

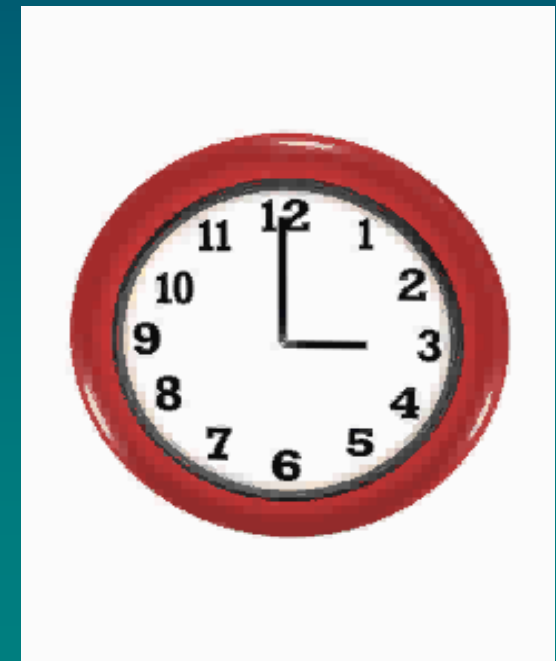
Consulting Practice: Organizational Change Module

Class Session #1

Sequence for the Module

Session #1

- Introduction to CP
- Introduction to the OC Module
- Simulation: Year 1
- Debriefing



Purposes of Consulting Practice

1. To apply the knowledge, wisdom and skills to life-like problems experienced by today's organisations.
2. To develop the ability to learn from doing.
3. To provide practical experience in a low-risk environment of working in a project team.
4. To develop new knowledge and skills that will be directly applicable to management.

Team Organization

- Students will work in teams of 3 or 6 members.
- The number of members on a team will vary from project to project. On some projects team size will be 3 people; on others it will be 6.
- Students have the option to form permanent teams of 3 members.
- These teams may then be supplemented for projects that require 6 members.

Grading for CP

- CP is a six-credit course conducted over two terms.
- Your assessment results in your 4 Consulting Practice modules will be combined to arrive at a final grade for CP.
- Grading for 1 CP module is: HP, P, Inc, F
- Grading for the CP Course will be as follows:
 - Hi-Pass
 - Pass
 - Incomplete
 - Fail

Making Change Happen!

The Simulation



Making Change Happen! Module

Learning Objectives

1. To understand personal and organizational factors that influence change;
2. To identify common obstacles to change;
3. To learn practical strategies for overcoming obstacles and bringing about real change;
4. To work as a team to implement change;
5. To understand the role of leaders in change.

Assessment for the *Organizational Change* Module

1. Strategic Change Analysis (Group)
 - a) 30% of module grade
2. Individual Case Study of Organizational Change
 - a) 30% of the grade
3. Simulation Result (Individual)
 - a) 10% of module grade
 - b) Play the simulation individually on final exam day
4. Final Exam
 - a) 30% of grade

Making Change Happen!

- This module will use a computer simulation to give you the experience of managing change in an organization.
- The change will be a new IT system – but the skills and knowledge you will develop can be used for almost any type of change implementation.
- You will play the module as a team of 3 persons.
- Certain module products will be team-based and others will be individual.



Making Change Happen

year **1**

Bits: **35**
Bennies: **0**

		Info.	Interest	Preparation	Early Use	Routine Use	Stage	Apprentice
Head Office	Al						Consultant's Report	do it
	Beth						Social Information	do it
	Carol						Talk to First Time	do it
	Dave						Talk to Second Time	do it
	Eve						Talk to Third Time	do it
Eastern Branch	Fern						Written Information	do it
	Gary						Presentation	do it
	Hazel						Field Visit	do it
	Irene						Workshop	do it
	Jan						Advanced Workshop	do it
	Ken						IT 2020 Demonstration	do it
	Lora						Workplace Implementation	do it
	Mia						Follow-Up Help	do it
	Nora						Branch Technology Fair	
	Owen						Regional Theme Week Celebration	
Western Branch	Pat						Branch Support Group	
	Q.T.						IT2020 Software Revision	
	Ray						Company Policy Revision	
	Simone							
	Thelma							
	Upton							
	Velma							
	Will							
	Xavier							

