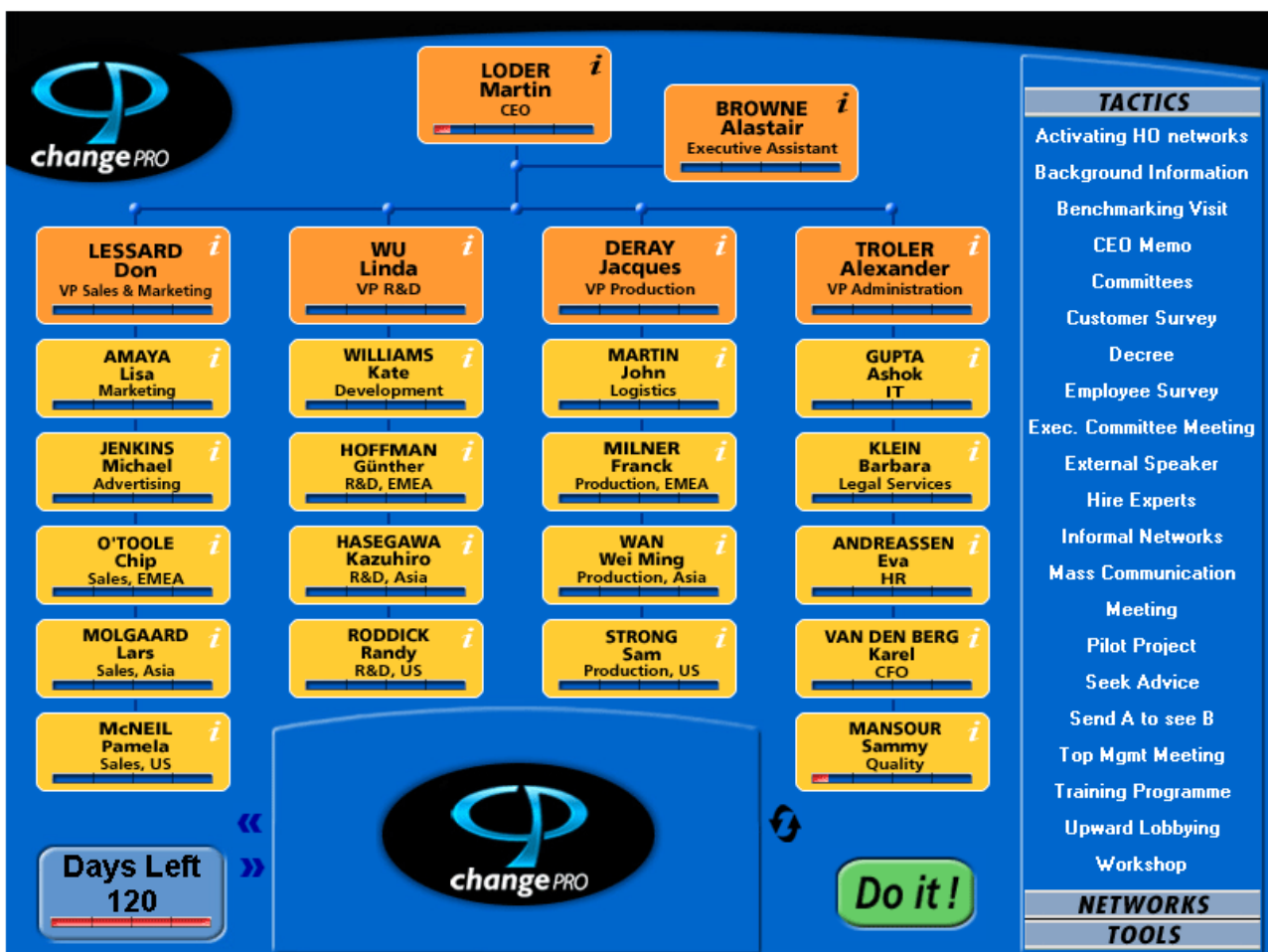


The Change Pro Simulation

Abridged User Manual

1. WELCOME! Diving into the Simulation...
2. Context, Tactics, Networks & Tools
3. The Change Pro Landscape (navigation reference sheet)
4. Description of the tactics available
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Getting Started



1. WELCOME! Diving into the Simulation...

Congratulations!

You have been selected to be part of a small team of internal consultants sent by Head Office into a major division of our organization to help them implement Six Sigma, the latest major change initiative the Executive Committee just approved.

You will be given 6 months (120 working days) to ensure a smooth change and implementation process - any, really any supporter counts!

