of simulations as an experimental teaching tool is growing and should be used to facilitate training in the health care environment.
Change Management Simulation Workshop

Graduate Management Studies
Health Care Management
Saturday, March 3rd 2012
8:15 AM – 4:00 PM
Library Building
Remote Room 407

Dr. Lauren Pete, J.D., Ph.D.
Chairperson, Health Administration
St. Joseph’s College
Agenda

Introduction
- What is Change Management Simulation?
- Objectives
- Group Discussion
- 8:15 AM – 8:30 AM (15 Minutes)

Analyze Change Experiences
- Share Organizational Change Experiences
- Team Participation
- 8:30 AM – 9:15 AM (1 Hour)
- Group Discussion
- 9:15 AM – 9:30 AM

The Lakeview Scenario
- Lakeview Hospital Staff Interviews
- Driving and Resisting Change Forces
- Team Participation
- 9:30 AM – 10:30 AM (1 Hour)

BREAK
- 10:30 AM – 10:40 AM (10 Minutes)

The Change Management Process
- Developing a Model of Change Management
- Group Discussion
- 10:40 AM – 11:40 AM (1 Hour)

Planning Change
- Planning Change At Lakeview
- Team Participation
- 11:40 AM – 12:40 PM (1 Hour)

Lunch –Compliments of the SJC Graduate Program
- 12:40 PM – 1:15 PM

Implementing Change
- Implementing Change at Lakeview
- Team Participation
- 1:15 PM – 3:15 PM (2 Hour)

Debriefing Simulation
- Debriefing the Game
- Group Discussion
- 3:15 PM – 4:00 PM (Hour)
What is the Change Management Simulation?

The Change Management Simulation Workshop enables health care professionals to practice leading change in an intensive team-based experience.

- In the Lakeview Hospital case, participants will play the role of VP Patient Services and are challenged to
  1. reduce wait times in the emergency department and
  2. increase patient satisfaction by implementing lean practices.

- The goal is to build stakeholder commitment and achieve a tipping point of buy-in for the project.
  - At the end of your participation in the ExperiencePoint/Experience Change simulation you will receive a certificate.
Please Finish This Quote:
“Change Done To Us Is …”
Please Finish This Quote:
“Change Done By Us Is ...”
Team Assignments

Team 1
- Username: XXXX
- Team 1
- Password: mar 3

Team Members
1. XXX
2. XXX
3. XXX
4. XXX
5. XXX

Breakout Room - 400

Team 2
- Username: XXXX
- Team 2
- Password: mar 3

Team Members
1. XXX
2. XXX
3. XXX
4. XXX
5. XXX

Breakout Room - 409
Divided into assigned Teams . . .

- Think about your history with organizational change.
  - What was your best organizational change experience?
  - What was your worst organizational change experience?
    - Share your experiences with members of your group.
    - What can be learned from the shared experiences regarding change management?

Be prepared to report to the main group two lessons learned from sharing your experiences.

- Use Worksheet #1 to record your group's experiences and record the lessons learned from your discussion.

Each team may want to select a Time keeper and a Recorder
What Observations Can Be Learned From These Shared Organizational Change Experiences?
The Lakeview Hospital Scenario
You are the newly hired VP of Patient Services for Lakeview Regional Hospital.

- Lakeview has recently received bad press highlighting long wait times in the ED.
- You have been asked by the Hospital’s CEO to lead a team to reduce wait times in the ED.
As the **VP, Patient Services** at Lakeview Regional Hospital, you are challenged to improve the wait times of your **Emergency Department**.

**Your Role**

**Your Goal**

Build stakeholder commitment to the change by achieving **60% project buy-in**.

**Constraints**

Be mindful of your resources — you have limited time (40 weeks) and limited budget ($150,000).

**Your Process**

**A. ANALYZE**

**Review the Case**

**Interview Stakeholders**

**B. PLAN**

**Evaluate Tactics**

**Build a Plan**

**C. IMPLEMENT**

**Implement Tactics**

**Review Feedback**
Go to Assigned Breakout Rooms

Within each team

1. Briefly review the facts in the Lakeview Hospital Scenario
2. Conduct interview stakeholders (and take notes in your Player’s Guide.)
3. Identify
   - Three forces driving change at Lakeview and
   - Three forces restraining change at Lakeview
4. Use Worksheet #2
5. Report you findings to the main group
While you conduct your interviews, you might want to consider stakeholder resistance and support. People and departments can be classified in accordance with their receptivity to change:

- **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
C: Simulation Interviews

State Objective:
“You will interview stakeholders and determine the forces driving and impeding change. You will return to the main classroom in [1 hour] and must be prepared to present your analysis.”