Strategy Record

References

Experts' Opinions

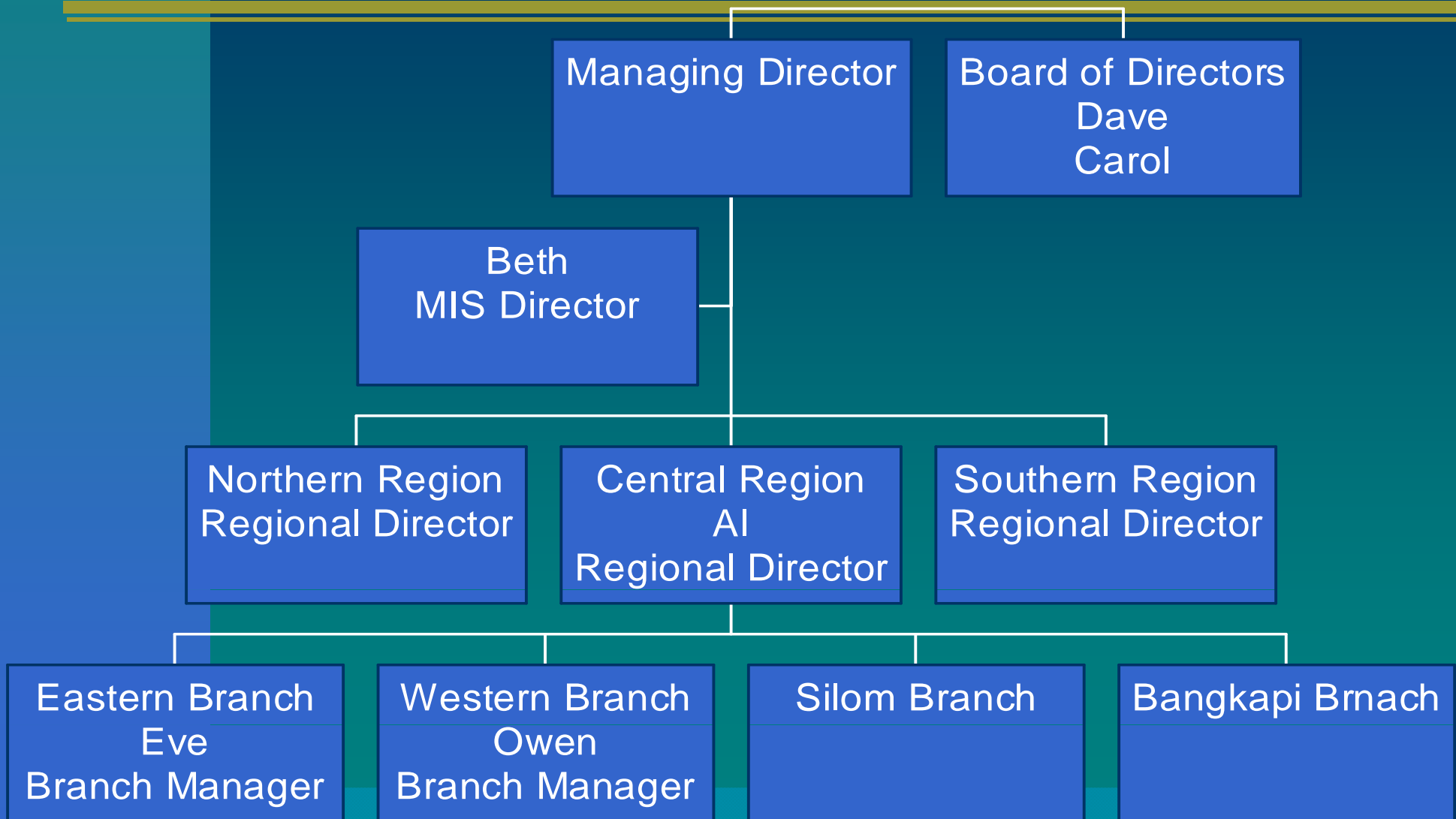
Change Year

Quit

Simulation Instructions

- You're a change implementation team in an organization.
- Goals:
 - To foster use of IT 2020 over a 3 year period.
 - To improve productivity.
- There are 24 people in the simulation (24 game pieces).
- Five Stages of Use in the process of adopting change.
- Budget: yr one 35 Bits; yr two 30 Bits; yr three 25 Bits.
- Activities: Choose from 16 activities to foster change.
- After selecting activities, you'll receive feedback:
 - Sometimes your pieces will move;
 - Sometimes you will also accumulate Bennies.

