

The EIS Simulation

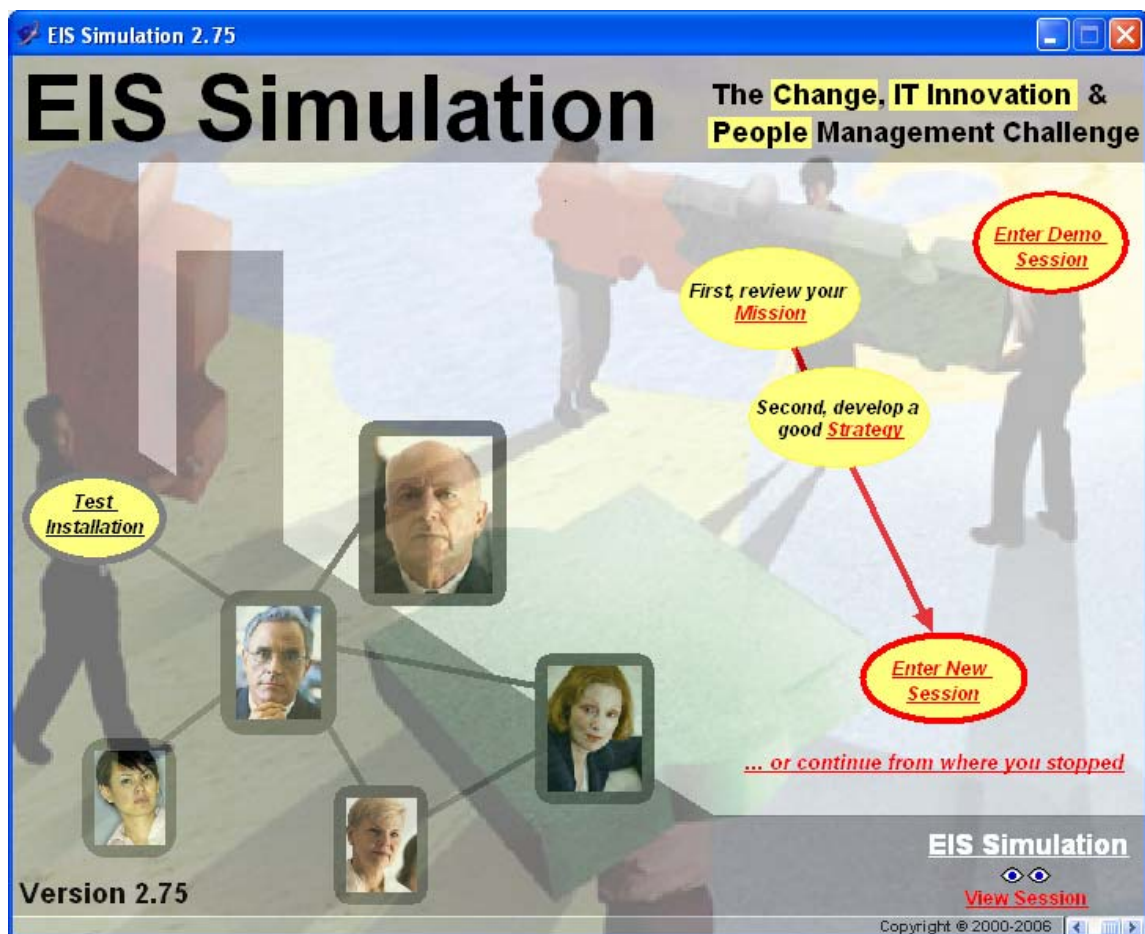
The Change, IT Innovation and People Management Challenge

User Manual

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The 'EIS Simulation'

The Change, IT Innovation and People Management Challenge

1.0 Introduction

In the 'EIS Simulation', you will be challenged to introduce an innovation in a subsidiary (Teleswitches Ltd) of the EuroComm Corporation.

Your mission, as formulated by EuroComm Headquarters, is to spend the next 6 months trying to convince the Teleswitches top management team to adopt an *Executive Information System* (EIS) which will increase consistency, transparency and performance corporate-wide.

As displayed in the enclosed screens of the simulation, you will be able to choose among many different initiatives to meet your goal. In some cases, you may gather information on the managers (for example who drinks coffee with whom, etc.). In other cases, you may take direct action to try to convince the managers and thus influence their willingness to adopt the proposed innovation.

Each time you implement an initiative, you will receive feedback about the impact of your decision immediately. The objective is to get as many adopters as possible in the shortest time.

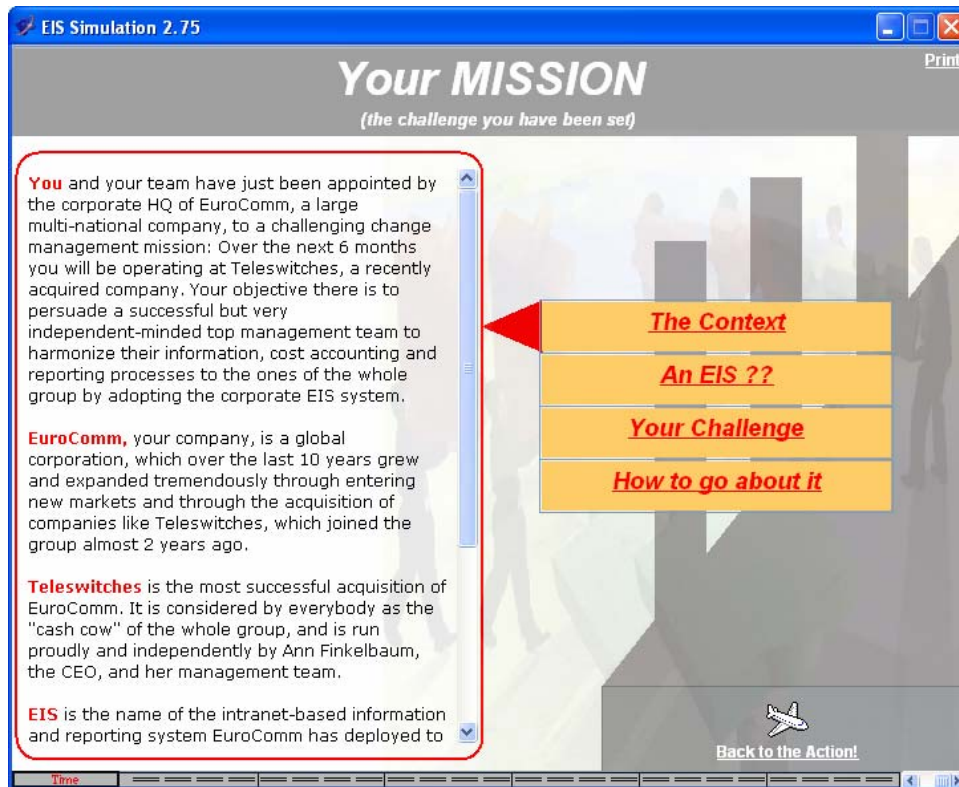
The following screens illustrate in more detail the purpose and the main elements of the EIS Simulation, and explain the navigation of the screens, should you have any difficulty.

Start by reading the Mission (Section 2) to better understand the context in which you and your team will operate.

The rest of the manual (Section 3-6) just explains in more detail the user interface of the software you will be using during your mission.

2.0 Your Mission during the EIS Simulation

First, review your mission by clicking on the 'Mission' button in the upper right oval box of the screen. You will then access the 'Mission' screen which has 4 buttons called 'The Context', 'An EIS??', 'Your Challenge' and 'How to go about it'. The information you will access is shown in the following four screens.