Explain Process:
- Go to your breakout room
- Take 10 minutes to discuss your findings from the case study
- Determine the first stakeholder to interview and begin
- Produce two lists: forces driving and forces restraining change
- Come back to the classroom in one hour

Demonstrate Navigation:
- Click on the Stakeholder tab
- Click on the stakeholder you want to interview
- Click on the question statements you wish to ask
- Click on ‘Close’ to proceed to your next interview
<table>
<thead>
<tr>
<th></th>
<th>Forces for Change</th>
<th>Forces against Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Industry</strong></td>
<td>Pressure from peer hospitals. Urgency created by declining numbers relative to others.</td>
<td>Lack of a single, shared vision</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td>The problem is real and public. Common desire to improve patient care.</td>
<td>Perceived lack of resources (people, beds, money)</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td>Board / CEO support</td>
<td>Lack of buy-in from physicians and other key stakeholders (WIIFM?)</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>Some are engaged in the problem and some ideas exist to improve transfer and flow</td>
<td>Denial: lack of understanding the “efficiency” enhancements would help patients and costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Change fatigue and lack of credibility from past</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bad experiences with change in the past</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Active resisters: Medical Director, RN Manager (GM)</td>
</tr>
</tbody>
</table>
Take a Break!!!
Be Back in 10 Minutes
The Change Management Process
The Change Management Process Has Two Components

Align Key Stakeholders

Execute Across the Organization

Why Should “Align Key Stakeholders” Be First? What Are The Advantages?
The Two Components Are Broken Into Seven Steps

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.

6. **ACT**
   Take action.

7. **CONSOLIDATE**
   Consolidate gains.
The Importance of “Aligning Key Stakeholders”

- Some of the most difficult impediments to change management result from
  - skipping steps 1-3;
  - underestimating the importance of steps 1-3;
  - not allowing sufficient time, resources, to complete steps 1-3.
(1) Understand The Need For Change

- through continuous environmental scanning and organizational diagnosis.
  - Forces within and without may constrain the organization
    - i.e., changing organizational structure, leadership, reporting requirements, changing demographics, customer service needs, changed government regulation and/or mandates, changed reimbursement structure?
Look for important sources of information in developing an understanding of your formal and informal organization.

- Use a variety of techniques, formal and informal, for collecting information from employees across the organization
  - interviews
  - surveys
  - formal assessments
  - focus groups
Don’t expect to take on the entire organization by yourself.

- Change agents never act alone.
- After you understand the need for change, enlist the support of a core team of powerful stakeholders.
- You will work with this team to develop a shared vision and strategy that will be rolled out to the entire organization.
Powerful resisters can also derail a change effort.

- Nevertheless, all key stakeholders, including resisters, should be given an opportunity to understand and support the change.
  - Resisters often have valuable things to say and can provide a critical perspective on the issues.
  - If anything, seek to “bring your enemies closer” by engaging them honestly in the process.
You must create a strong vision to manage change successfully.

- A vision is a description of a desired end state.
  - It is a foundation for new strategies and initiatives.
  - It will support your change initiative and help you defend new strategies and tactics.
  - It will help people adjust to change because it provides guidance and coherence in turbulent times.
Execute Across the Organization

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.

6. Act
   Take action.

7. Consolidate
   Consolidate gains.
Help employees at all levels understand the business and personal consequences associated with the status quo.

- By broadly communicating information that shows a potent external threat, you can overcome barriers to acceptance and motivate change.
- Most change programs fail at the outset because of a failure to properly communicate the urgency of circumstances.
Use A Variety of Tactics To Create a Sense of Urgency:

- Share competitive information
- Share financial information
- Organize site visits
- Organize town halls
- Organize behavioral interventions (seminars, workshops).
Soon after a sense of urgency pervades the organization, (but before any action is taken to change systems, structures and processes), communicate the vision to affected employees.

