

Change Management Simulation

# POWER AND INFLUENCE V2

FOR COURSES IN:

- Organizational Behavior
- Strategy
- Leadership

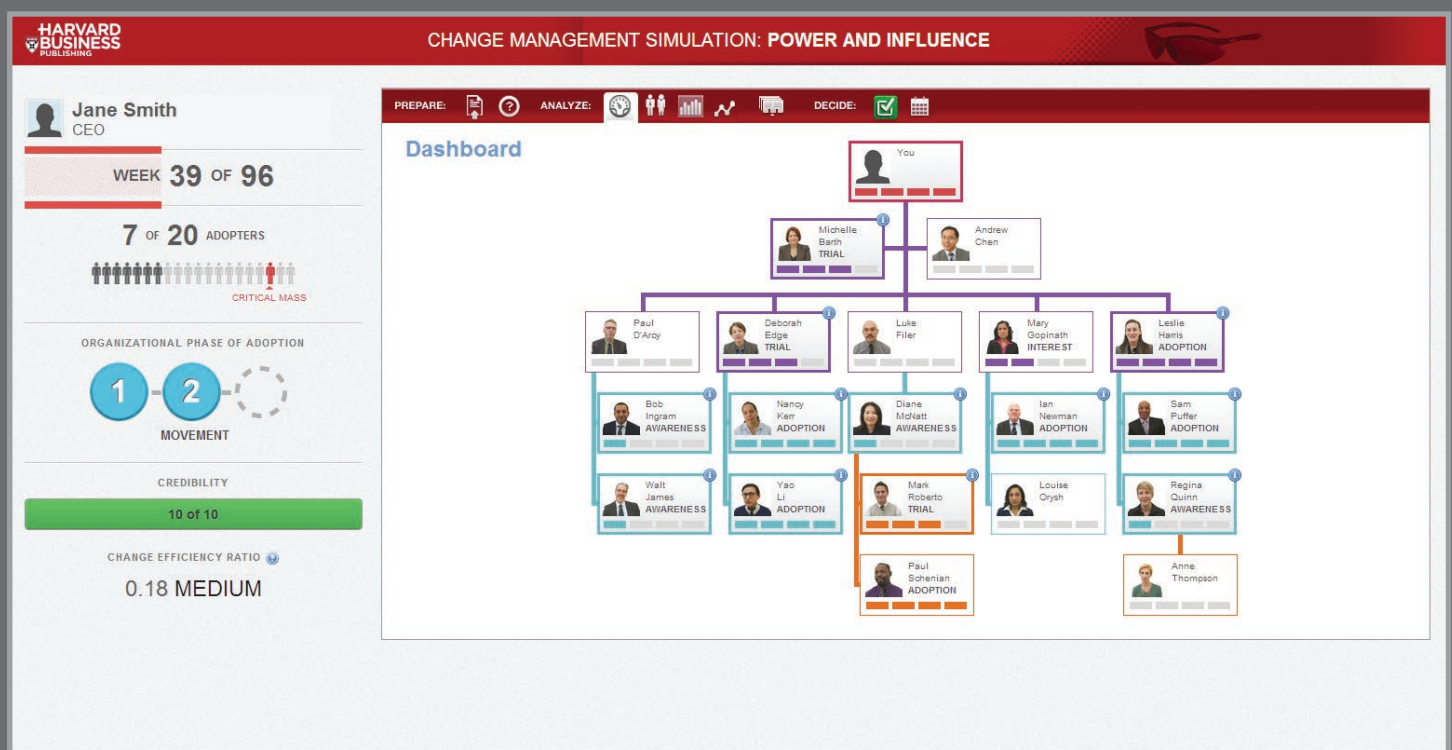
by William Q. Judge and Linda A. Hill



# Change Management Simulation: Power and Influence

The second release of this single-player simulation combines the proven learning objectives of the original with an updated user experience, new scenario assignment options, and new tools for conducting a debrief. Students play the role of an internal change agent at Spectrum Sunglass Company. They must implement an enterprise-wide environmental sustainability initiative that will

transform the Spectrum organization and the products it manufactures. To simulate the effect of power and influence on change management, students play the simulation as a middle manager or a CEO and face a low-urgency or a high-urgency change situation. In all scenarios, they must convince a critical mass of key Spectrum employees to adopt the initiative and the resulting changes.



Key performance metrics are always visible to help students measure progress, including number of adopters, organizational phase of adoption, credibility, and change efficiency ratio.

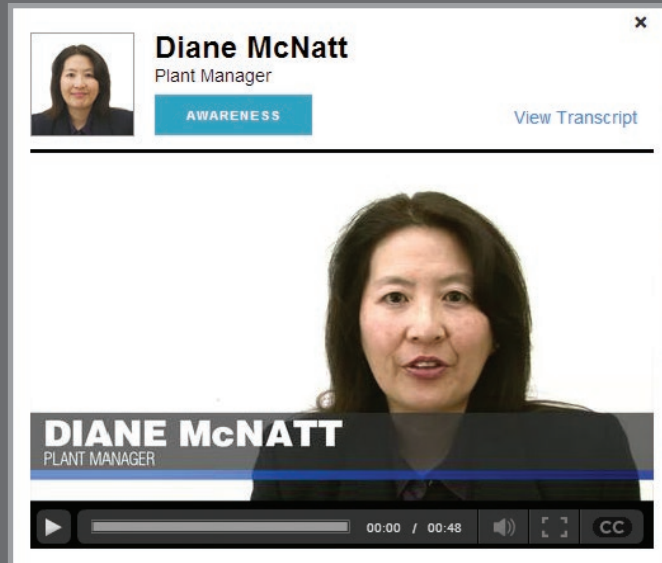
## ► MAKING CHANGE

In each round of play, students have 96 weeks and up to 18 change levers to move a critical mass of the organization's management team along a four-step pathway of change acceptance—awareness, interest, trial, and adoption. Change levers vary in: scope, from a single person to the