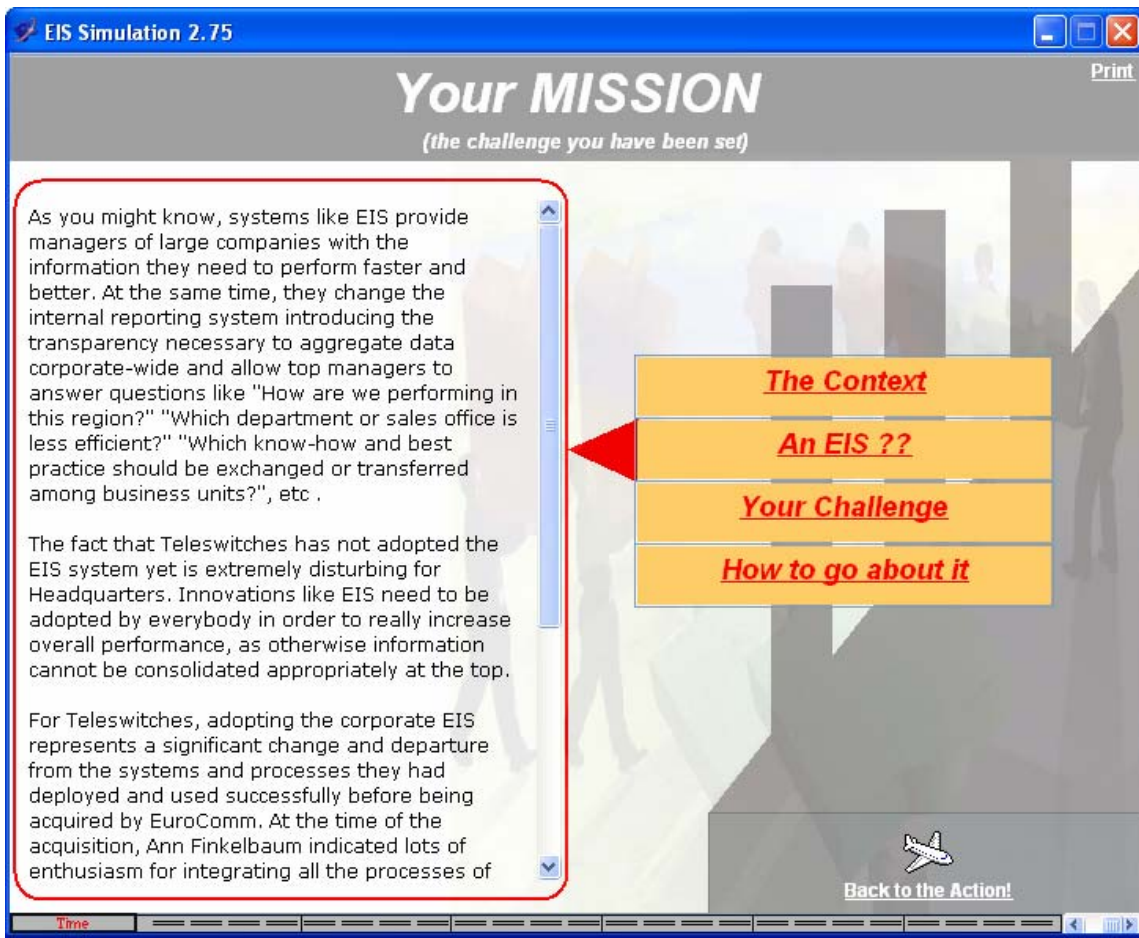


You and your team have just been appointed by the corporate HQ of EuroComm, a large multi-national company, to a challenging change management mission: Over the next 6 months you will be operating at Teleswitches, a recently acquired company. Your objective there is to persuade a successful but very independent-minded top management team to harmonize their information, cost accounting and reporting processes to the ones of the whole group by adopting the corporate EIS system.

EuroComm, your company, is a global corporation, which over the last 10 years grew and expanded tremendously through entering new markets and through the acquisition of companies like Teleswitches, which joined the group almost 2 years ago.

Teleswitches is the most successful acquisition of EuroComm. It is considered by everybody as the "cash cow" of the whole group, and is run proudly and independently by Ann Finkelbaum, the CEO, and her management team.

EIS is the name of the intranet-based information and reporting system EuroComm has deployed to increase transparency and guarantee consistent procedures corporate-wide. It is said to be the 'backbone' of the whole corporation, providing "Everybody with the information they need to make good decisions", as well as a way for everybody to report data, information and knowledge regularly and systematically. Over the last few years the EIS system has been deployed successfully corporate-wide and adopted by all the subsidiaries except Teleswitches, where the CEO - Ann Finkelbaum - has systematically delayed its implementation, in spite of the repeated requests of EuroComm's HQ.

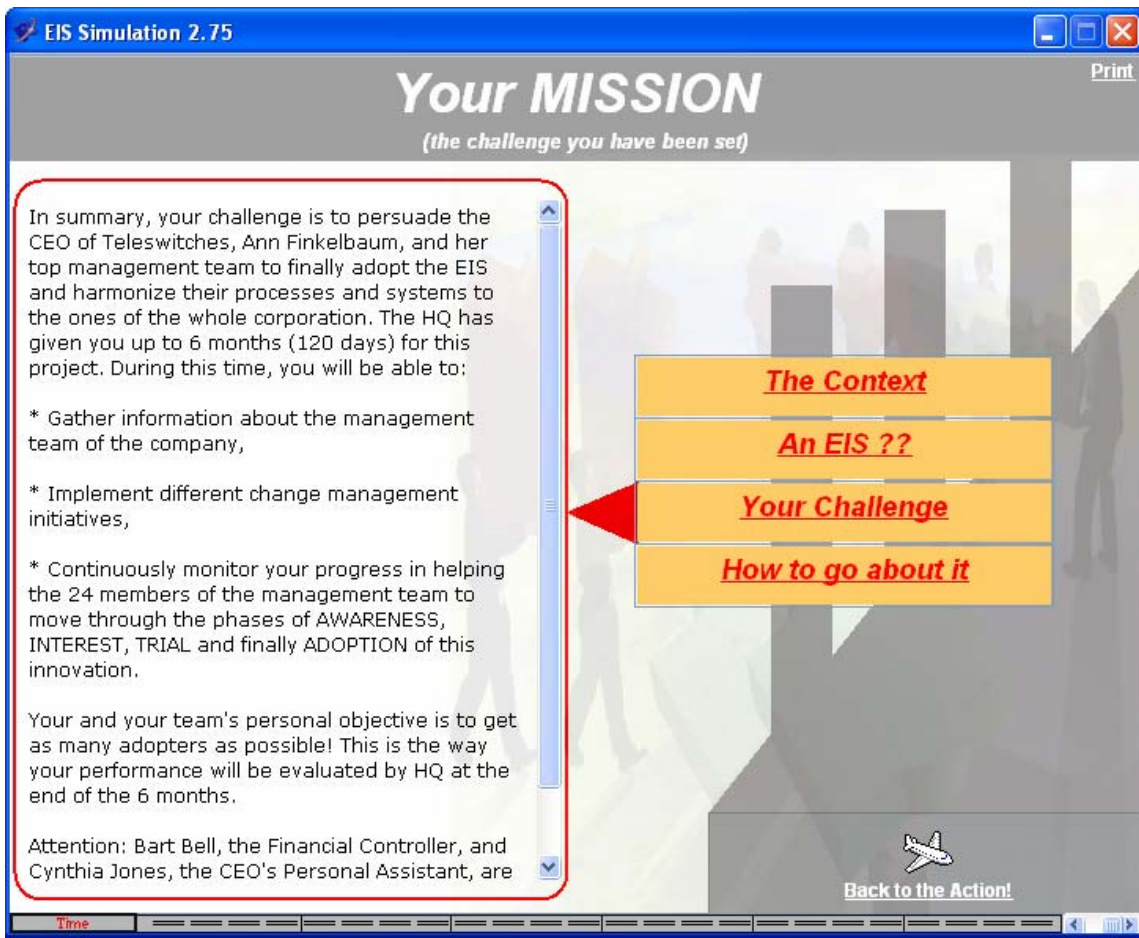


As you might know, systems like EIS provide managers of large companies with the information they need to perform faster and better. At the same time, they change the internal reporting system introducing the transparency necessary to aggregate data corporate-wide and allow top managers to answer questions like "How are we performing in this region?" "Which department or sales office is less efficient?" "Which know-how and best practice should be exchanged or transferred among business units?", etc .