- The vision provides a guiding path and a framework for understanding all ensuing change.
- It will assist employees by promoting clarity despite organizational instability.
After laying the foundation for action you are ready to execute.

- Take steps to align the formal organization (systems, structures and processes) with the new vision and strategy (LEAN Principles).
- Focus on key organizational structures that coincide with your vision and mission.
What is “Lean” and Where Does It Come From?

Lean is a way of thinking, developed by Toyota and proven in manufacturing and service industries, that provides a way to do more and more with less and less

- less human effort
- less equipment
- less time and
- less space
- while coming closer and closer to providing customers with exactly what they want.
1. **Define Value**: by the consumer of the process
2. **Arrange by Value Stream**: visualize activities required to deliver a service from start to end.
3. **Flow**: line up all of the essential steps into a steady continuous flow (no interruptions, no batches, and no queues)
4. **Pull**: don’t do anything until it is needed
5. **Seek perfection**: continuous improvement through scientific methodology (metrics)
At the heart of Lean is

- Respect for People and
- Relentless Continuous Improvement

- Respect for people’s time and talent is expressed by minimizing wait time and maximizing the use of people’s skills and abilities.
- This applies equally to both the customer (patient) and the service provider.
In Lean, Waste Equals Opportunity

The more waste – repeated steps, rework, unnecessary motion – that exists in a process, the greater the opportunity to convert that waste into value-added activities.

- Remove the waste of “waiting” and patient wait times are reduced.
- Remove the waste of “defects” and quality improves.
- Remove the waste of “inventory” and capital is freed up to invest elsewhere.

• What Toyota figured out is that wasteful activity is really an opportunity to deliver more value to customers.
What Is An Example Of A Company Using Lean?

<table>
<thead>
<tr>
<th>Example</th>
<th>What They Did</th>
<th>What Competitors Do</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser Permanente “Open Access” (HM O)</td>
<td>Any patient can call in and see a doctor that day in slots that accommodated time for paper work.</td>
<td>Consumer calls to request appointment, receives call back to schedule appointment into packed slots. Waits for appointment. Waits at the office. Customer waits entire time for diagnosis. Goes to ER if urgent.</td>
<td>Patient outcomes improved as a result of dealing with one doctor. Physician and patient satisfaction improved because of no waits. 50% of primary care practices in US have experimented with method.</td>
</tr>
<tr>
<td>Activity</td>
<td>Explanation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Find A Change Agent</td>
<td>The change agent needs to provide the motivation for going Lean.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Get Lean Knowledge</td>
<td>Successful Lean requires a deep knowledge of its concepts and an understanding of how to create an environment for Lean to flourish. External expertise can come from any company in any industry that has gone Lean.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Find A Lever</td>
<td>A crisis provides incentive for an organization to take on change.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Map Value Streams</td>
<td>Mapping of the value streams helps to orient employees thinking in line with what the customer wants. Identified waste becomes an opportunity for improvement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Begin Kaikaku (Radical Improvements)</td>
<td>Plan for and create some early short-term wins. Begin making changes with the front line workers as soon as possible in an important and visible activity to demonstrate success.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand Your Scope</td>
<td>As soon as momentum has been built, expand to new value streams.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
By the time the organizations has reached the Consolidate Gains stage, the change program has been alive in the organization for some time.

- 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
- Employee stress at this stage is caused less from uncertainty and more from burnout.
- Employees struggle to maintain motivation despite workload demands caused by the implementation of large projects and the learning of new skills.
Are You Ready 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.

6. ACT
   Take action.

7. CONSOLIDATE
   Consolidate gains.
You are now familiar with the seven stage change model.

- Within your teams, use it to
  1. develop a change plan that maximizes commitment and minimizes resistance to change.
  2. build and implement a change plan at Lakeview by selecting from the list of possible tactics provided.

- Remember you have only 40 weeks to implement change and $150,000 to spend.

- You have 1 Hour
- Identify which tactics you will use and what order you will implement them. (Use paper only. Do not input into the computer)
- Use Worksheet # 3
In the Planning Stage of the simulation, teams must build a change plan for Lakeview by selecting what they could afford given the budget and time constraints from among the different tactics. After that they would sequence the selected tactics into a change plan.

