

# *Slides Prof. Angehrn - Part 2 – Intro & Debriefing*

After the Motivation slides (Part 1) I typically use the **Demo version of the simulation** to explain the Mission and to briefly illustrate the context in which the participants will have to operate during their assignment at Teleswitches (I typically emphasize that simulations are role-playing games and that as a first step they really need to 'enter' into their role, realizing for instance that they have been 'sent' by HQ in a context that they still don't know a lot about).

I typically start by displaying the **Organizational Chart**, after emphasizing that:

- EuroComm in a large international company which grew a lot over the last decade through acquisitions and by entering new markets.
- The EIS System EuroComm has introduced corporate-wide has become key/critical over the last years to introduce TRANSPARENCY within the whole corporation (particularly for HQ) as well as clear information exchange and reporting processes. I typically ask here if participants have experiences with such systems and emphasize that such innovations are successful only if EVERYBODY adopts them, as otherwise information cannot be aggregated correctly. I often make the example of Cisco, who claim that thanks to their corporate-wide system they can consolidate information (for instance financial data) worldwide in 24 hours, providing them a great level of transparency and capability of doing good, informed decisions.
- If Teleswitches, the very successful (but very autonomous) recent acquisition of EuroComm, has not adopted the EIS system yet, it is mainly because the CEO, Ann Finkelbaum, has kindly but firmly rejected all the 'invitations' of the HQ to align and harmonize their information and reporting systems to the group ones. This situation has been kind of 'tolerated' until now, but HQ is not ready to wait any longer, and that's why they have appointed change agents teams (the participants) to intervene directly there over the next 6 months.

At this point I start commenting the different key component of the simulation (and the software), i.e. the people, their gradual adoption progress (using the enclosed '**EIS Adoption Stages**' slide), as well as the tactics (using the enclosed '**EIS Initiatives**' slide), following a presentation sequence like the one described below.

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The Demo version is used to familiarize with the software or for presentation purposes.

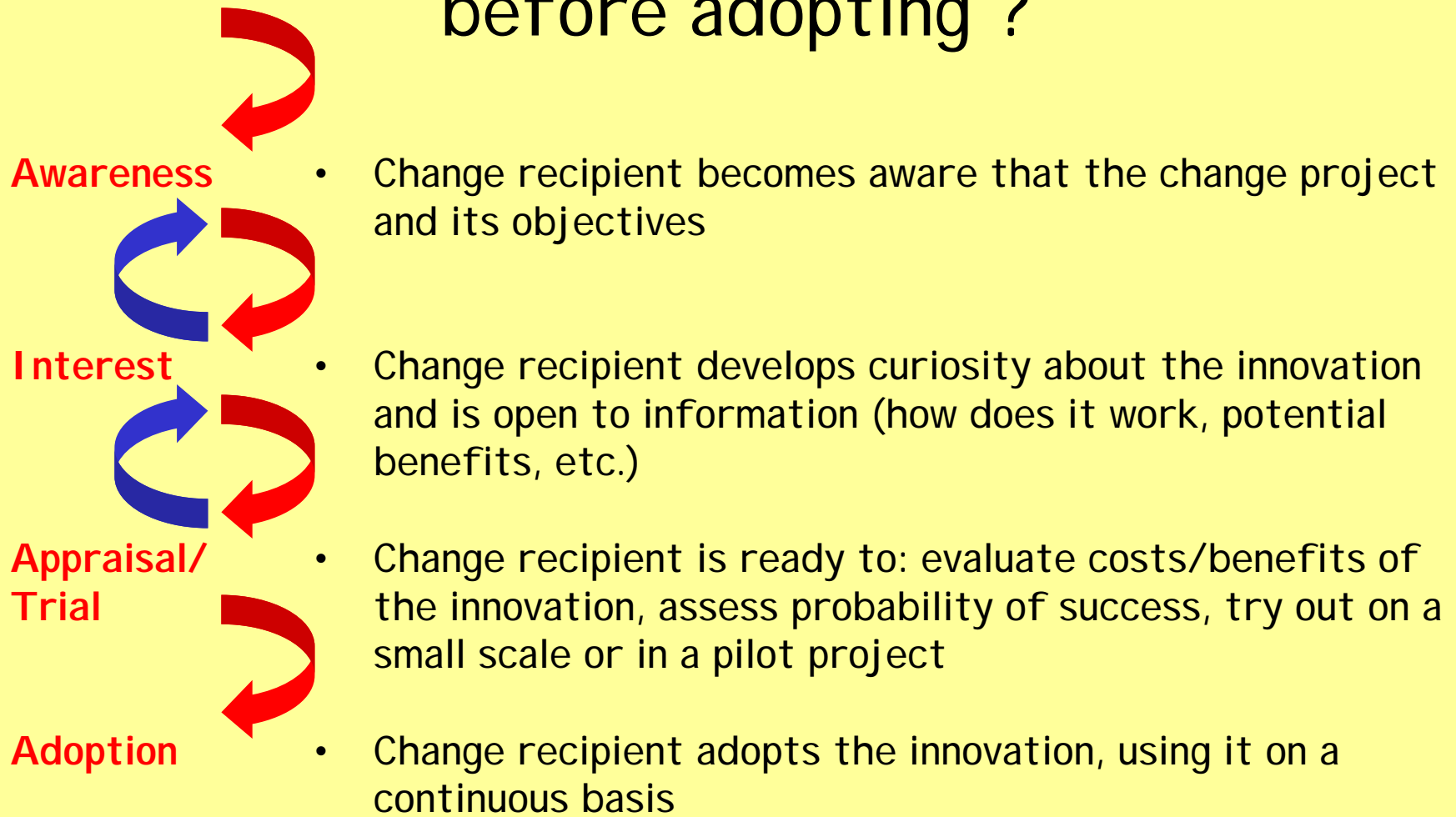
It suits very well for an introductory session to show the key features of the software to a group of participants. A typical sequence would run as follow:

1. **Opening the Demo** session explaining that this is a session which has been already 'started' by a team. Almost 4 months have already passed since the start of their intervention at Teleswitches (illustrate the 'clock' at the bottom of the page).
  2. Showing the **Organizational Chart** page to display the faces of the 24 managers at Teleswitches. Clicking for instance on **Hillary Ross** allows to show that it is possible to collect 'profiles' of the managers using the Personal Profiles tactic.
  3. Displaying the **Control Panel** to illustrate how the participants can track their 'progress' in making every manager go through the different phases of Awareness, Interest, Trial, and Adoption (explaining that the Control Panel is empty at the beginning of a session, and should be 'full' by the end :-)
  4. Discussing the **Tactics**, explaining that there are 4 'Information Gathering' tactics and 14 'Action' tactics, and that all of them can be implemented at any time (with some logical constraints - for instance, the Magazine appears only every month) and as many times one wants (again with some realistic constraints - people are working in this company and might get bothered if continuously requested to participate in Workshops, Pilots and alike). Clarify that the Information Tactics provide information about either individuals or networks. Once acquired, this information is stored and can be accessed anytime.
  5. Displaying the **Score Sheet**, where participants can follow their overall progress, and showing the **Strategy Sheet** (emphasizing that the one displayed is only a demo :-)
- which they will have to fill (strategy and team information needs to be provided) before being able to start the simulation.

# What **stages** do change recipients go through before adopting ?

- Awareness**      Change recipient becomes aware that the change project and its objectives
- Interest**        Change recipient develops curiosity about the innovation and is open to information (how does it work, potential benefits, etc.)
- Appraisal/  
Trial**            Change recipient is ready to: evaluate costs/benefits of the innovation, assess probability of success, try out on a small scale or in a pilot project
- Adoption**        Change recipient adopts the innovation, using it on a continuous basis

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# Intervention Tactics/Initiatives



I typically finish this brief intro by reminding the teams that their first challenge is to find a consensus in 15 minutes (some colleagues sometime give more time) to develop a **Strategy** on how to address their Mission (showing the Strategy Page on the Screen) and write it down (reminding them that they can always go back to it and update it) - and that they should appoint a time-keeper to be sure to complete the simulation in the given time.

I also distribute some Group Handouts and ask them to come back with a printout or slide of:

- (1) The Score Sheet
- (2) The Do-Don't Slide
- (3) A brief presentation about their experience

# Debriefing

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The enclosed slide '**EIS Inquiry&Learning Areas**' is a 'Map' providing an overview of topics which I have been addressing during Debriefing sessions (often after having had some groups presenting their experiences).

Depending on the participants group and on the presentations they do after the simulation, I tend to focus on different 'parts' of the map, but typically show it to them to provide them an overview of the diversity of topics related to change management and the successful implementation of innovation in organizational contexts.

