



30 days

Change management

GrowinGame



1.5 - 2 h



min: 8, max: 20
optimal: 10 - 14

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Edition 1

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About the game

'30 Days' is a simulation game which transports the players to the final month of an economic slowdown. They are in charge of a small shipyard and their task is to survive the final 30 days of the difficult situation. A positive financial result at the end of the month will mean that the aim has been achieved. A negative result will portend bankruptcy.

At a moment as difficult as this, no simple solutions or quick compromises will do. There are a few possible options: e.g. lay-offs, employment structure modification or production restructuring. One thing is certain – changes are inevitable.

Time is pressing – 30 days in 30 minutes. It is astonishing how much can be learnt about change management in such a short time.

The game is a unique juxtaposition of confronting viewpoints of people holding different positions within the company. It allows one to see the anxieties and intentions of all the parties to the important change processes taking place in the enterprise. The game will enable you and your group to identify the sources of employees' resistance to change, as well as the key determinants of successful change implementation.

The competency model the game is based on can be found on page 47.

The competencies developed:

- change process planning
- reacting to change
- communicating change
- process management
- effects analysis

Additional objectives:

- Experiencing the situation of organizational changes.
- Identifying factors which are the source of employees' resistance to changes.

Gaming materials

Printable Handouts

Title	Page	How many copies to print out?
Instructions – CEO	15 – 19	1
Instructions – Directors	20 – 24	1 per each 2 participants playing this role
Instructions – Managers	25 – 28	1 per each 2 participants playing this role
Instructions – Operatives	29 – 31	1 per each 2 participants playing this role
Instruction to Observer	32	1 per observer*
Tasks	33 – 36	1
Points	37	1

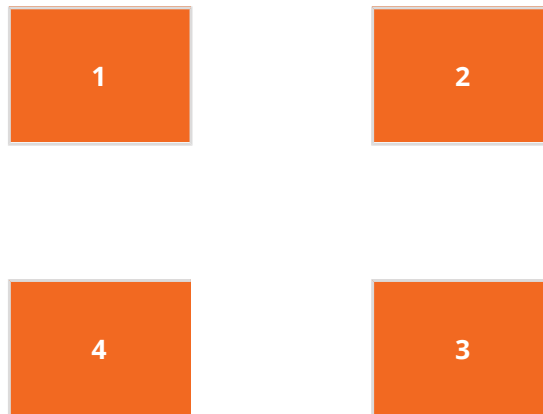
* Include this role if the number of participants exceeds 20.

Trainer's Printouts

Title	Page
Task Table	38
Answers Chart	39
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Also, prepare the following:

- The [Task Table] to be projected on the screen – download the corresponding [---] or [---] file. Alternatively, you can copy the [Task Table] down on a flip chart.
- A flip chart and markers.
- Tables at which the players sharing the same role will sit; the tables should be as far away from each other as possible. See to it that the size of the tables is appropriate for the number of people in particular teams (the Production Operatives' table should be correspondingly larger). Keep the following arrangement:



The course of the game

1. An introduction to the game

Invite the participants to play the game, briefly indicating its main objectives.

In a moment, you will take up the roles of employees of a shipyard under the name of Nord Boats. It is a small but very much a dynamically developing company. At least so far... Unfortunately, the company, as so many others, has been rather seriously afflicted by the current economic stagnation.

You are now at a very special moment. You are facing the last month of the economic stagnation. If you manage to survive, your shipyard will regain its former glory. If you fail, it will go under.

Point out the consecutive stages of the game – for the sake of dynamics, note them down in advance and put the list up on the flip chart or in the presentation.

Contest for Posts (30 min.) – First, we will have a contest to decide which position each of you will hold. There are the following vacancies to take – the CEO, Directors, Productions Managers and Production Operatives.

30 days

The game proper (30 min.) – Thereafter I will give you detailed instructions. You will have 30 minutes to save your company. These 30 minutes are 30 days. Your decisions should translate into a positive financial result – then the company will survive. If the shipyard records a loss – you'll go bankrupt.

The game debrief (60 min.) – When the role play comes to an end, we will discuss the course it took and draw some conclusions.

2. Contest for Posts

*This part is only available with the **full version of the game**.*

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3. The game proper

Distribute the appropriate instructions among the participants. Answer the questions, if any. Start counting down time the time (30 minutes), once everyone is ready.

If you have appointed observers, inform the participants that these are allowed to move around the room asking questions, but they cannot give any information themselves.

Important:

- The game participants are also allowed to move around the room and approach the other teams. However, do not give them this information, unless they specifically ask about it.
- Remind the players how much time they have – 10, 5 and 2 minutes before the end.
- If, as the game draws to a close, the participants are still not ready, try to "pressurize" the CEO or the Board into taking their final decision on the production organization and job allocation.

You may also give them additional two minutes.