<table>
<thead>
<tr>
<th>TACTIC NAME</th>
<th>AUDIENCE</th>
<th>TIME</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adopt 5 S’s</td>
<td>Clinicians</td>
<td>2 weeks</td>
<td>$3,000</td>
</tr>
<tr>
<td>Announce Project</td>
<td>Entire Organization</td>
<td>0.5 weeks</td>
<td>$1,500</td>
</tr>
<tr>
<td>Appoint Project Team</td>
<td>Change Team</td>
<td>1 week</td>
<td>$1,000</td>
</tr>
<tr>
<td>Briefing on Vision</td>
<td>Entire Organization</td>
<td>0.5 weeks</td>
<td>$3,000</td>
</tr>
<tr>
<td>Choose appropriate metrics</td>
<td>Senior Management</td>
<td>1 week</td>
<td>$2,500</td>
</tr>
<tr>
<td>Conduct External Scan</td>
<td>Clinicians</td>
<td>3 weeks</td>
<td>$10,000</td>
</tr>
<tr>
<td>Conduct Further Targeted Interviews</td>
<td>General Medicine</td>
<td>2 weeks</td>
<td>$3,000</td>
</tr>
<tr>
<td>Conduct Online Employee Survey</td>
<td>Entire Organization</td>
<td>1 week</td>
<td>$2,000</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td>Entire Organization</td>
<td>2 weeks</td>
<td>$6,000</td>
</tr>
<tr>
<td>Create a Rapid Assessment Zone (RAZ)</td>
<td>Clinicians</td>
<td>4 weeks</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

You can use Planning Tab
## Planning

<table>
<thead>
<tr>
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*The 5 S’s are Sort, Set, Sweep, Standardize, Sustain. Start by sorting instruments into colour-coded bins so that nurses and allied health workers do not waste time looking for them.

*Hire consultants to assess external healthcare organizations for best practices, nationally as well as locally (City Centre Hospital), to see what has been done successfully in other hospitals.*
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<td>3 weeks</td>
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</tbody>
</table>

Totals of what spent and time used:

| TOTALS                  | 3 Tactics | 6 weeks | $14,000 |

Please note: The planner is a working area only and will not be saved when you exit your game.
Remember

- Weeks are counted as if each tactic is conducted separately (each one is conducted on a separate week).
- You can not have tactics that run simultaneously.
F: Simulation Planning

**State Objective:**
"You will build a change plan using the tactics available. In [1 hour] you should have your plan at least 80% complete."

**Explain Process:**
- Use the tactics in your player’s guide.
- Decide which tactics you will use and which ones you won’t. Read the tactic descriptions carefully!
- Of the tactics you decide to use, determine the best order for implementation. Follow the seven-stage model.
- Please note:
  - Each tactic has a target audience, will take time to implement, and costs a certain amount;
  - You are constrained by time and budget; you have 40 weeks and $150K.
  - Some tactics are identified with an ‘asterisk’. If you choose these tactics, please note the computer will ask you how you want to execute. For example, the tactic “Appoint Change Team” has an asterisk – if you implement it, the simulation will ask you who should be on the team.

**Demonstrate Navigation:**
- You do not need to use the computer for this phase
- You may want to use Excel or flip charts to build your plan
Lunch:
Compliments of
St. Joseph’s Management
Graduate Program
Implement Change

After you have agreed upon your plan (tactics you plan on using and the order)

- Implement your change by inputting tactics into the simulation in the computer
- You have 2 Hours
- Use Worksheet # 4
- The system will provide you feedback as you implement your tactics
  - Your results will be analyzed during the Debriefing portion of the simulation.
Demonstrate Navigation:

- Click on the tactic you want to use first.

- Click on ‘Implement’ (NB: when demonstrating, do not click on the ‘Implement’ button! This will actually implement a tactic).
  - When you click on ‘Implement’ you will be asked to confirm your decision.
  - If you click ‘Proceed’, the tactic is implemented.
  - You will spend the time and the money and there is no ‘undo’ feature.
The change coach will respond with his opinion or provide new stakeholder insight

- The Conversion Meter reveals buy-in generated by your decision
  - good decisions, well timed will increase support (green);
  - poor decisions will cause support to stall or even decrease (red)
- The Stakeholder tab shows individual stakeholder support.
- Each character’s support ranges between 0 (lowest) to 100 (highest)
In teams, participants will implement the tactics of their change plan in sequence one-by-one through the simulation.
In teams, participants will implement the tactics of their change plan in sequence one-by-one through the simulation.
Click on the Feedback tab to see all of the tactics implemented, the cumulative totals of time and dollars spent, and the change in buy-in.