The fact that Teleswitches has not adopted the EIS system yet is extremely disturbing for Headquarters. Innovations like EIS need to be adopted by everybody in order to really increase overall performance, as otherwise information cannot be consolidated appropriately at the top.

For Teleswitches, adopting the corporate EIS represents a significant change and departure from the systems and processes they had deployed and used successfully before being acquired by EuroComm. At the time of the acquisition, Ann Finkelbaum indicated lots of enthusiasm for integrating all the processes of her company to the ones of the group, but since then Teleswitches did not change a lot its way of operating.

In particular, all the attempts of HQ to introduce the EIS system at Teleswitches have failed until now. Sending information about the advantages of EIS and news about its successful adoption in other subsidiaries didn't help. Ann Finkelbaum seemed simply too busy running her successful company to have time for introducing such a new system. The "excuses" she presented (lack of time and resources, other priorities, etc.) have thus slowed down and hindered the efficient roll-out of EIS corporate-wide.

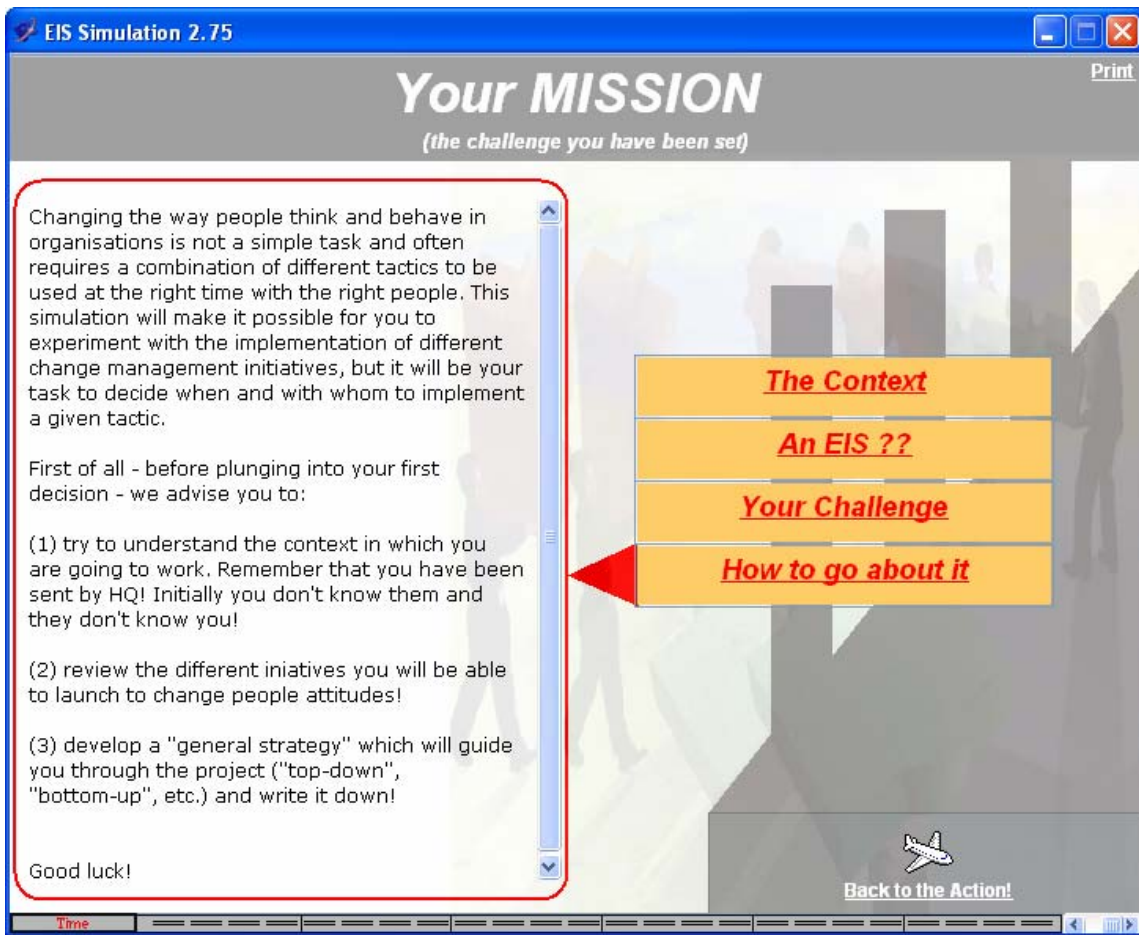


In summary, your challenge is to persuade the CEO of Teleswitches, Ann Finkelbaum, and her top management team to finally adopt the EIS and harmonize their processes and systems to the ones of the whole corporation. The HQ has given you up to 6 months (120 days) for this project. During this time, you will be able to:

- * Gather information about the management team of the company,*
- * Implement different change management initiatives,*
- * Continuously monitor your progress in helping the 24 members of the management team to move through the phases of AWARENESS, INTEREST, TRIAL and finally ADOPTION of this innovation.*

Your and your team's personal objective is to get as many adopters as possible! This is the way your performance will be evaluated by HQ at the end of the 6 months.

Attention: Bart Bell, the Financial Controller, and Cynthia Jones, the CEO's Personal Assistant, are not supposed to adopt and use the EIS. Hence the maximum number of adopters you can reach is 22.



Changing the way people think and behave in organisations is not a simple task and often requires a combination of different tactics to be used at the right time with the right people. This simulation will make it possible for you to experiment with the implementation of different change management initiatives, but it will be your task to decide when and with whom to implement a given tactic.

First of all - before plunging into your first decision - we advise you to:

(1) try to understand the context in which you are going to work. Remember that you have been sent by HQ! Initially you don't know them and they don't know you!

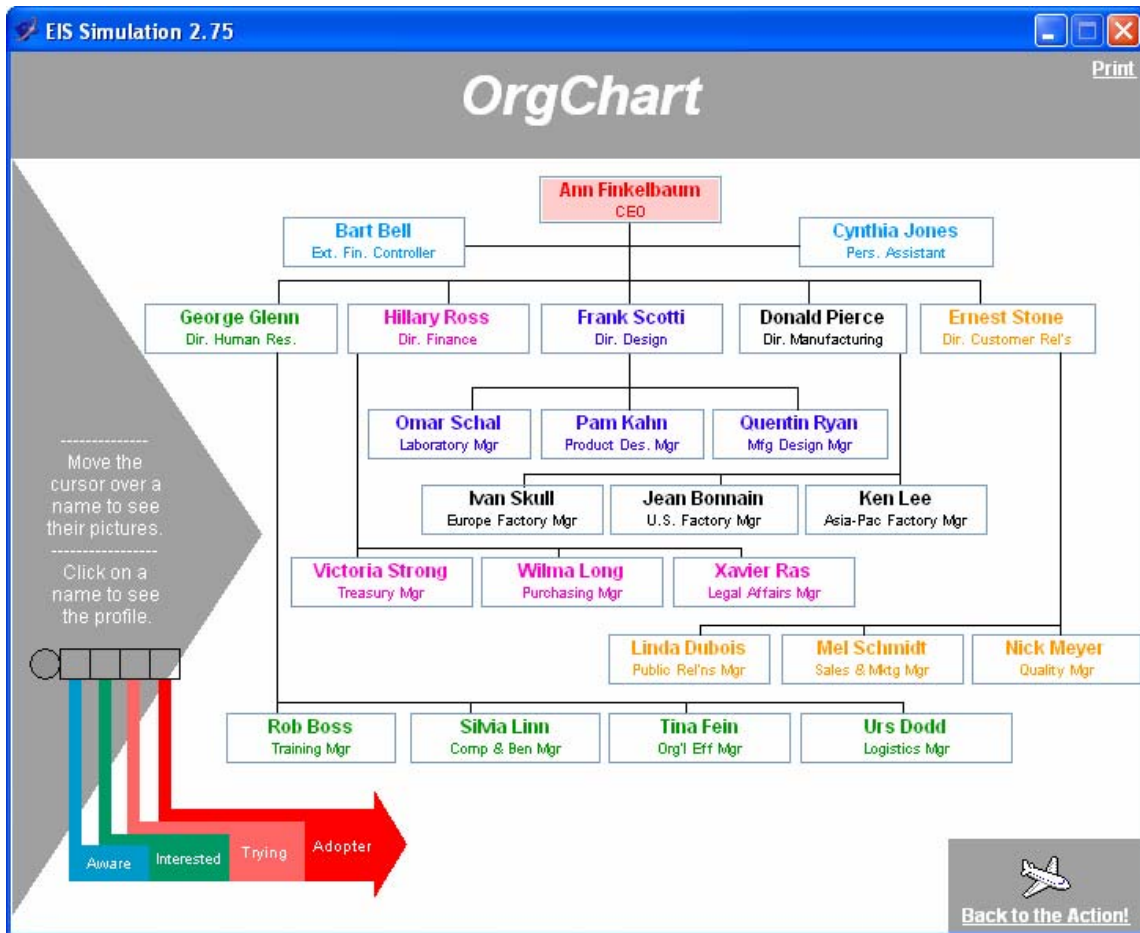
(2) review the different initiatives you will be able to launch to change people attitudes!