Organizational Chart for Best Co.



Analyze Staff Readiness for change

- Read the description of the people
- For each person rate from 1 to 5 – low to high readiness for the IT change
- For example, read
 - Al
 - Irene
 - Gary



To formulate your strategy. . .

- Ask the question: “At this stage, what does this staff member(s) need?”
- Then ask: “What activity or activities will meet that need?”
- There will usually be more than one activity that will meet the need.

Reminders!

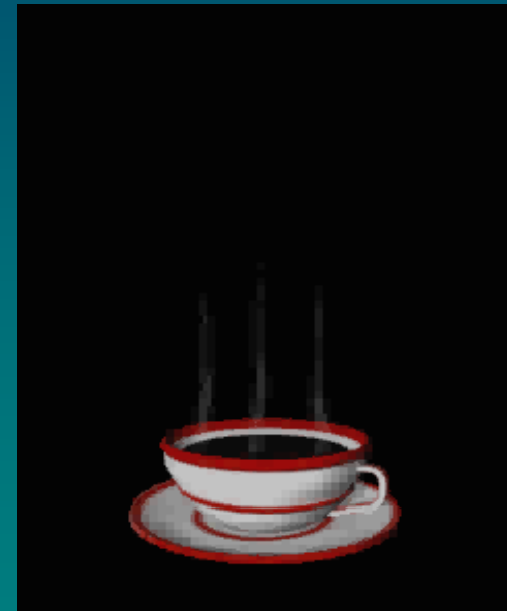
- First learn about your staff!
- Match activities to their needs.
- Spend your budget each year.
- 11 activities available in yr 1.
- Any activities in years 2 and 3.
- You'll jump over the black squares.
- Focus on productivity as well as use of IT 2020 by staff.
- Work as a Team!



Think Strategically

- Review the *People And Activity Sheets*
- Think about your *Change Strategy*.
- *Your team will need to submit a Strategy Analysis* for the 3rd week of class. Keep notes as you play!
- As you play keep notes on your *Strategy Record Sheet*
- You may also print out the sequence of your activities from the simulation by using the *Strategy Button* at the bottom of the screen

Break!





Checking Your Progress

Year One

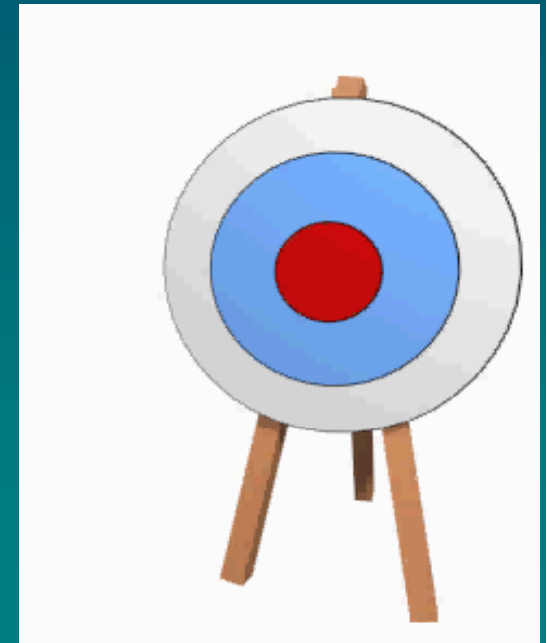
Teamwork

- Successful change implementation results from effective teamwork.
- Did you set ground rules?
- Is participation in decision-making balanced?
- Who is talking the most? The least?
- Beware of computer-game syndrome.



Debriefing: Year I

- What about your progress?
 - Fostering use of IT2020?
 - Increased productivity - Bennies?
- Can you draw conclusions?
 - Pace of change?
 - Obstacles to change?
 - Effects of the IT2020?
 - Pattern of players' progress?



