

Meeting the Public's Needs:  
Pushing the Profession  
Forward  
Simulation

Get Started!

Welcome Back!



Welcome Back!



The pandemic has ended and the time has come to return back to the office at ABC, Inc.

Corporate has been busy and has instituted many new changes across the organization.

A completely new leadership team has been hired and is ready to present new ideas that will create change to overhaul departments and help meet organizational goals.

Put down your favorite coffee mug, say goodbye to your pajama pants, and get ready to return from #WorkFromHomeLife.

Before you step back into the office, you need to remember who you are...

**NEXT**

## Decision Time!

### Your first decision...

Who are you within the organization? The years you've committed to the company, your values, priorities and needs greatly influence your decision making. Without knowing who you are, click on one of the links below to select how you will navigate change.

Young Person 1

Young Person 2

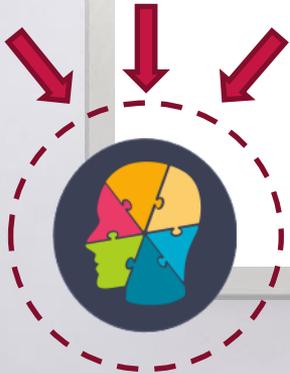
Older Adult 1

Older Adult 2

## You are Young Person 1

You are a 24 year old Junior Sales Associate who was hired last month. You value work-life balance and accepted the position because during interviews you were told that leadership is flexible with work hours and time off requests. You are passionate, personable and excited to work on teams. You saw the vague email from corporate this morning and are walking in with an open mind. You are grateful for this opportunity since many of your friends have had a hard time securing employment during the pandemic.

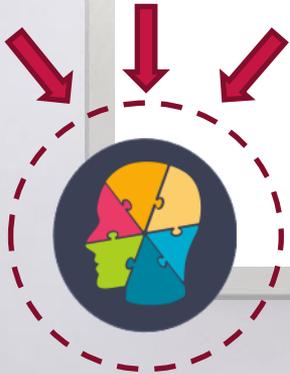
When you see me  
click to move forward



## You are Young Person 2

You are a 35 year old Associate Project Manager who has been with the company for three years. You are introverted, never miss a deadline and prefer to work independently as you do not like to be micromanaged. Typically you do not attend social events organized by the office. You are a bit worried about the vague email you received from corporate about organizational changes but you enjoy the work that you do and are not prepared to find another job or switch industries at this time in your life.

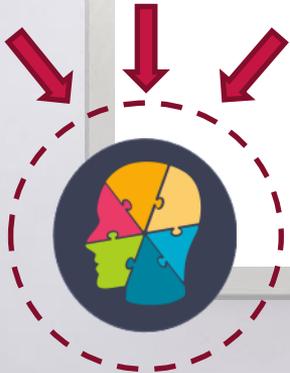
When you see me  
click to move forward



## You are Older Adult 1

You are a 57 year old Commercial Sales Director who has been with the company for twenty-eight years. You like stability and order and run a tight ship. You are already rolling your eyes for the meeting on the first day based on the vague email you received from corporate about organizational changes. Your wife has been sick for quite some time and during the pandemic you have enjoyed being able to stay home and care for her. You have good health insurance and are not prepared to see your premiums increase if you leave the company.

When you see me  
click to move forward



## You are Older Adult 2

You are a 63 year old Administrative Manager who has been with the company for forty years. You are hard-working and a valuable asset to the organization. You have trouble learning new technology and prefer to stick to what you know. Traditionally you work from home and are worried about losing those privileges based on the vague email you read this morning from corporate about organizational changes.

When you see me  
click to move forward



## Scenario One

The new leadership is encouraging innovation and the use of new technologies that will boost productivity and increase team efficiency.

Employees will be required to use Savasana™, a new project management tool and report their time tracking on a daily basis.

The company shouldn't fix what isn't broken, let's stick with what we have now.

Leadership should present us with our metrics and how this change will lead to improvement.

We should have one department test the new technology and assess if it works for everyone.

New tools are exciting, we should all jump in and start using them today.





## THE PATH OF MOST RESISTANCE

New Technological Systems and Closer Observation of Productivity

At first, the new leadership system is met with resistance and struggles to get people on board. They schedule a meeting to listen to concerns and have IT deliver an engaging demo of the new technologies. They accept feedback with monthly refreshers for those who need it.





## GUIDANCE BY DATA

New Technological Systems and Closer Observation of Productivity

The new leadership provides supervisors and managers their team metrics for Q1-Q4 of last year. Inefficiencies and unfinished projects across departments become evident. Upper management delivers the information to their teams and work to improve time management and create achievable targets for the remainder of the fiscal year.





