

Creating a Tipping Point

The ability to change and adapt may be an organization's best sustainable competitive advantage

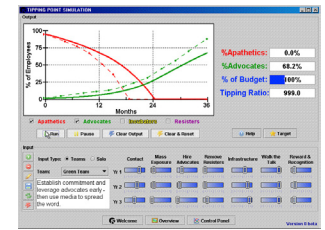
Although change is a constant in business today, approximately 70% of change efforts do not succeed. What if you could debate your organization's change strategy in a safe learning environment before deploying it in the real world? What if you could test your assumptions about what strategies and resources are needed to support change in a workshop before you test them back on the job?

Creating a Tipping Point includes the Tipping Point Simulation, which is designed to aid leaders in determining the best strategies for leading people through change. It allows participants of the Blanchard® Leading People Through Change program to work together in small groups to create and test their decisions about a variety of change strategies in an engaging simulation. The simulation uses systems thinking to depict the interactions between seven levers of change. The seven levers represent areas where resources can be allocated as the change is launched and implemented to ensure its success. Using the Tipping Point Simulation helps participants understand and create environments where change can spread.

The variables in the Tipping Point Simulation are drawn from the experience of many change agents and from research. However, the simulation is not a prescription for resource allocation; it is a tool to promote dialogue among Leading People Through Change participants. It helps participants to learn to work together and create a shared strategy for allocating scarce resources during change. The model leverages the fact that, at its heart, an organizational change is an idea and ideas spread when people advocate them. The best advocates are people with expertise, experience, and enthusiasm about the change. Change also spreads when the right infrastructure to support the change is put in place, when leaders walk the talk, when rewards and recognition are tied to changing, and when people understand the business case for the change.

Creating a Tipping Point helps participants:

- Recognize the value of a systemic approach to planning organizational change
- Experience the interactions that affect how change happens in an organization
- Understand the nonlinear connection between effort and effect by seeing how small efforts can have huge effects and large efforts can have small or even negative effects



- Begin the process of creating a shared mental model for leading change in their organizations
- Gain firsthand knowledge in a simulated environment of the fallacy of trying a “silver bullet” approach to any change
- Reassess previous change efforts
- Develop action items to improve a current change initiative

SIMULATION DESIGN

The Creating a Tipping Point program is a fun, effective way to get leaders actively involved in the practice of change management, using a series of case studies embedded in the simulation. After an overview of the Tipping Point theory, teams vie against each other to create the best change strategy. This friendly competition encourages experimentation and risk taking, and focuses dialogue on the factors that affect change. Team strategies are practiced in the simulation, and the results are seen immediately through a graphical output.

After each change strategy is tested on the simulation, debriefings are held which allow participants to discuss their ideas and their assumptions about which change strategies accelerated change. This helps participants design strategies that are likely to have a bigger impact on the success of the implementation. Participants then discuss how they can apply what they have learned to their own organizations.

The Tipping Point simulation is one-half day within the two-day Leading People Through Change program.

WHO SHOULD ATTEND

The Tipping Point Simulation is designed to work in conjunction with the Blanchard Leading People Through Change program. Both programs are designed for organizations of all sizes, and provide instruction that will be especially useful to the following participants:

- Senior executives
- Day-to-day leaders of a change effort
- Managers at all levels who seek to increase the buy-in and commitment of their direct reports
- Internal OD/HR consultants
- High-potential leaders who may be asked to play the role of change agent
- Teams responsible for leading change

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