

2020™

Achieving Sustainable Change

a serious Business Simulation by GamingWorks

The Union, a group of cooperating countries, is an economically stable entity in a climate of financial instability throughout the world. The countries that comprise the Union compliment each other in their offering of Products and Services and there is thriving demand for these offerings which generates wealth for the countries and their populations. However the future of the Union is facing challenges. The Oil reserves are dwindling, Oil prices are exploding as the demands for world oil exceeds the supply. The pollution levels arising from oil dependent industries are rising and the environmentally aware tourists are turning their backs. Innovation is required to change the existing value chain to one that is able to meet the changing market and customer demands. This new value chain need to be one that is less vulnerable to the dwindling oil reserves and one that is able to exploit emerging energy technologies for 'green' or 'sustainable' energy sources. This shift also requires a culture and behavior shift within the lands. Realizing this complex change requires an approach in which process management, program management and the management of organizational change are integrated into an effective approach.

About this simulation

The participants in this simulation form the 'Union'. A group of 4 countries. These countries form a value chain. The end point in this value chain is 'Touristiana', a tourist dependent country comprising of a number of Cultural and Historical sites which tourists flock to visit. Every year thousands of tourists arrive at the airport and are driven to their

"The first business simulation that integrates Process management, Management of Change and Program management for a truly effective approach to realizing organizational change..."

Key words:

MoC, Process management, Program management.

destinations in taxi's. Taxis are the primary source of transport for tourists also visiting the historical sites. The taxi's make a good earning from the tourists.

The taxi's are purchased from a car factory in another country in the Union. The car factory purchases it's engines from the Engine manufacturing company also located on in this country.

The petrol is imported from the refineries in outside the Union. The refinery purchases its oil and chemicals from the Oil company. The oil producing land is not part of the 'Union'.

The car factory and 'Touristiana' consume electricity. This electricity is bought in from the energy company in the Union. The energy company uses large volumes of Gas. This Gas is purchased from the refinery. As can be seen the countries and their respective Industries are dependent upon each other.

The 'Union commission' has developed a plan aimed at managing the complex change to the value chain. Their aim is to ensure that within 6 game rounds the change is realized and that the new value chain is operational.



“This simulation is based on scientific research”

2020™

Learning objectives

- *How to plan and manage an organizational change initiative.*
- *How to combine program management, process management and the management of organizational change capabilities into an effective approach.*
- *How to prevent a change within your own team or program from failing.*
- *How to pragmatically apply the approach of Kotter for realizing change.*
- *See, feel and experience a change initiative in this simulated environment and discover critical success factors to take away and apply in your change initiative*
- *How to create and develop the performance of your team*
- *How to explore the current capabilities of your team.*

Aspects in this simulation

In this simulation delegates learn to develop an approach for realizing a complex change and must translate this into concrete actions. The delegates also learn how to transfer and embed these actions into the operational environment.

Value chain – The delegates must analyze and assess their existing value chain and must create a new value chain. The new chain must deliver value to the members. This requires a lot of change.

Ambitions – Change means dealing with ambitions and personal drivers. How to do this? How to gain buy-in and commitment to the change from all involved?

Change approach - The delegates will learn to develop and apply an approach to realizing the change. Making use of the approach of John Kotter.

Process management – Dealing with difficult and complex political and emotional situations requires effective process management. In this simulation delegates will experience how to manage this.

Program management – Complex organizational change demands more a program approach rather than a project approach. In this simulation delegates will learn how to set up and run a program of change.

Kotter – During this simulation we will make use of the approach of John Kotter. This approach offers a pragmatic way of dealing with change.

Commitment and buy-in

Delegates in this simulation experience what it means to be a part of a complex change within an organization. One sub team will be responsible for executing the operation processes and will face the need to change



“Experience yourself the effect of a poorly executed approach to organizational change...”

the way they work. How does that feel? What is needed to gain your buy-in and commitment? Which demands does this place on the change approach?

Operation vs Change

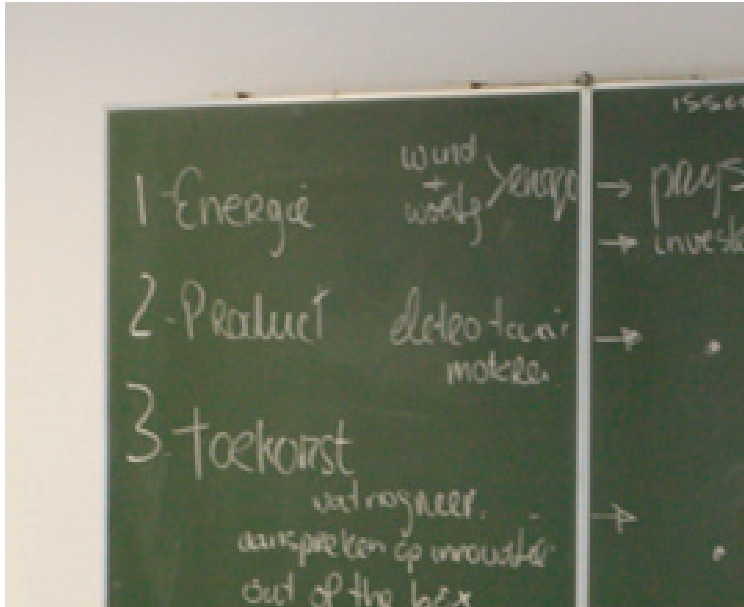
A subgroup of the delegates run the 'Union'. They earn their revenue by ensuring tourists are brought to the tourist attractions. They earn money by producing taxis, by converting oil to petrol and gas, and by producing and selling electricity. The second sub-group steers the 'Union' and will lead the change required to ensure the future prosperity of the Union. This analogy creates an environment in fact of a company, departments and employees faced with a need to change. Mirroring the situation within many organizations today.

The Learning process

Two parallel learning processes take place within the simulation. The operational processes required to run the Union and generate revenue, and the change team charged with preparing and executing the required organizational change. Throughout the day the teams will come together for 'Meetings' and for 'Implementation' of the change to the value chain and the processes. These are the moments in which the 'employees' will be confronted with the change. Following these change activities the employees return to their new ways of working. At the end of each game round the teams will reflect on the change approach and the impact and effect. By reflecting on the change from the perspective of both teams maximum learning results can be achieved. During the day the game facilitator will introduce theory and interventions aimed at both supporting and testing the teams capabilities.



“Within a few minutes, you are so involved in this case”



The facts

Duration

1 day

Participants

8 -12

Key words:

Change management, behaviors, Kotter, Management of Change, Program Management. Value chain.

When to use

This business simulation can be used in the following ways:

- As an intervention instrument to support change programs
- As part of kick-off sessions for a change initiative
- To experience an effective approach to managing organizational change
- Awareness sessions, what are we going to do? And how are we going to do it?
- Using a learning-by-doing approach to discover success and fail factors when making change
- Experimenting and testing change approaches and interventions with operational teams and experiencing what successful change approaches can realize
- To help translate change theory into practice, discovering success and fail factors
- Testing and assessing current change skills and approaches. How do we do it currently? What can we do better?
- Capture concrete actions aimed at improving the effect of on-going change initiatives

More information