Further details required for an immediate start are enclosed below. Division CEOs such as Martin Loder, who report to Group Vice-Presidents, have all been informed of the Group's decision - although it is probably fair to say they were not actively consulted beforehand.

I am certain I can count on your support and hope you will enjoy the process.

Best wishes of success,

*Martin Heldback
Group Chief Quality Officer*

2. Context, Tactics, Networks & Tools

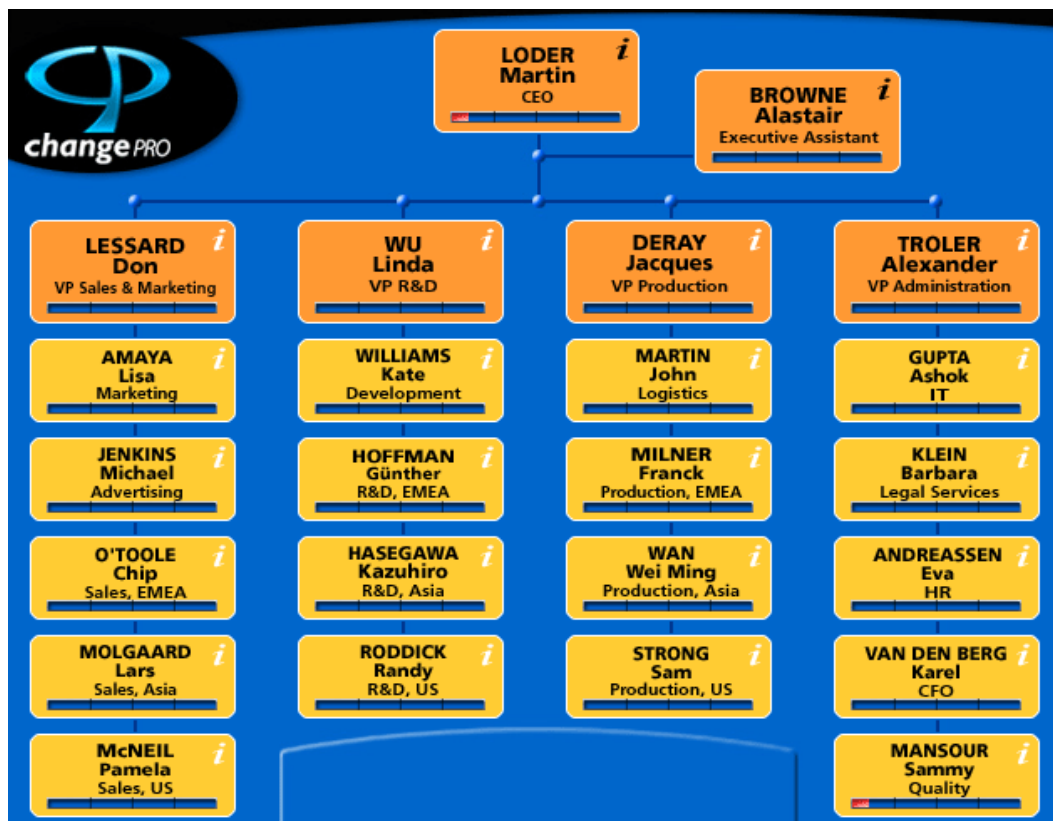
The Context

As mentioned in the letter above you will be challenged to introduce an innovation (Six Sigma, see details below) into the subsidiary of a globally operating manufacturing corporation.

Your mission, as formulated by Headquarters, is to spend the next 6 months trying to convince the subsidiary's top management team (24 members; see below Figure 1) to adopt Six Sigma. In practice, however, the change effort could have involved the introduction of an ERP, of some quality program or of a new set of Corporate Values. The important point is that this is not a trivial change; it will have an impact on managers' lives. Time is of the essence: you have six months to convince this top management team.

The division's top management team consists of 24 managers, including the CEO and his Executive Assistant. Members of the Executive Committee are presented below.

Figure 1: Overview of the Change Pro Organization



During the simulation you will be able to call up pictures, indications on personal profiles and an expanded view on clues on where each manager stands in his or her adoption process. To do so, activate the (i) field in the upper right corner of each member of the management team – a pop-up window will appear and display available information (see below and also details in the “CPS navigation map” at the end).

Six Sigma

At its most basic, Six Sigma is a comprehensive system aimed at improving processes by reducing their variability through the disciplined use of a variety of analytical tools and techniques. To compare it to other forms of performance improvement programs, Six Sigma could be described a cross between "hard core Total Quality Management", Customer Orientation and Process Management.