*This part is only available with the **full version of the game**.*

Game playing experiences

If the number of players is between 8 and 20 people – it is possible for them to achieve a positive financial result.

The structure of the game allows the participants to choose one of the two solutions:

- downgrading some of the Directors and Managers
- reorganizing the production – introducing some additional products and consequently paying some Operatives only half their normal earnings

Some mixed strategies are possible, too. However, a positive financial result cannot be achieved without implementing significant changes.

That is why the Production Operatives will most probably insist on modifying the structure of employment – downgrading some Directors and Production Managers. The Board and managerial staff, on the other hand, are likely to insist on modifying the structure of production through introducing some new and more profitable products.

Usually, once they have familiarized themselves with their instructions, the CEO and the Directors join forces and initiate talks with each other. Before they take a stance, they need to confer. And so they start analysing the data.

At the very same time the Production Managers are also busy analysing the data and examining the available options – so they duplicate the Board's work.

*This part is only available with the **full version of the game**.*

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The Production Operatives do not tend to seize initiative. Weary of it all, increasingly anxious and reduced to conjecture, they begin to predict worst-case scenarios. They join forces and devise plans to defy the Board's proposals. They consider sacrifice ("We could give up half our pay for just one month") and defiance ("Well, we'll see about that") or other options ("I'm starting to look for a new job").

The level of the Operatives' trust in the Board and the managerial staff falls as time goes by – the more so the longer the management remain inattentive to the workers' anxious mood. Distrust and gradual emergence of the "us – them" divide can often be seen in the participants' utterances (e.g. "Director himself to see us? What ever happened?").

Even before they come up with a solution, the Board of Directors may send a representative to sound out the Operatives' opinions. Sometimes this is where the workers are being intimidated ("We want to pull together and you just won't do that. We can get you fired").

Usually, it is only towards the end of the time limit that the Board initiates talks with the other teams. It is too late for discussion, though, so most often the Directors impose their decisions and solutions on the Managers ("Your calculations are appreciated but differ from ours", "I have the argument of staff lay-offs"). After that the Board (or the CEO) go to talk to the Production Operatives, who by then are already prejudiced and strongly united. They have not been involved in the process of change and most probably they'll react with resistance.

How the game will end up depends heavily on the solution put forward by the Board. Unpopular decisions result in the workers' defiance. Unless the production is reorganized, both the Directors and Managers will suffer. Whether they perceive this change as a loss will depend on how much they were involved in the planning. If the production is reorganized, the Operatives will suffer. They will certainly make the other parties feel that, too.

Very seldom does it happen that the Board, from the very start, get the Managers and the Operatives involved in a discussion about the planned change and the way to implement it. If it does take place, the game debrief generates many interesting conclusions, too.

When observing the game, don't only concentrate on the final result, but most of all on the process of deciding about change and the behaviour of particular team members.

4. The game debrief

Use the following questions to get the participants out of the roles they played:

*This part is only available with the **full version of the game**.*

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Application questions:

- How are you now going to alter your way of reacting to and managing change?
- What are you going to keep on doing?
- What are you going to stop doing?
- What goals are you now going to set yourselves in your work?
- What will help you achieve your goals? What would you like to take care of?

Example statements of the participants

The CEO (on his own and the Board's behalf):

- *We were preoccupied.*
- *We sought to develop a strategy.*
- *We didn't want to burden the others with responsibility.*
- *We had to take a decision.*
- *We felt responsible.*
- *We should have provided more information.*
- *We failed to stay in touch with the workers.*

The Board of Directors:

- *We could have made lay-offs.*
- *We thought we were fighting a losing battle.*
- *We thought we were in for a conflict, that they would protest.*
- *We thought we had to quiet the troublemakers.*
- *We were overworked.*
- *It was chaos.*
- *We didn't know how they would react if we imposed it on them.*
- *We were ready to pull together and negotiate.*
- *The operatives were all mouth and no action.*

The Production Managers:

- *We failed to put our heads together.*
- *We did more work than anyone else.*
- *We didn't have enough time to take a stand.*
- *The proposed demotions took us by surprise.*
- *We didn't feel any responsibility.*
- *We missed a sense of unity.*
- *We construed the demotion as a loss.*

The Production Operatives:

- *We felt aimless and dull.*
- *We were fighting a losing battle.*
- *There was a lack of communication with the Board.*
- *We didn't know how to negotiate with them.*
- *We didn't know their standpoint.*
- *We felt insecure – this made us defiant.*
- *We felt disregarded.*
- *We came together and discussed how to put up resistance.*
- *There was such a mess.*
- *We failed to pull together.*

Participants' conclusions after the game

We should:

- *Show more initiative.*
- *Make sure that the employees know that they can take initiative.*
- *Communicate with the superiors.*
- *Present the situation.*
- *Pass on more information downwards.*
- *Improve motivation.*
- *Foster a sense of unity.*
- *Make use of the most active employees.*

30 days

Printouts

Instructions – CEO

Congratulations on your appointment as the CEO of Nord Boats. Your task is to manage the Company by taking correct decisions.