## TRIED AND TRUE METHODS

New Technological Systems and Closer Observation of Productivity

The new leadership allows a department to volunteer to test the new technologies. After a month, the department reports back on successful workflow and process improvements. They share how easy it is to create and deliver time-tracking reports within the Savasana™ system. The leadership team highlights the departments experiences and success in a company wide email.





## BLIND FAITH

New Technological Systems and Closer Observation of Productivity

Some employees are eager to use the Savasana™ program. The new leadership takes note of the enthusiastic individuals and recognizes them as change agents who believe in the vision. They encourage these employees to speak with their colleagues and aid them in the technological transition.





# Discussion Point

What influenced you to choose the response that you did?  
How can you get team members onboard and communicate for understanding and buy-in for the implementation of new projects, technologies, and techniques in your organization?



## Scenario Two

The new leadership is optimizing the management structure and has decided to move from the traditional vertical organization (top-down) to a horizontal (flat) structure.

Effective today, teams and positions are being consolidated and the reporting structure has vastly changed.

I feel blindsided...maybe I should consider leaving...what if they eliminate my position?

I feel optimistic...in my last organization the change in structure allowed for more cross-functional team work and collaboration.

I feel hopeful...a change as big as this shows commitment to growth and innovation within our industry.

I feel hesitant...things have been this way for so long...can we survive this change?





## RETAIN TALENT

Organizational Restructuring

Whispers of concerns and thoughts of leaving the company make their way up the chain. The new leadership team holds an emergency meeting to dispel fears and assure no positions are being cut. In addition, they create a recognition program and awards to recognize star employees each month.





## A GUIDING COALITION

Organizational Restructuring

The new leadership team reaches out to you and welcomes your insights and experiences in a horizontal organization. They make you the chair of a committee on navigating the organizational restructuring. People respect your thoughts and opinions which helps to ease tension within the company.





## SEE THE VISION

Organizational Restructuring

Some people are starting to see the vision. The new leadership team is able to identify leaders at all levels of the organization. They regularly seek out the opinions of these individuals and over the next few months, people who helped to make change are promoted to leadership roles within the organization.





## A NEW CULTURE

Organizational Restructuring

The new leadership team is open and not dismissive of people's thoughts and feelings. They deliver a detailed presentation that clarifies how the future will be different from the past and share the actionable steps the organization is taking to make the future a reality.





# Discussion Point

Using steps from Kotter's 8-Step Process for Leading Change, in what ways could leadership have better rolled out their plan for restructuring the organization and teams?



## Scenario Three

The new leadership has decided to make changes to the physical work space environment.

In the next month all departments will be shifting from cubicles to a open-office configuration.

We should ask leadership to present examples of success from other regional offices.

Our work location should not matter. Lets adopt all options. Leadership, should give us the opportunity to choose cubicle, open office or work from home.

As employees, we should be able to maintain our individuality. Let's schedule a meeting with leadership to brainstorm solutions for respecting personal workspaces.

We should gather the support of employees who are against the change and email a list complaints directly to corporate.





## SHARE THE VISION

### Workplace Redesign

This change seems unnecessary to many until the new leadership team provides pictures and employee testimonials of increased creativity and collaboration from the Minnesota and Tennessee offices. The leadership team seeks out upper management to ask their teams what aspects of the old office they do not want to lose. They find a way to maintain some of the old office traditions while still adopting the new open office layout.





## COMPROMISE

Workplace Redesign

The new leadership team receives pushback and finds it challenging to accommodate all three options. Over the next three months, the leadership team still transitions to an open-office layout but provides employees the option to work remotely on Fridays.





## EMPOWER OTHERS

Workplace Redesign

The new leadership team meets with the employees to hear their thoughts on how to maintain employee individuality. Many brilliant ideas are shared and by the end of the meeting people feel heard and seen. The leadership team ensures employees that they can customize their workstations while still having an open layout that encourages collaboration, communication, and flexibility.





## HEAR YOUR CONCERNS

### Workplace Redesign

A unpleasant phone call comes down from corporate regarding the employee complaints. The new leadership team sends out a company wide survey and interviews employees to understand what their needs are. They learn that accessibility and accommodations are not being met for a handful of employees. The leadership team works with these individuals and HR to improve company policies and procedures to better accommodate employee needs.





# Discussion Point

Having a “why” for change is an important first step in leading change. Did the leadership in the simulation explain the why behind their change? How often does *your* leadership present the why behind their changes?



Thanks for Participating!

Return to the main  
presentation once finished