The Tactics

Managers *adopt* the innovation (in this case, Six Sigma) when they reach 100% interest. Before they do so, they will go through an *awareness* development phase (0-20%), an *interest*-building phase (25-45%), and an *evaluation* phase (50-95%).

To help the managers go through these stages you will be able to draw on a series of organizational development tactics (see list to the right; see detailed description of each tactic in the Appendix).

As displayed you will be able to choose among many different tactics to meet your goal. In some cases, you may gather information on the managers (for example who joins whom to go the Gym, etc.). In other cases, you may take direct action to try to convince one or more managers and thus influence his/her/their willingness to adopt Six Sigma.

To activate the Tactic panel, click on **TACTICS** (default view), which calls up the full list.

To activate a particular tactic, simply go through the following steps:

- Selection of Tactic
- When appropriate for this tactic, selection of the manager(s) whom you want to involve in the tactic
- Implementation

TACTICS
Activating HO networks
Background Information
Benchmarking Visit
CEO Memo
Committees
Customer Survey
Decree
Employee Survey
Exec. Committee Meeting
External Speaker
Hire Experts
Informal Networks
Mass Communication
Meeting
Pilot Project
Seek Advice
Send A to see B
Top Mgmt Meeting
Training Programme
Upward Lobbying
Workshop

To select a tactic, click on its display in the panel (e.g. External Speaker; the simulation will emboss the particular display and will provide a short description of the tactic's nature and time requirement in the bottom center of the simulation screen (see "CPS navigation map" for details)

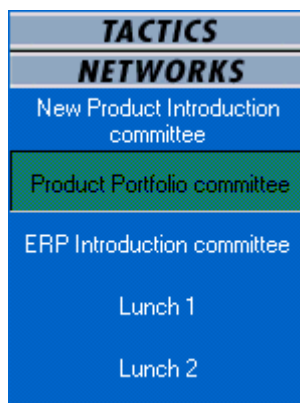
To select a particular manager or a group of managers, please click on the specific personal displays (you will recognize that the activated fields change color).

To close the loop, please click on "Do it" at the bottom right of the simulation screen.

An immediate narrative feedback will be available in the multi-display panel located at the bottom center of the screen, and personal impacts will be displayed in the progress bar of the relevant top manager(s) (see also below "measuring your progress").

Note: When the feedback length exceeds the size of the feedback box, the "scroll" buttons located to the right of the multi-display panel get activated to allow you to scroll up and down within the panel.

The Networks



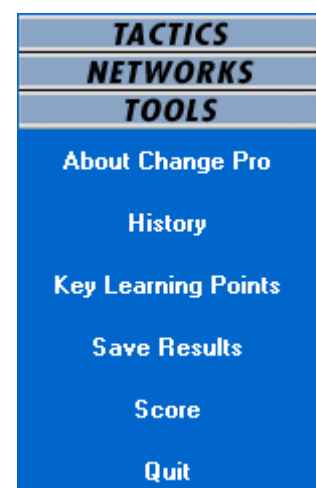
The Networks button in the right navigation panel provides access to information on the formal and informal networks operating within the company. As in real life, obtaining this type of information will consume some time.

Details of each "network" are displayed once you activate the particular view (please click on display panel **NETWORKS**, "network of interest", and review the network details in the simulation's main screen – members of the same network are displayed in the same particular color).

The Tools

Below TACTICS and NETWORKS you can gain access to a number of functionalities that will help you during this project. To access these functionalities, please activate the **TOOLS** panel by clicking on the display.

- **About Change Pro**
Find Copyright Information.
- **History**
Review past decisions and impacts. To go back: click OK.



- **Key learning points**

Write some of the insights you may have had during the simulation: what works, what don't. To go back: click Main Panel.

- **Save Results**

Save your results in a file that will be used during the debriefing. Select your TeamID, write down the filename and click OK.

- **Score**

Gain access to an overall performance overview of your team. Detailed indications are given on: Days used (so far/Days left); Adopters (total number of adopters at current stage), Global Awareness (average interest among the members of the top management team), and Global Score (based on the distribution of interest among the various members of the team).

- **Print Score**

Gain direct access to a print version of the current SCORE (requires live connection to a local or network printer).

- **Quit**

Use this button to leave and close the simulation. Please be aware that once you've quit the simulation you will not be able to go back (a version with a "default" safe function is under way).