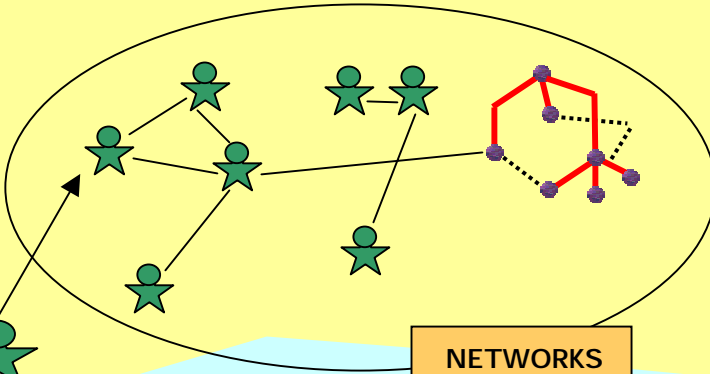
I will add more specific slides later on, related for instance to more in-depth discussions of topics such as:

- **Tipping Points** (Gladwell, etc) and understanding diffusion dynamics
- **Resistance Distribution** (Rogers, etc) and understanding from where it comes, and issues related to distributive vs procedural justice
- **Knowing-Doing gap** (Pfeffer) and why we often don't do what we actually know
- ...

A number of suggestions on how to support debriefing sessions have been collected in the '**Trainer Manual**' (<http://www.calt.insead.fr/Eis/EISDocs/EISTrainerManual2.4.pdf>) or in the **Underlying Models** Document (<http://www.calt.insead.fr/Eis/documents/EISSimulationUnderlyingModels.pdf>)

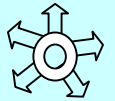
# The EIS Challenge

[www.calt.insead.edu/eis](http://www.calt.insead.edu/eis)



- Role & history
- Attitude towards change
- Motivation & Resistance
- Influence

- Formal & informal networks
- Power & diffusion networks

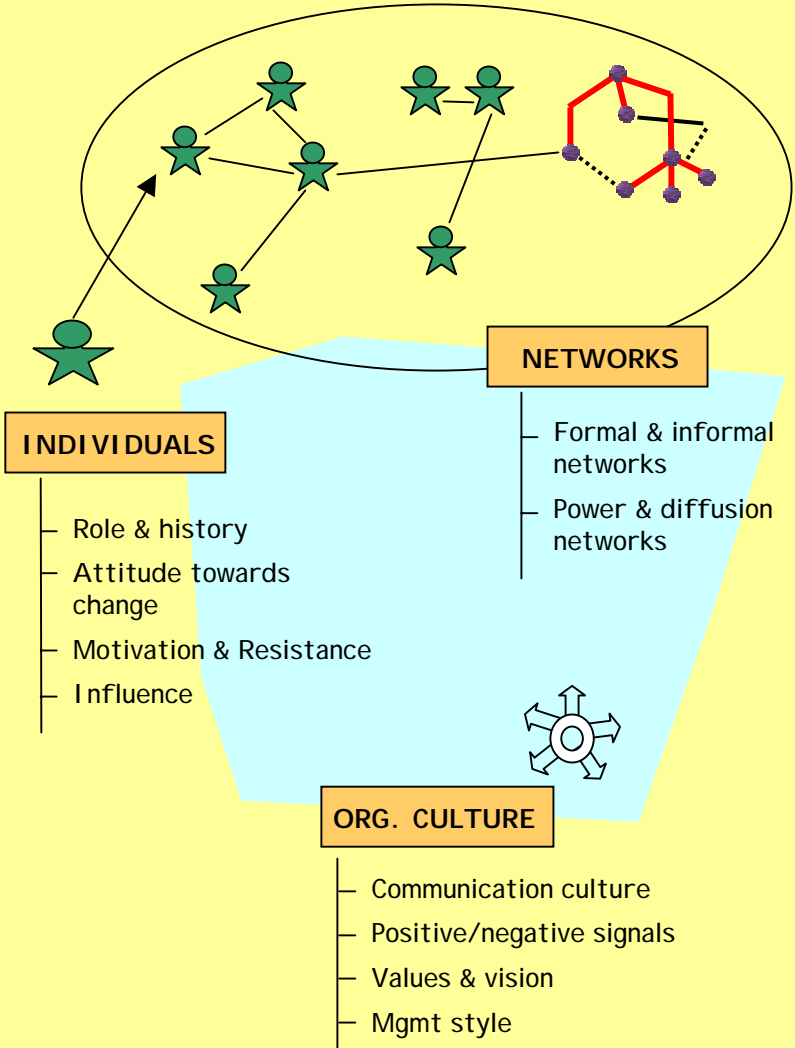


- Communication culture
- Positive/negative signals
- Values & vision
- Mgmt style

# The EIS Challenge

(www.calt.insead.edu/eis)

## ORGANIZATIONAL DIAGNOSIS



## EFFECTIVE ORG. INTERVENTIONS