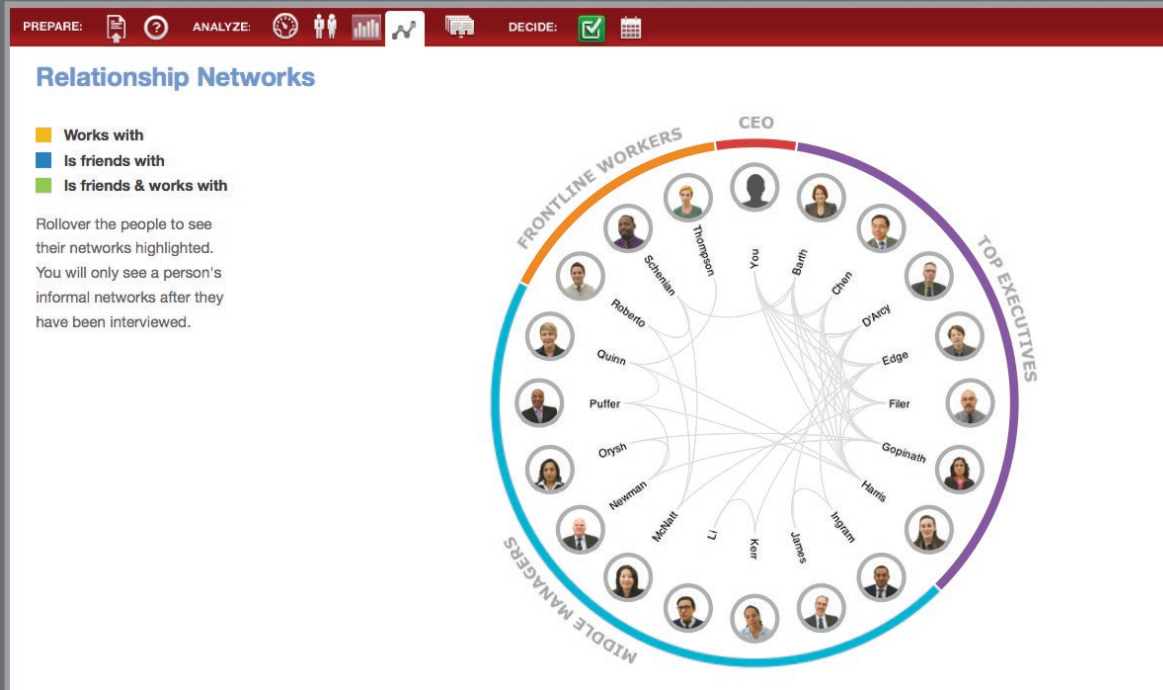
entire organization; deployment time; and availability for reuse. Student success in influencing Spectrum employees also determines how and when the organization moves through the three phases of organizational change—mobilization, movement, and sustaining an initiative.

## ▶ VIDEO INTERVIEWS

Students can watch videos of personal interviews with colleagues to gain insight into their willingness to adopt a change initiative.



*Transcripts are available for each video.*



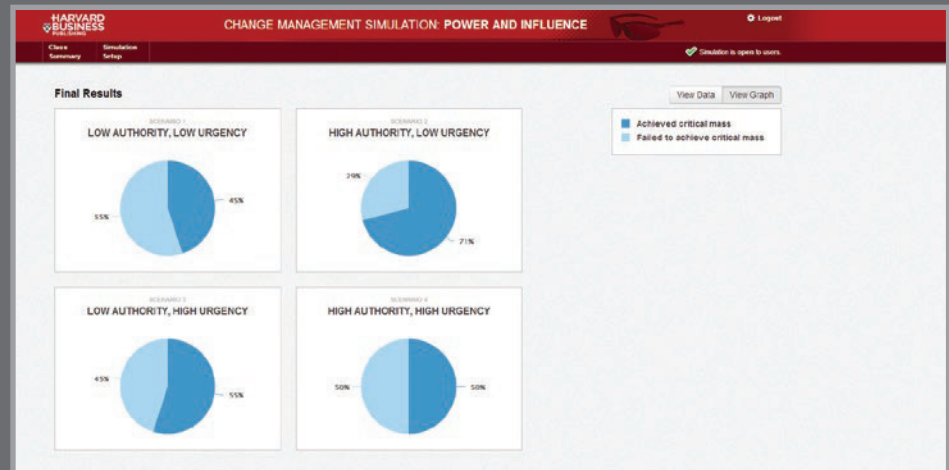
*This chart shows the personal and professional relationships of the Spectrum management team.*

## ▶ LEVERAGING NETWORKS

To simulate the experience of an internal change agent advocating a strategic corporate-wide change, students can access information about organizational structure and the formal and informal networks of the Spectrum management team. How well they leverage these resources will factor into their overall success.

## Change Management: key learning objectives

- Becoming familiar with a simple but powerful change contingency framework based on the authority of the change agent and the relative urgency to produce results.
- Developing skill in applying a variety of change levers and observing the results of simulated actions with 4-6 change scenarios.
- Understanding the major categories of change levers—technical, political, cultural, communication, and credibility—and their potential in effecting change.
- Developing an awareness of proper change lever sequence to maximize change initiative success.
- Understanding the obstacles to and initiators of organizational change, which are both rational and irrational in nature.



Detailed class summary results allow faculty to compare and contrast scenario results