People Panel

Display: Name, Position, Current level of interest
Action (i): Picture, Background Information, Evolution of interest
Action (Tactic): Select Manager
Color conveys a variety of messages

Tactics Panel

Displays list of Tactics available
To read a Tactic's description in the Multi-display panel:

Point cursor on Tactic name

To implement a Tactic:

First *select* the Tactic by clicking on its name

Then Click on "Do it!" button

Network Panel

Display: Formal & informal networks identified during the mission

To select a particular network, click on its name and the network members will appear in blue

To de-select a network, click again on the network's name

Tool Panel

Display: Simulation Tools
Action: Select Tool

Action Button

Implement Tactic

Scroll Button(s)

View hidden text

These buttons become active when the feedback exceeds the size of the Multi-display panel

Multi-display:

Display Options

- (1) Description of Tactic
(Logic, requirements, timing)
- (2) Tactic Feedback

Review

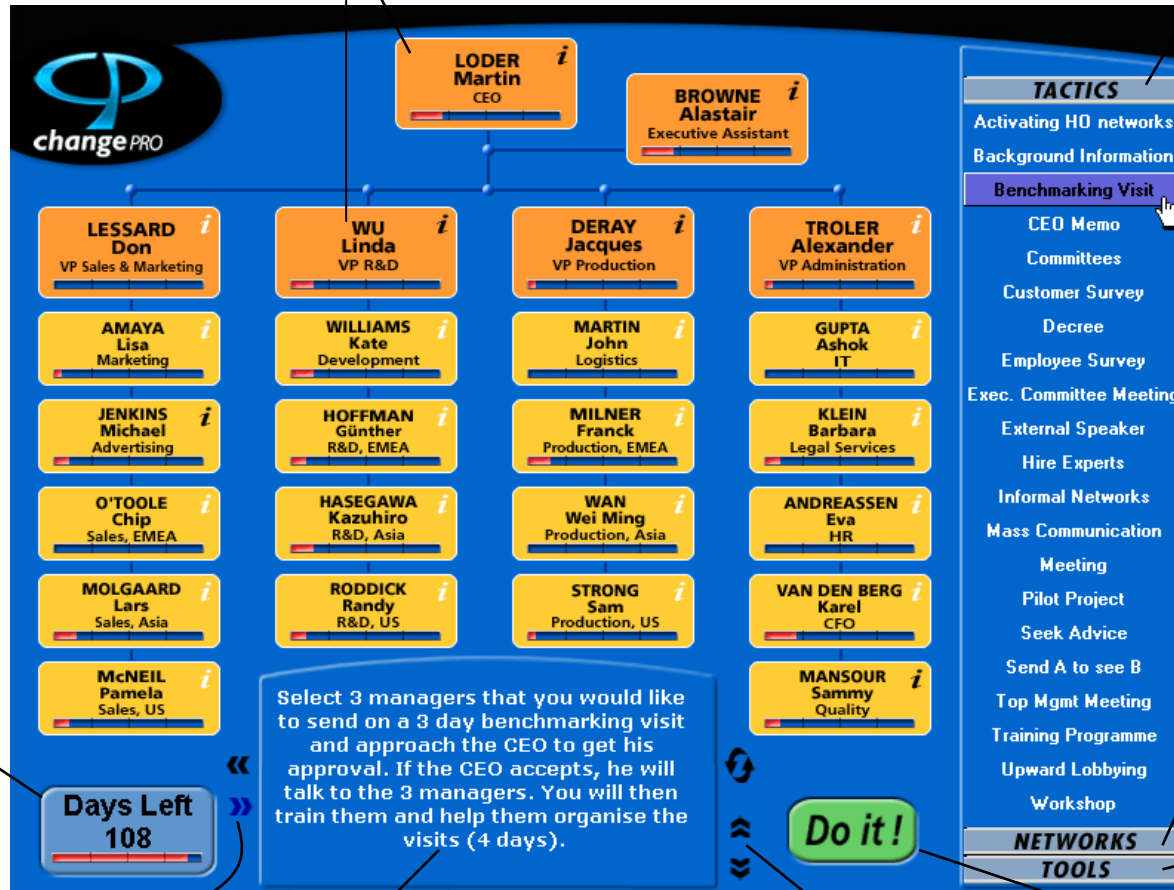
Review feedback from past actions

Time Display

Days Left or

Days Used

To modify display, click on box.



4. Description of the Tactics (Complete Overview & Detailed Descriptions)

Note: The tactics that allow you to select specific manager(s) are identified by an asterisk (*)

Activating HO networks

Use your contacts at Head Office to increase corporate pressure on the division to implement Six Sigma immediately (4 days).

Background Information *

Talk to someone you know in the division to get some background information on 4 top managers of your choice (1 day).