The Feedback tab also shows any stakeholder messages as a result of simulation decisions.
Implementation

After each tactic has been implemented, participants get live feedback:
Qualitative feedback – feedback from the Change Coach. Quantitative feedback - % buy-in from company For example, the team implemented the tactic “Conduct External Scan” which triggered the Change Coach’s Feedback.
After each tactic implemented, participants will be sent back to the Stakeholder map to review the impact of the last tactic on each individual stakeholder. Here participants can see the level of buy-in amongst the 15 stakeholders. Teams need to get the overall buy-in to 60% in order to be successful. This will be based on how well their change plans adhere to the 7-step change model.
After each tactic implemented, participants will be sent back to the Stakeholder map to review the impact of the last tactic on each individual stakeholder. Here participants can see the level of buy-in amongst the 15 stakeholders. Teams need to get the overall buy-in to 60% in order to be successful. This will be based on how well their change plans adhere to the 7-step change model.
Debriefing
Debrief

Reflect – Participants get to take away an individual license with 3 month access from the Executive Education program which allows them to reflect on the simulation experience in class. In addition, it also gives participants multiple opportunities to re-visit the simulation and play it again.
Debrief

Reflect – Participants get to take away an individual license with 3 month access from the Executive Education program which allows them to reflect on the simulation experience in class. In addition, it also gives participants multiple opportunities to re-visit the simulation and play it again.
When your session has finished, refer to the speaker’s notes included in the Debrief presentation for the Debrief. We’ve found it useful to cover the following:

- **Overview of ‘What Happened’**
  - Discuss team experiences with application of content and group process

- **Basic Functioning of the Debrief tab**
  - With the permission of a top-performing team, login to the tool with their username and password and demonstrate the functioning of the Debrief tab.
  - Emphasize that participants can access the tool on their own going forward.

- **Review Objectives & Takeaways**
  - Change Model
  - Diagnosis
  - Team Process

- **Linkages to participants’ challenges**
### Team Stats

<table>
<thead>
<tr>
<th>NAME</th>
<th>COMPLETED/STARTED</th>
<th>DECISIONS</th>
<th>BUY-IN</th>
<th>SCORE</th>
<th>EFFECTIVENESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team1</td>
<td>1/1</td>
<td>14</td>
<td>62%</td>
<td>924</td>
<td>85%</td>
</tr>
<tr>
<td>Team2</td>
<td>1/1</td>
<td>21</td>
<td>24%</td>
<td>227</td>
<td>26%</td>
</tr>
<tr>
<td>Team3</td>
<td>0/1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### User Stats

There are no stats available for this Session.
### Game List: Team1

<table>
<thead>
<tr>
<th>GAME NAME</th>
<th>BUY-IN</th>
<th>SCORE</th>
<th>DIFFICULTY</th>
<th>LAST SAVE DATE</th>
<th>DECISIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>example of a good game</td>
<td>62%</td>
<td>924 (out of 1000)</td>
<td>Consultant</td>
<td>15 September 2011 10:48:17 EDT</td>
<td>VIEW</td>
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</table>
## DECISION DETAILS: TEAM1

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<th>GAME NAME:</th>
<th>example of a good game</th>
<th>LAST SAVE DATE:</th>
<th>Sep 15, 2011 10:48 am</th>
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<tbody>
<tr>
<td>FINAL BUY-IN:</td>
<td>62%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Congrats!!!</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP SCORE:</td>
<td>924/1000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIFFICULTY:</td>
<td>Consultant</td>
<td></td>
<td></td>
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<tr>
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</tr>
<tr>
<td>#</td>
<td>TACTIC</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>0</td>
<td>Starting Buy-In</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Walk the Floor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Identify Problem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Identify Change Agent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Stakeholder Mapping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Appoint Core Change Team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Develop Vision and Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
<td></td>
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</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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<tr>
<td><strong>Functionality</strong></td>
<td><strong>What is the Leadership Score? How is it determined?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Leadership Score is a score out of 1000 that captures a player's performance in the simulation. The algorithm has three elements:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Effort (max 500 points) - points are based on how close player gets to the objective</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Effectiveness (max 250 points) - points are based on the overall effectiveness of player’s decisions</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Success Bonus (250 point bonus) - points are received for reaching the objective</td>
<td></td>
<td></td>
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</tbody>
</table>
### DECISION DETAILS: TEAM1