Stages of the Change Process

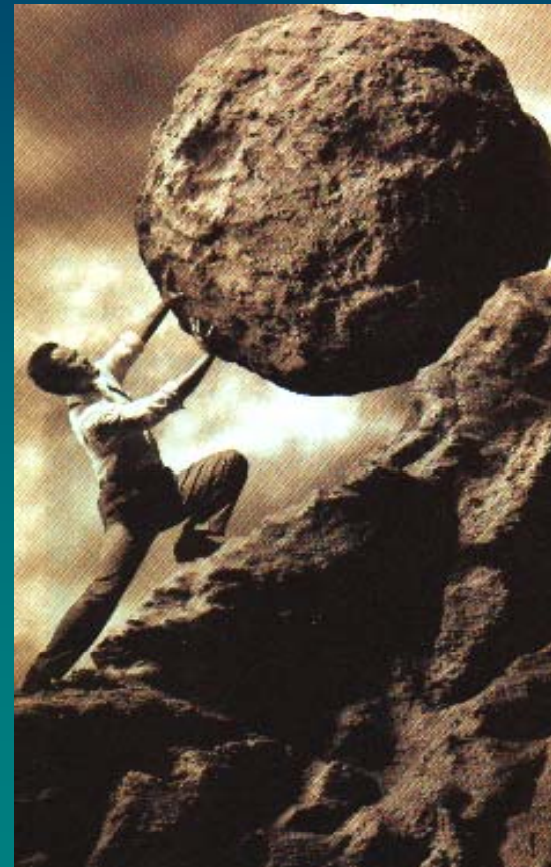
Stages of Change	What people say and what they want. . .
Information	Not concerned; don't understand what, why, or how; not yet interested; need information
Interest	Have info, but worried how it will affect me and if I can do it; Uncertain about benefits; need confidence
Preparation	Interested, but lack confidence; Learning how to use, afraid of mistakes; need pressure and support
Early Use	Learning how to use, afraid of mistakes; need to develop skills, need support /feedback
Routine Use	Comfortable with new practices; I need system support/coordination for the best result

Following the Change Process

Year Activity	I	II	III
Stages	Info, Interest, Preparation	Interest, Prep, Early Use	Prep, Early Use, Routine Use
Obstacles	Lack info, confidence, admin. support, interest, info, knowledge	Lack interest, confidence, knowledge, skills	Lack system integration, political support, resources
		Interest, Train, Implement, Support	
Activities	Give/Get Info; Interest; Train		Implement, Support, Consolidate, Anchor
Bennies	Very Low	Moderate but Increasing	High

Learning from Year One

- Who are the formal and informal leaders you have influenced this year?
- How did they help you?
- Who are the people that are very hard to move? What are you doing about them?
- What are the roles people play in making effective change?



Conduct Visits to Other “Companies”

- Find out what worked – “best change practices”
- How did they overcome the obstacles you face?
- What activities -- or sequence -- helped them move people?
- What activities gave them *Bennies*?
- Keep notes!



In Your Teams: Discuss

- What did you learn from your visits?
- What do you need to do differently?
- Write down 2 specific goals for year two?
- What will be your strategy for this next year?



Break!

“ Excuse me Prof, but I need to check back to my office.”



Following the Change Process

Yr /Activity	I	II	III
Stages	Info, Interest, Preparation	Interest, Prep, Early Use	Prep, E. Use, Routine Use
Obstacles	Lack experience, interest, info, knowledge	Lack interest, knowledge, skills;	Political support, resources
Activities	Give/Get Info; Interest; Train	Interest, Train, Implement	Implement, Support, Consolidate
Bennies	Very Low	Moderate but Increasing	High

Debriefing Year II & III

- What can you conclude about progress this year?
- What stages have most of the people moved through **in this year**?
- Has everyone moved at the same pace?
- What activities have been most successful?
- What sequences have been most successful?
- How did this year differ compared with prior years?

Assessing Your Success

Use *Strategy Record* to view your progress.

See level. Click **Quit** (you can return to the game).

The levels are based on:

Total Bennies earned:

Player progress to Early and Routine Use Stages in 3 years.

- Apprentice
- Novice
- Manager
- Leader
- Expert
- Change Master

What's the Problem?

Finish for Homework

1. Think about the problem you face in this simulation. Individually, list three things YOU would like to learn from this module?
 -
 -
 -
2. In two or three sentences describe the problem you face in the simulation as you now understand it.
3. You will turn these in next week.
4. Read as assigned in the syllabus from Kotter.