Benchmarking Visit *

Select three managers that you would like to send on a three-day benchmarking visit and approach the CEO to get his approval. If the CEO accepts, he will talk to the three managers. You will then train them and help them organize the visits (4 days, including meeting with the CEO).

CEO Memo

Try to convince the CEO to send a strong memo to the top management group in support of Six Sigma, highlighting his commitment to the project and the likely benefit for everyone. (4 days, including the meeting with the CEO)

Committees

Ask the Executive Assistant of the CEO to give you the composition of the three project teams currently in operation (1 day)

Customer Survey

Ask the CEO and VP S&M for the authorization to design and send a survey assessing customers' perception of the company's performance on several dimensions.

Results of the survey will be available immediately (3 days).

Decree

Try to convince the CEO to issue a clear instruction directing all vice-presidents and managers to start implementing Six Sigma immediately (6 days, including meetings with the CEO).

Employee Survey

Prepare and administer a questionnaire for all members of top management to assess their views toward Six Sigma and the change process (3 days).

Executive Committee Meeting

Get on the agenda of one monthly Executive Committee meeting to discuss the project and your progress. These meetings, attended by CEO, EA and Vice-Presidents, are scheduled for days 15, 35, 55, 75, 95 and 115 (3 days).

External Speaker

Invite top managers to attend a two-hour speech by an external speaker that has been recommended to you (2 days).

Hire Experts

Recruit externally two managers that have extensive experience with Six Sigma implementation (5 days).

Informal Networks

By observing and discretely asking around, develop an understanding of the informal networks within the division, including who lunches with whom, who goes to the gym together, etc (5 days).

Note: If conducted during your first month, these 5 days of observation will be spread through the month so that the *networks will become available only at the end of this first month.*

Mass Communication

This tactic can be implemented through five types of media:

[**Note:** The tactic must *first* be implemented in order to be able to select a medium. This initial step does not consume any time]

Company Newsletter

With the help of the Quarterly Corporate Newsletter's editorial staff, you prepare an article on a subject of your choice related to Six Sigma at the company and elsewhere. The newsletter would appear at the end of weeks 6 and 18 and your article must be in at least ten days before the issue comes out (2 days).

Brochure

Work with internal and external professionals to develop a brochure on a subject of your choice (3 days).

[**Note:** due to the cost of developing such brochures, a maximum of 3 brochures can be developed during the project.]

Email

Send an email to all the top managers (1 day).

Intranet Site

Work with internal and external professionals to develop an intranet site on Six Sigma, its characteristics, its benefits for the company, the implementation timetable and some FAQs and forums (3 days).

Intranet Update

Oversee the updating of the web site, including participation in forums, updating of answers to the FAQs, and adding topical materials as it becomes available (2 days).

[**Note:** This medium can only be selected after the Intranet Site has been created]

Meeting *

Set up and conduct a meeting with any member of top management (1 day).

Pilot Project *

Try to convince a manager to sponsor a pilot project in his/her department. Results will be available in four weeks (3 days), unless you choose to spend another two days helping select, train and orient team members, in which case results will be available in two weeks.

Seek Advice *

Organize a Meeting to ask for the help or advice of any member of top management (1 day, except for CEO: 2 days).

Send A see B *

Ask a manager of your choice (A) to lobby another manager of your choice (B) and advocate the adoption of Six Sigma (1 day, except if A is the CEO: 2 days).

[**Note:** You must first select two managers and implement the tactic. You will be given the opportunity to specify the identity of A and B *after* implementing the tactic.]

Top Management Meeting

Solicit the help of the Quality Manager and the CEO's EA to organize a special two-hour top management meeting on Six Sigma. All twenty-four top managers would be invited (4 days).

Training Program *

Convince four top managers of your choice to register for a one-week training program on Six Sigma (2 days, following a 4 day one-time set-up cost to design the program).

Upward Lobbying

Work behind the scene with a group of managers eager to bring about change in the division. At your suggestion, they meet the CEO to ask for more explicit support for Six Sigma from the executive committee (6 days).

[**Note** : the managers in this group all report to vice-presidents).]

Workshop

Organize a one-day workshop featuring a mix of internal and external speakers. You spend time briefing each of them and coordinating their interventions. You ask the CEO to sign the invitation to the workshop sent to all top managers (4 days).

To share your comments with us, or to inquire about how you can license *The Change Pro Simulation*®, contact us by e-mail at:

sales@learning-ways.com

5. About The Change Pro Simulation

Acknowledgements:

The Change Pro Simulation® is based on the content expertise of Professor Jean-François Manzoni, currently Professor of Leadership and Organizational Development at IMD (Lausanne, Switzerland).

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