<table>
<thead>
<tr>
<th>GAME NAME:</th>
<th>example of a good game</th>
<th>LAST SAVE DATE:</th>
<th>Sep 15, 2011 10:48 am</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINAL BUY-IN:</td>
<td>62% <strong>Congrats!!!</strong></td>
<td>BUDGET:</td>
<td>51% used ($244,000 left)</td>
</tr>
<tr>
<td>LEADERSHIP SCORE:</td>
<td>924/1000</td>
<td>TIME:</td>
<td>49% used (39.5 weeks left)</td>
</tr>
<tr>
<td>DIFFICULTY:</td>
<td>Consultant</td>
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</table>

<table>
<thead>
<tr>
<th>#</th>
<th>TACTIC</th>
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<th>55</th>
<th>60</th>
<th>BUY-IN</th>
<th>DE</th>
<th>DETAILS</th>
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<tbody>
<tr>
<td>0</td>
<td>Starting Buy-In</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6%</td>
<td></td>
<td>See All</td>
</tr>
<tr>
<td>1</td>
<td>Walk the Floor</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10%</td>
<td>100%</td>
<td>Less</td>
</tr>
</tbody>
</table>

**DESCRIPTION:** Speak with a cross-section of the front-line workforce to gain a better understanding of their day-to-day challenges and concerns.

**RATIONALE:** (Stage 1: Understand) This will have a strong impact during early stages as GlobalTech's front line employees have a great appreciation of the external environment. It reveals that the R&D department is not 100% behind Scott Bell, but most other departments are faithful to their leaders, especially Richard Wright. After the new vision and strategy is created, this tactic is ineffective.
<table>
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<tr>
<th>#</th>
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<th>10</th>
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<th>55</th>
<th>60</th>
<th>BUY-IN</th>
<th>DE</th>
<th>DETAILS</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>Starting Buy-In</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td>6%</td>
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<td>See All</td>
</tr>
<tr>
<td>1</td>
<td>Walk the Floor</td>
<td></td>
<td>+4</td>
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<td></td>
<td></td>
<td></td>
<td>10%</td>
<td>100%</td>
<td>Less</td>
</tr>
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<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHEN</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right decision (highly effective)</td>
<td>... at the right time (100% effective)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>TACTIC</th>
<th>5</th>
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<th>BUY-IN</th>
<th>DE</th>
<th>DETAILS</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>Identify Problem</td>
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<td>+4</td>
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<td></td>
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<td></td>
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<td>14%</td>
<td>86%</td>
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<tr>
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<td></td>
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<td></td>
<td></td>
<td>23%</td>
<td>88%</td>
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</tr>
<tr>
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<td>27%</td>
<td>100%</td>
<td>More</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>34%</td>
<td>100%</td>
<td>More</td>
</tr>
</tbody>
</table>
Report in On Your Team Experience

**Team Process**
- How did you organize yourselves? Roles? Clarity of purpose?
- How did you make decisions? Agreement & consensus? Voting?
- What was your outcome? Did you hit the goal?

**Consider …**
- How aligned you were as a team?
- How engaged you were as a team member?
- Which tactics generated the most discussion?
- What decision outcomes surprised you?
Report-in On Your Change Initiative

- Which tactics generated the most discussion?
- What decision outcomes surprised you?
Key Lessons

- **Use a framework**
  - *Trap*: Not doing enough in one stage before moving to the next (e.g. skipping Understand or Motivate)

- **Consider impact on stakeholders**
  - *Trap*: Using tactics that are counter-productive to change process principles

- **Keep focused**
  - *Trap*: Using tactics that dilute your change program’s focus
Thank You
Please Fill out Evaluation Forms