(3) develop a "general strategy" which will guide you through the project ("top-down", "bottom-up", etc.) and write it down!

Good luck!

To leave the 'Mission' screen, click on the 'Back to the Action!' button.

3.0 The Teleswitches Management Team Structure (OrgChart)



The above screen, 'Org Chart', shows what is displayed if you click on the 'Org. Chart' button at any time during the simulation once you begin.

It is the organisational chart of the management team of Teleswitches Ltd in which you are expected to introduce your innovation during the next 6 months.

The management team of the company consists of 22 managers, an External Financial Controller and the CEO's Personal Assistant. The picture of each person appears when you position the cursor on the name. If you then click on the box, you will also get the profile of that person.

You can access this chart at any time during the simulation, and return to where you were in the simulation by clicking the 'Back to the Action' button.

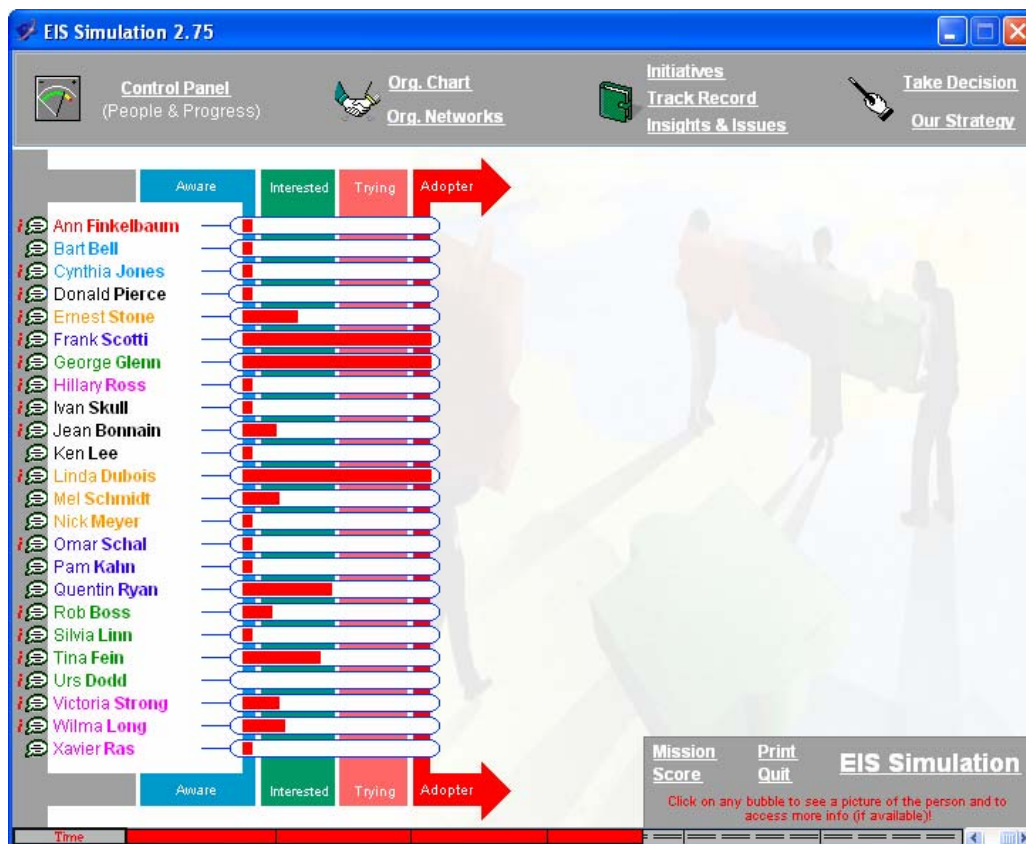
4.0 EIS Simulation – Getting Started

Your second action should be to click on the 'Strategy' button in the middle oval box of the screen and summarize the strategy you are planning to adopt. Include any revision you may have during the simulation, for instance, after having gathered more information on the organisation and its managers. Click on 'Back to the Action' when completed.

The image shows two overlapping windows from the 'EIS Simulation 2.75' application. The top window, titled 'Our STRATEGY', has a subtitle '(how do we plan to proceed to achieve our objective? Top-down? Bottom-up? Sequentially?)'. It contains a text area for 'The key points of our strategy are ...' with a list of four numbered items (1) through (4) followed by dotted lines. A speech bubble icon with the text 'What do you mean by Strategy?' is positioned above the text area. Below this is a section for 'Our Change Agents team (Team name & members):' with a text input field containing 'A-Team: Peter Pancake, John McKool and Wendy Muller'. A 'Print' button is in the top right, and a 'Back to the Action!' button with an airplane icon is in the bottom right. The bottom window is a blue message box with the following text: 'This is your **first challenge!** To develop and agree on a strategy determining how you, as a team, will intervene at Teleswitches and succeed in achieving your mission in the next 6 months. Your Implementation Strategy should include considerations related to: > the **targeted approach** for diffusing EIS at Teleswitches (e.g. **top-down**, **bottom-up**, ...). > **steps** and **milestones** that you might want to set to structure your progress towards during the 6 months. > **interventions** or combination of interventions you might favor (compare with the available interventions list). > any **principles** or **values** you believe you should consider during your actions. > as well as **any other points you consider relevant** to guarantee a successful intervention. A total of 15 minutes maximum should be allocated to the discussion of the implementation strategy to adopt, aiming at reaching a good consensus (as different team members might have initially pretty different views on how to best proceed in such a situation) and at concluding by **summarizing the key points of your implementation strategy** on this screen. Remember that you can come back any time to your strategy, and extend/revise it if necessary. Click anywhere to close this message.'

5.0 EIS Simulation – Sample Screens & Navigation

5.1 Control Panel



On the left hand side of the screen you will see displayed the list of the managers you are trying to convince to adopt the EIS.

A variety of information about these managers can be accessed from this 'Control Panel' screen (depending on the initiatives you take). A status on what you know about a person can be accessed by placing the cursor over the bubble to the left of the person's name. A personal profile can be retrieved by clicking on the (i) bubble to the left of the person's name.