You have just entered the last month of economic stagnation. Familiarize yourself with the information below, for these 30 days will determine the Company's future.

About the Company

Nord Boats has operated in the small shipyards sector for 10 years. Unlike most other businesses of this kind, you sell approximately 95% of your products in the domestic market and only 5% are exported. As a result, you have not had too many competitors, because the majority of other small shipyards have generally been trading abroad. Your growth so far is best represented by the fact that the Company began as a two-person business.

Last year was rather harsh to all sectors of the economy, though. The recession affected the ship and boat building industry, too. Seeking new customers, your competitors have launched intensive sales campaigns, also in your market area. This changed your situation dramatically.

Prices

*This part is only available with the **full version of the game**.*

30 days

Pay

*This part is only available with the **full version of the game**.*

Production

It is possible that you will have to resume the production of various types of boat in addition to the rowing boat. At the moment, your production line does not allow that. You may, however, invest in the necessary tools:

*This part is only available with the **full version of the game**.*

Jobs

*This part is only available with the **full version of the game**.*

30 days

*This part is only available with the **full version of the game**.*

A win

At the end of the month, calculate your financial result – by deducting the costs from the income. If the result is positive, you will have achieved your aim and saved Nord Boats.

A summary of the most important information

*This part is only available with the **full version of the game**.*

30 days

*This part is only available with the **full version of the game**.*

Instructions - Directors

*This part is only available with the **full version of the game**.*

*This part is only available with the **full version of the game.***

30 days

*This part is only available with the **full version of the game.***

*This part is only available with the **full version of the game.***

30 days

*This part is only available with the **full version of the game**.*

30 days

Instructions - Production Managers

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30 days

*This part is only available with the **full version of the game.***

30 days

Instructions - Production Operatives

*This part is only available with the **full version of the game**.*

30 days

*This part is only available with the **full version of the game**.*

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Instruction to Observer

If you are just watching the game, you can notice more than those actually playing it, regardless of their particular roles. Take down your observations which may help to answer the following questions:

What makes it difficult for the participants to implement change?

What helps the participants in implementing change?

What do you think could facilitate their work on change implementation?

Tasks



Place of Work	Place of Work
The CEO's table is next to the Directors' table.	The Production Managers sit next to the Production Operatives.
Place of Work	Place of Work
The Production Managers do not sit next to the Directors.	When they turn to face the CEO's table, the Production Operatives have the Production Managers' table on their right-hand side.
Place of Work	Tools
The CEO's table number is equal to the number of operatives required to produce 1 motorboat.	The tools required to produce mini-yachts cost 3 times as much as the tools for sailing boat production.