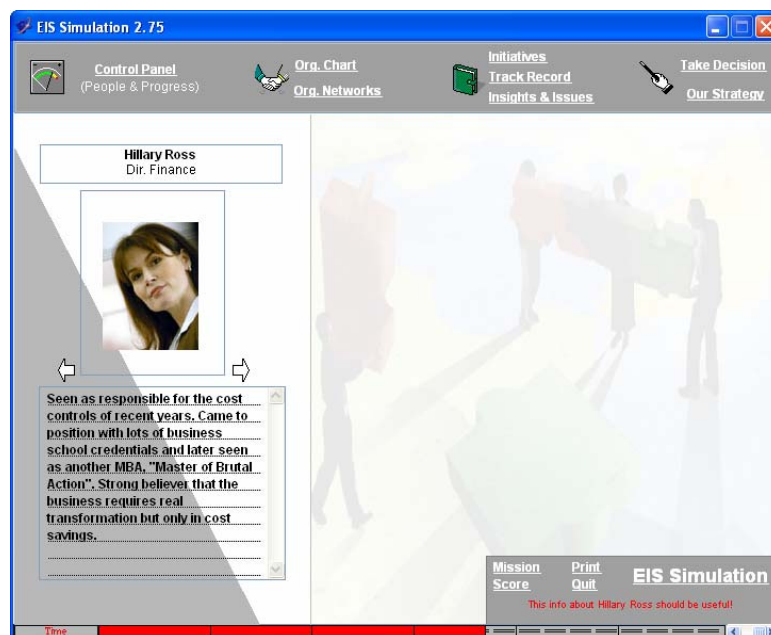
The red bars displayed in the box to the right of the managers' names indicate how successful you are being in changing the attitude of each manager in relation to adopting the EIS during the simulation. This is dependent on the initiatives you decide to implement (you will be able to see an overview of these initiatives on the right hand side of the screen).

You can see that the managers all go through a cycle of adoption, although at different paces, and can be 'not aware', 'aware', 'interested', have the EIS 'on trial' or have 'adopted' it.

You can access the 'Control Panel' anytime to monitor your progress on the top left hand side of the screen.

Part of the scoring summary at the end of the simulation is a function of the red bars representing the degree of positive attitude that you have achieved for each manager.

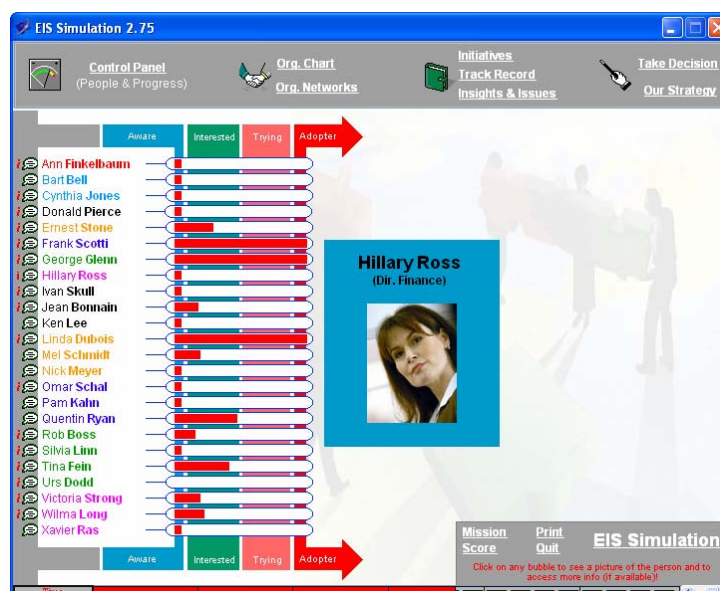
5.2 Personal Profile



The left hand side of the above screen shows an example of the personal profile, which can be accessed by clicking on the (i) bubble to the left of the person's name or clicking on their name from the 'Org Chart' screen. You can also switch quickly between Personal Profiles by clicking on the arrows on either side of the person's image. Access to this information is dependent on the initiatives you have taken.

Click the 'Control Panel' button on the top left of the screen to return to the list of all managers.

5.3 Status



The right hand side of the above screen shows a status on what you know about a person. This can be accessed by placing the cursor on the left of the person's name without clicking. The color reflects the current adoption stage.

5.4 Initiatives

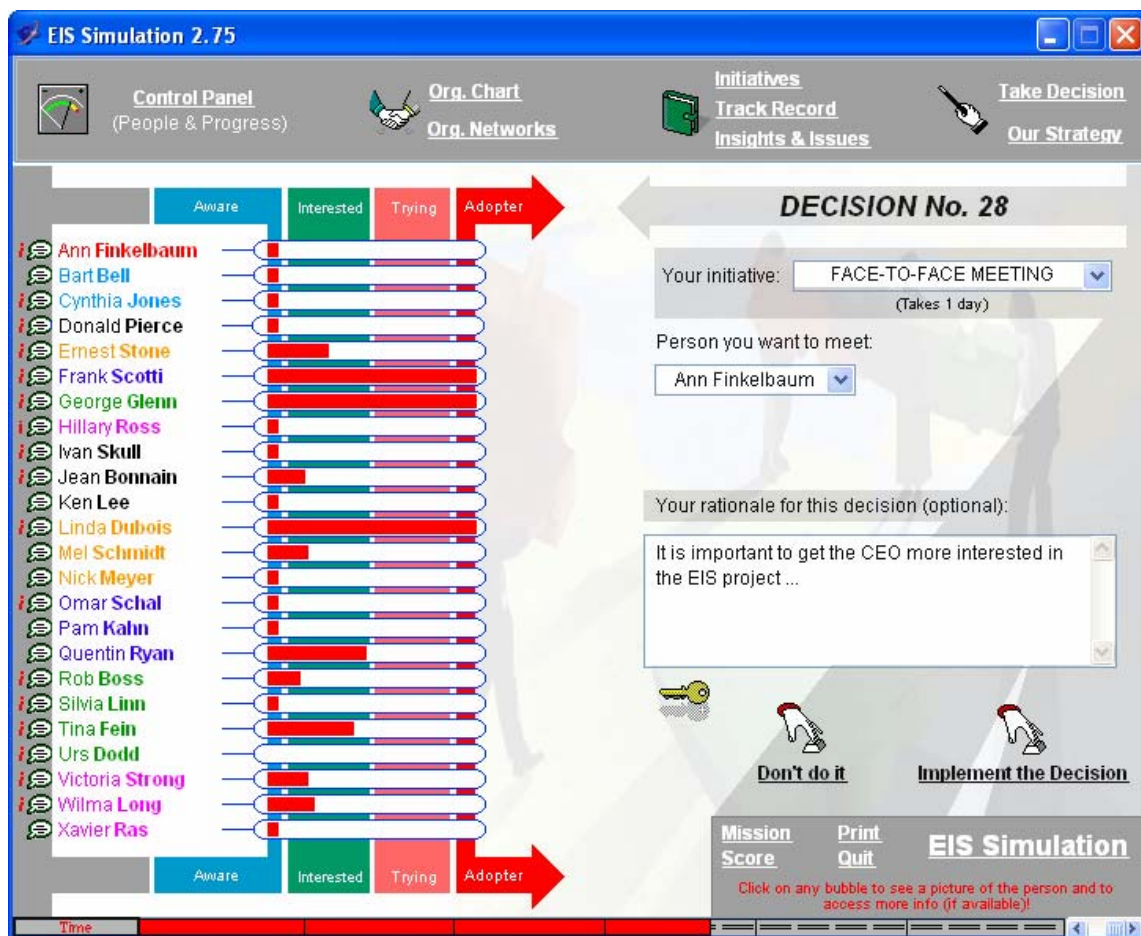
The screenshot displays the 'EIS Simulation 2.75' interface. At the top, there are navigation buttons: 'Control Panel (People & Progress)', 'Org. Chart', 'Org. Networks', 'Initiatives', 'Track Record', 'Insights & Issues', 'Take Decision', and 'Our Strategy'. The main area is divided into two sections. On the left, a progress chart shows the status of 20 individuals across four stages: 'Aware' (blue), 'Interested' (green), 'Trying' (red), and 'Adopter' (red arrow). The individuals listed are: Ann Finkelbaum, Bart Bell, Cynthia Jones, Donald Pierce, Ernest Stone, Frank Scotti, George Glenn, Hillary Ross, Ivan Skull, Jean Bonnain, Ken Lee, Linda Dubois, Mel Schmidt, Nick Meyer, Omar Schal, Pam Kahn, Quentin Ryan, Rob Boss, Silvia Linn, Tina Fein, Urs Dodd, Victoria Strong, Wilma Long, and Xavier Ras. On the right, the 'INITIATIVES' section lists various change management initiatives: SEEK ADVICE, PERSONAL PROFILE, TASK FORCES, INTERNAL MAGAZINE, DIRECTIVE, COVERT LOBBYING, ELECTRONIC MAIL, MANAGEMENT TRAINING, DIRECTORS MEETING, WORKSHOP, FACE-TO-FACE MEETING, COFFEE BREAK, MEMORANDUM, PILOT TEST, STAFF DISCUSSION, QUESTIONNAIRE, EXTERNAL SPEAKER NETWORKS. Below this list is a text box that says 'Click on any initiative for a short description!'. At the bottom right, there are buttons for 'Detailed Descriptions' and 'Implement It!'. The bottom of the screen shows a 'Mission Score' and 'Print Quit' options, along with the 'EIS Simulation' logo and a note: 'Click on any bubble to see a picture of the person and to access more info (if available)!'. A 'Time' bar is visible at the very bottom left.

On the right hand side of the screen, if you click on the 'Initiatives' button you will see the above screen, which lists the change management initiatives you may launch during the simulation.

A description of a particular initiative will be displayed below this list if you click on any title. You may also click on 'Detailed Descriptions' (in the lower half of the right hand screen) and scroll through the descriptions of all initiatives at once (see Appendix A).

You may also take a decision from the 'Initiatives' screen. To implement an initiative from this screen, highlight the initiative and click on 'Implement It'. This will bring the 'Take Decision' screen up (see 5.5) with the initiative already chosen, and a prompt for any other details you need to provide (ie. the names of people involved).

5.5 Take Decision

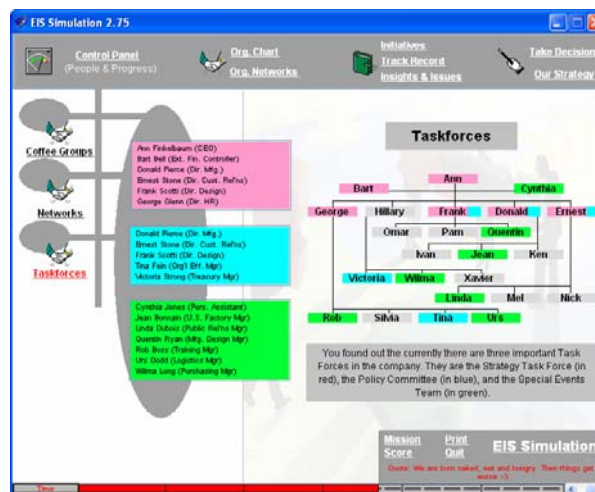


On the right hand side of the screen, if you click on the 'Take Decision' button you will see the above screen, which shows the number of the decision you are about to take.

To implement an initiative, click on the "Your initiative" box and select the initiative from the drop down menu that appears. You will also be prompted for any other details you need to provide (ie. Names of people involved). This can be chosen either by clicking on the name of the person on the 'Control Panel' (left hand side of screen), or clicking on the box, and selecting the manager (s) from the drop down menu of names. If you make a mistake in choosing the initiative or name, or click on the box with the wrong details in it, select 'Don't Do It' instead of "Implement the Decision" at the bottom of the screen.

For each decision, you should complete the 'Your rationale for this decision' box. Finally, click on 'Implement the Decision'. You will receive immediate feedback on your chosen initiative. You will receive a summary of the outcome, a positive or negative indication of any attitude changes of the managers involved (and maybe not involved), and the clock will continue ticking off along the bottom of the screen (against the 6 months) for the time taken to implement the initiative.

5.6 Org Networks button



Click on 'Org Networks' and you can access information regarding the managers - who has coffee with whom - ('Coffee'), who socialises with whom - ('Social') and who is on which task force with whom - ('Task Forces'). Access to this information is dependent on the various initiatives you have implemented.

5.7 Insights & Issues

This Version of the EIS Simulation provides the possibility to take notes anytime during a session. This Learning Notebook, accessible by selecting **Insights & Issues** in the upper right side of the screen also provides a structured way to summarize key insights and issues after completing a session.

You may fill in the **Do's** column on the screen to share "Insights" of what you have learned from the experience as well as **Dont's** column for the "Issues" of Change Management you would like to know more about. You are able to print it on paper or on a slide. The content of the Do & Dont's sheet is recorded in the Session Report.

5.8 Track Record

The screenshot displays the 'EIS Simulation 2.75' interface. At the top, there are navigation tabs: 'Control Panel (People & Progress)', 'Org. Chart', 'Org. Networks', 'Initiatives', 'Track Record', 'Insights & Issues', 'Take Decision', and 'Our Strategy'. The 'Track Record' tab is active.

The main area shows a list of 20 individuals on the left, each with a horizontal bar chart indicating their status in four stages: 'Aware' (blue), 'Interested' (green), 'Trying' (red), and 'Adopter' (red arrow). The individuals listed are: Ann Finkelbaum, Bart Bell, Cynthia Jones, Donald Pierce, Ernest Stone, Frank Scotti, George Glenn, Hillary Ross, Ivan Skull, Jean Bonnain, Ken Lee, Linda Dubois, Mel Schmidt, Nick Meyer, Omar Schal, Pam Kahn, Quentin Ryan, Rob Boss, Silvia Linn, Tina Fein, Urs Dodd, Victoria Strong, Wilma Long, and Xavier Ras.

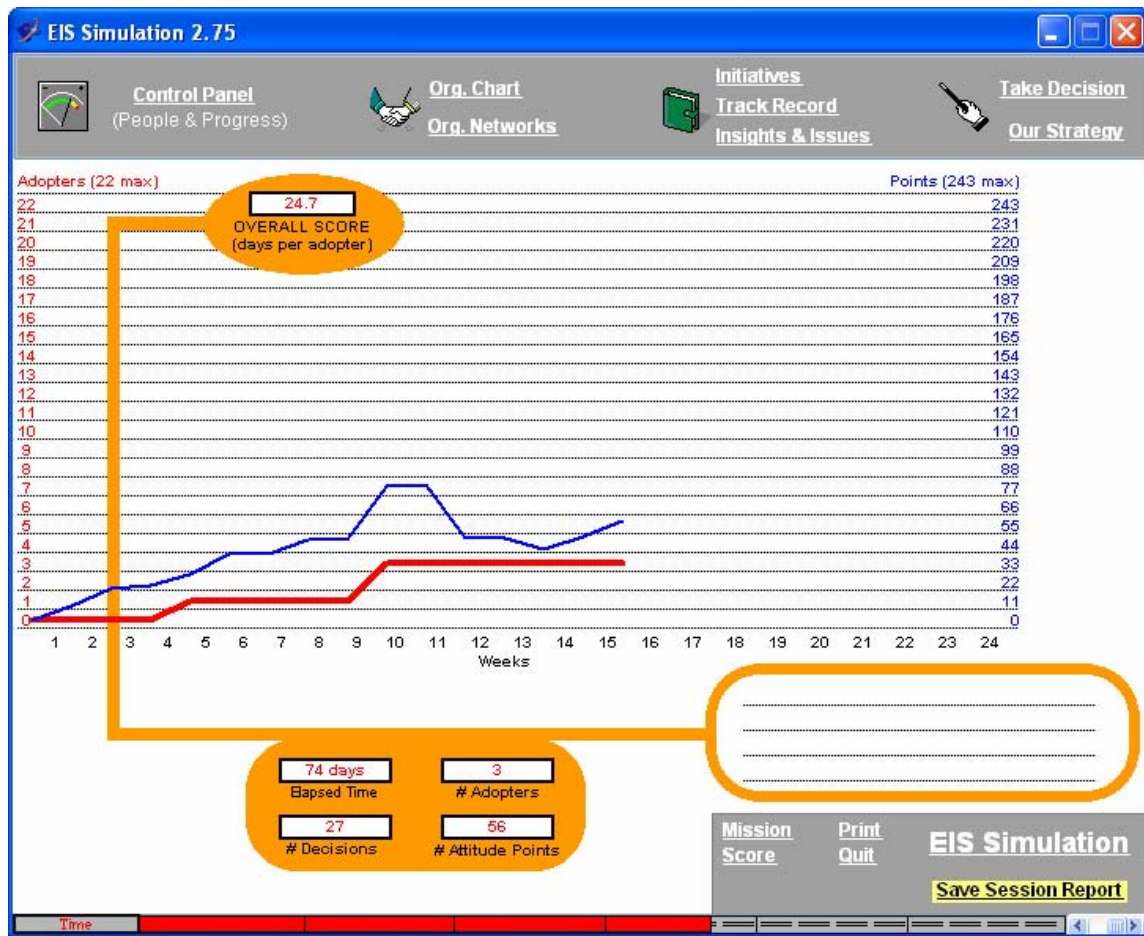
On the right, a 'HISTORY' window is open, showing a table of initiatives:

Dec	Time	Initiative	--> Result
# 1	(1- 3)	INTERNAL MAGAZINE	
# 2	(4- 5)	PERSONAL PROFILE	
# 3	(6- 7)	SEEK ADVICE (Stone)	
# 4	(8- 8)	FACE-TO-FACE MEETING (Finkelba	
# 5	(9-15)	DIRECTIVE	
# 6	(16-16)	TASK FORCES	
# 7	(17-17)	FACE-TO-FACE MEETING (Scotti)	
# 8	(18-18)	STAFF MEETING DISCUSSION	
# 9	(19-20)	PERSONAL PROFILE	
#10	(21-21)	FACE-TO-FACE MEETING (Fein)	
#11	(22-24)	INTERNAL MAGAZINE	
#12	(25-25)	FACE-TO-FACE MEETING (Jones)	
#13	(26-26)	WORKSHOP (Ross)	
#14	(27-28)	PERSONAL PROFILE	
#15	(29-29)	FI FCTRONIC MATI	

Below the history table are buttons for 'History Details' and 'Close'. At the bottom right, there are buttons for 'Mission Score', 'Print', and 'Quit', along with the text 'EIS Simulation' and a note: 'Click on any bubble to see a picture of the person and to access more info (if available)!'. A 'Time' axis is visible at the bottom left.

Click on 'Track Record' at any point during the simulation and you will see a summary of your initiatives to date that you can scroll through. For a detailed history of your Initiatives: Decision #, Initiative, Rationale, Outcome (ie. the immediate feedback), and No. of Adopters to date – click on 'History Details' and scroll through your results.

5.9 Score



This shows the score sheet that is displayed if you click the "Score" button located on the bottom middle of the screen.

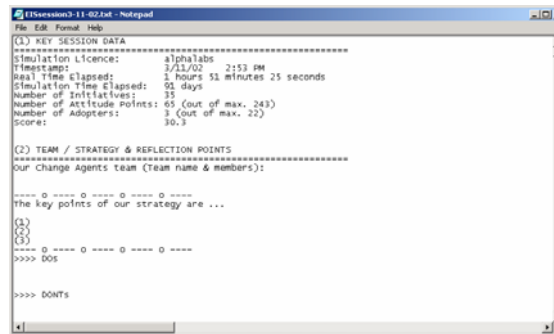
You may click on this at any time to see how you are progressing, and you can return to the simulation by clicking on the buttons at the top of the screen.

The thin blue line on the graph (the top one) indicates the cumulative 'positive attitude' (ie. the red bars) you have succeeded in gathering. As you can see in the example in the screen above, the cumulative positive attitude can decrease too during the project, depending on your initiatives and other events that can happen during the 6 months implementation period!

The thick red line (the bottom line) indicates the cumulative number of managers you have convinced to adopt. Once someone has adopted they cannot move back through the adoption process.

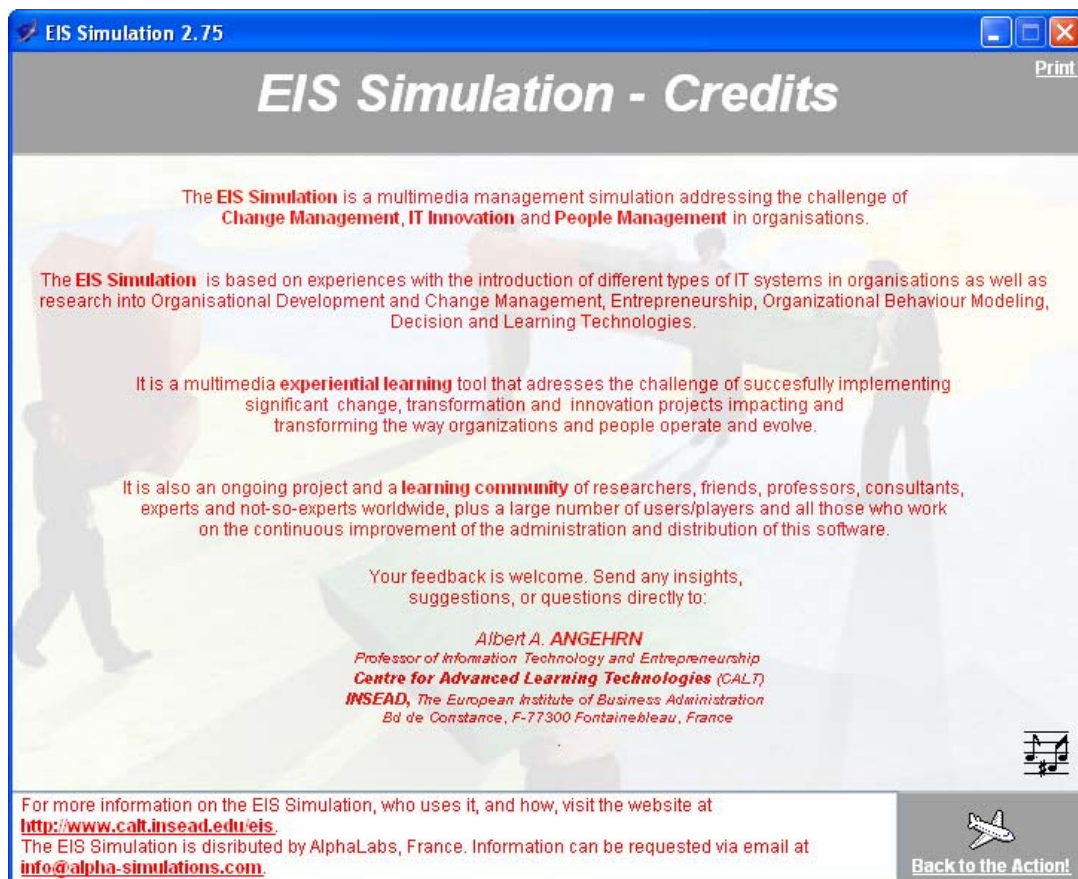
The numeric scores, the number of 'Days per Adopter', Elapsed Time, '# of Adopters', and '# of Decisions' '# of Attitude Points' are on the top left of the screen.