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Points

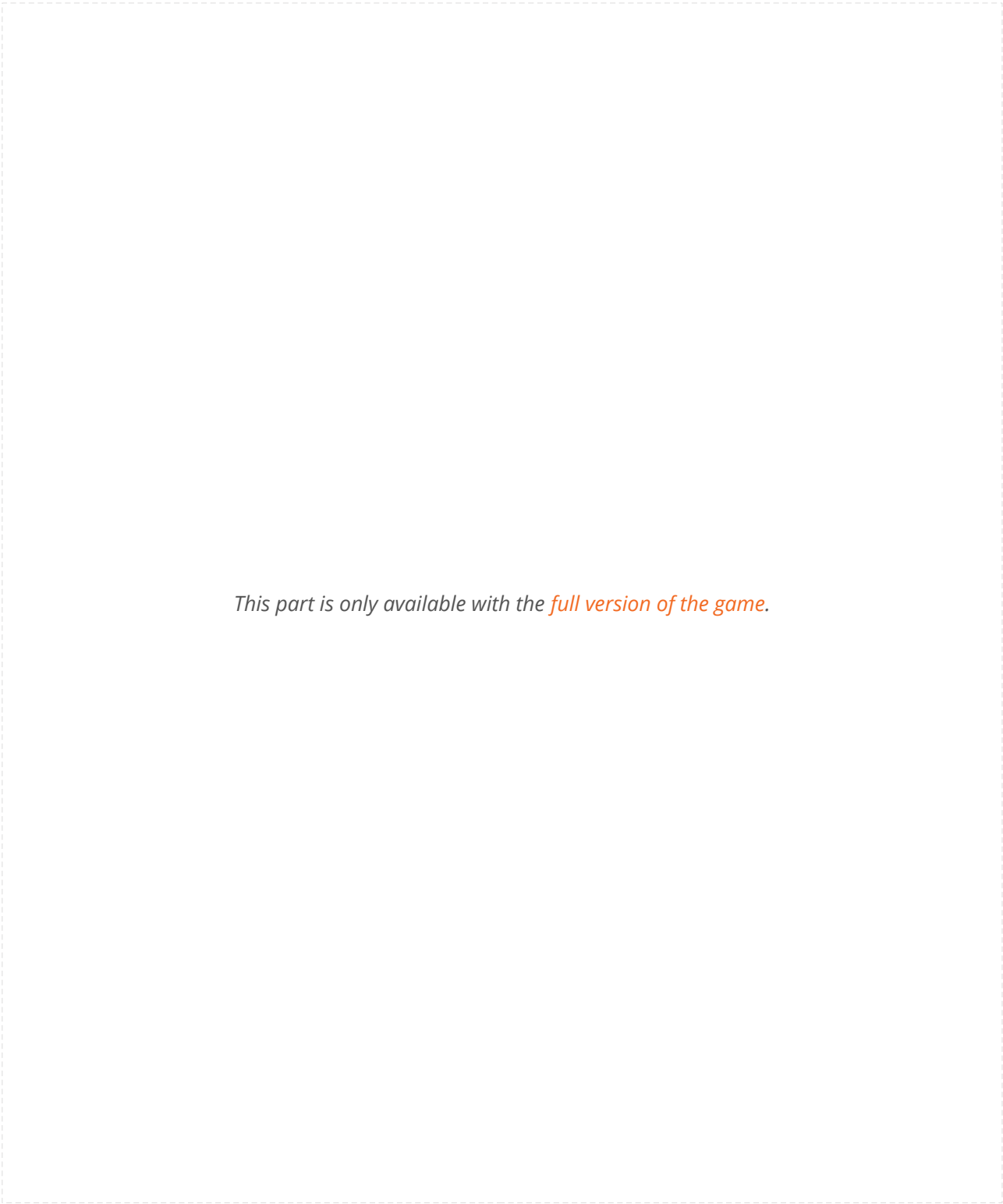


1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1
1	1	1	1

Task Table

This part is only available with the full version of the game.

Answers Chart



Participants Assignment Table

The table below shows the division of participants into particular roles, depending on how numerous your training group is. Those who will participate as observers are not taken into account.

*This part is only available with the **full version of the game**.*



2

3

4

Game Plan

Room Preparation

- Arrange the tables as shown in the diagram in the [Answer Table] and mark them with the respective [Table Numbers] printouts.

An introduction to the game

- Invite the participants to play the game and present them with the game plan.
- Answer the questions, if any.

Contest for Posts (up to 30 minutes)

*This part is only available with the **full version of the game**.*

The Game Proper (30 minutes)

- Hand out the corresponding instructions: [Instruction to Observer, Instructions – Production Operatives, Instructions – Production Managers, Instructions – Directors, Instructions – CEO].
- Answer the questions, if any, and announce the start of the game.
- Remind the players how much time they have – 10, 5 and 2 minutes before the end.
- When the time is up, ask for a decision concerning the number of employees in particular posts, as well as the number and type of products manufactured. Also, ask for a calculation of the financial result, as per the following formula:
income (boat sales) - costs (payroll + investments).
- Announce the results and encourage the participants to applaud their effort.

The game debrief

- Ask the participants about their general impressions – experiences, including the emotions they felt.
- Ask some detailed questions about the participants' experiences of the game and moderate the discussion.
- Recapitulate the conclusions drawn and write them up on the flip chart.
- Close the session by encouraging each participant in turn to state the conclusion they consider most important.

Competency Model – Change Management

Which of the behaviours or their opposites occurred in the game?

Name of Competency	Behaviours
Change process planning	<ul style="list-style-type: none">• Analyses the available data.• Looks for the missing information.• Includes others in the assessment process to obtain additional opinions.• Establishes priorities and plans actions.• Determines the conditions of change implementation (effect, deadline, resources, etc.).
Reacting to change	<ul style="list-style-type: none">• Expresses a positive attitude to change.• Assumes responsibility for the achievement of goals.• Takes the initiative in crisis situations.• Supports the others in dealing with resistance to change.
Communicating change	<ul style="list-style-type: none">• Shares his understanding of the situation with the others and makes them aware of the need for change.• Involves the others (in discussion, planning, implementation), winning them over for the entire process of change.• Provides the others with the necessary information.
Process management	<ul style="list-style-type: none">• Delegates tasks to persons with appropriate competences and level of commitment.• Assures the appropriate flow of information between the team members.• Takes others decisions enabling the change implementation.• If necessary, negotiates the conditions of change implementation.
Effects analysis	<ul style="list-style-type: none">• Monitors the effects.• Provides feedback facilitating effective action.• Recapitulates the processes and draws useful conclusions.

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to use the "30 days" training game

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