5.10 EIS Simulation Save Session Report



You may save your session's report at any time during the simulation by clicking on the "Save Session Report" button on the right hand side of the "Score" screen. The report allows you to get details about the session including: the date of running, number of adopters, number of initiatives and the time spent to implement these initiatives and of course the key points of the adopted strategy and also the content of do and dont's learning points. Beside you will also get all the information on the adoption stage of each person as well as the feedback for each implemented initiative.

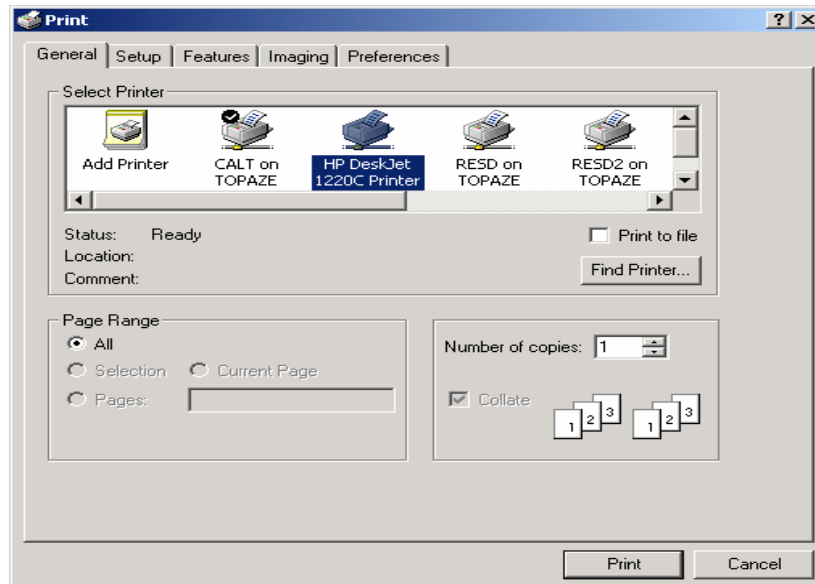
5.11 EIS Simulation Credits Screen



This screen provides information about the simulation and those who have contributed to its design, development and continuous updating. It is displayed if you click on the 'EIS Simulation' button located on the bottom left hand corner of every screen.

5.12 EIS Simulation Print

The 'PRINT' button allows the printing of any page in the Simulation (e.g the SCORE page). In case you print directly on a transparency, you will have to insert the transparency in the printer and choose the appropriate printing options.



6.0 EIS Simulation – Stopping & Saving Sessions

6.1 Stopping & Restarting

This Version of the EIS Simulation allows you to “stop” a session anytime you want and “resume” it at a later stage. To “stop” the session, just quit the simulation software by selecting **Quit**. The current session will be automatically saved in the file “EISMission.eis”. To “restart” a session just select **... or continue from where you stopped** which will appear automatically on the Main Screen the next time you will enter the simulation software.

6.2 Automatic Saving before Quitting a Session

This Version of the EIS Simulation automatically saves a copy of the session every time you quit the simulation software (in addition to producing the Report in editable form). Hence the latest state of the session is always stored in the file “EISMission.eis” and can be reloaded. You can always restart your session from the point you left it by selecting **... or continue from where you stopped** after restarting.

APPENDIX A

Cross Reference for Key Navigation Buttons (at Top of Screen)

Control Panel (People & Progress)	Refer 5.1
Org. Chart	Refer 3.0
Org. Networks	Refer 5.6
Initiatives	Refer 5.4
Track Record	Refer 5.8
Insights & Issues	Refer 5.7
Take Decision	Refer 5.5
Our Strategy	Refer 4.0



Cross Reference for Key Navigation Buttons (at Bottom of Screen)

Mission	Refer 2.0
Score	Refer 5.9
Print	Refer 5.12
Quit	Quit
EIS Simulation (Credits)	Refer 5.11

INITIATIVES

SEEK ADVICE: Organise a meeting with any one member of the top management team in order to get some advice on how to approach the EIS project in the most effective manner. (2 days) **NOTE** – You will not actually receive advice in the feedback message; the aim is to influence the person you visit by taking the 'humble' approach.

PERSONAL PROFILE: Build a personal profile on any five members of the top management team by talking informally with your network at EuroComm HQ. (2 days) **NOTE** – Each person's profile includes a qualitative description of the individual and an indication of how difficult it will be to move that individual through the four change phases.

TASK FORCES: Discover which top managers are on the company's three main task forces. (1 day) **NOTE** – These membership lists will not change, and will remain available throughout the simulation.

INTERNAL MAGAZINE: Ask the editor of the internal magazine to include a short article you write on the advantages that Executive Information Systems can bring to managers. (3 days) **NOTE** – This magazine is distributed to all of the top management team. The article is about the generic advantages of EIS, and does not include any company specific information.

DIRECTIVE: Try to convince the CEO to send out a directive to everyone on the top management team insisting that they start using the EIS in two weeks' time. (7 days) **NOTE** – You spend several days writing a draft of this directive to give to the CEO.

COVERT LOBBYING: Without the formal approval of the Directors concerned, suggest to a group of selected Managers that they meet the CEO to lobby for the implementation of the EIS. (8 days) **NOTE** – This initiative assumes that you have identified the appropriate Managers to approach, and does not require you to specify them.

ELECTRONIC MAIL: Send a brief electronic mail to everyone on the top management team explaining your ideas on why an EIS makes sense for them. (1 day) **NOTE** – All of the top managers have an individual E-mail account.

MANAGEMENT TRAINING: For five members of the top management team, organise a week long residential training programme at a nearby business school on the potential benefits of an EIS and how to actually use such a system. (5 days) **NOTE** – You do not attend the programme, but it takes a considerable amount of your time to plan it.

DIRECTORS MEETING: Organise a special interdepartmental meeting in the main conference room with all the five directors and the CEO to share and discuss thoughts and plans for the EIS project. (3 days) **NOTE** – Directors are informed that they can also bring along Managers from their department.

WORKSHOP: Help one of the top managers to organise and lead a demonstration and discussion session on EIS for all the top managers interested in the topic. (5 days) **NOTE** – This will provide the opportunity for the workshop leader to share and gather views and experiences on EIS.

FACE-TO-FACE MEETING: Fix a meeting with one of the top managers in order to persuade him/her that the EIS would make sense to implement. (1 day) **NOTE** – The meeting will take place in the manager's office.

COFFEE BREAK: Spend some time at the company bar in order to see which groups of top managers meet regularly for a coffee. (3 days) **NOTE** – These groups will not change, and the list will remain available throughout the simulation.

MEMORANDUM: Write and send to any five of the top managers a brief memo on how some of the specific features of the EIS will improve transparency of information flows in the company. (1 day) **NOTE** – This is distributed in the company internal mail system.

PILOT TEST: Try to get commitment from one of the top managers by asking him/her to organise a two-week-long pilot test of the EIS in his/her department using current company data. (4 days) **NOTE** – This will involve setting up the EIS on all the department's computers and providing users with the appropriate training.

STAFF MEETING DISCUSSION: Develop a slide show on the EIS, and present it during the regular weekly top managers staff meeting. (5 days) **NOTE** – The presentation includes potential applications of the EIS within the different departments. All members of top management are in principle expected to attend these meetings.

QUESTIONNAIRE: Write and distribute to all the top managers a questionnaire aimed at assessing their current level of interest in becoming regular EIS users. (2 days) **NOTE** – The main objective of using this questionnaire is to demonstrate your approach to the project rather than gathering additional information.

EXTERNAL SPEAKER: Organise a speaker event in which Professor Tom Petersen, an expert on Executive Information Systems, will deliver an address entitled: "EIS: Liberating Information in the Organisation". (5 days)

NETWORKS: Spend some time observing or finding out which top managers go together regularly to the company health club, who is involved in the local charity campaign, and who is looking informally at environmental issues together. (5 days) **NOTE** – These groups will not change, and the lists will remain available throughout the simulation.