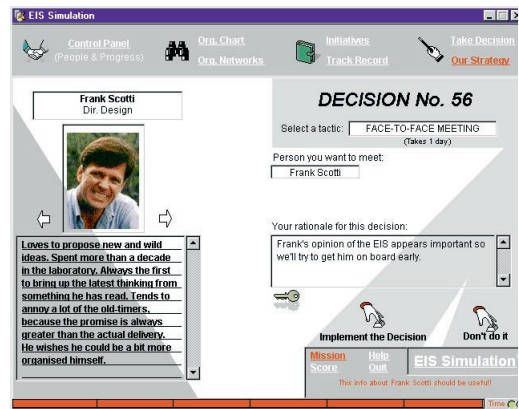


INSEAD

EIS SIMULATION

The Change, IT Innovation and People Management Challenge



Rationale

Research and practice show that the majority of 'change programmes' (such as introducing TQM, BPR, new IT systems, creating a learning or innovation focused culture, mergers) fail to be implemented as planned. One of the most common explanations is that the managers responsible lacked 'change agent' skills.

Description

The EIS Simulation is a multimedia learning tool that requires participants (organised in 'change agent' teams of 3-6 members) to implement a major change in a simulated organisation, and experience different forms of resistance.

Specifically, it simulates the situation of consultant(s) and/or manager(s) being given the task of convincing a subsidiary's management team to adopt an Executive Information System (EIS) as a regular part of their work.

The EIS Simulation is based on a synthesis of research in the field of organisational change, which in the simulation takes the form of:

- The four change phases (awareness, interest, trial and adoption) that change recipients always go through (though at differing speeds).
- The key organisational development tactics (such as face-to-face meeting, personal profile, management training, pilot test, etc...) that change agents actually use in the field.
- The dynamics and different forms of resistance to change that determine the effectiveness of the chosen change strategy.

Objectives

Participants in the EIS Simulation gain a number of insights and skills in the theory and practice of change management, which are relevant to managers both in their role as change strategists and in their role as change agents:

- An awareness of the tactical mistakes which change agents make, such as not following company procedures, or bypassing 'gatekeepers'.
- An understanding of the major strategic traps into which change agents fall, such as neglecting potentially active resisters early in the process.
- A clearer idea of the major different change strategies, and their respective advantages and disadvantages.
- A strong message that change doesn't just happen - it needs to be managed, and that implementing organisational change involves the mastery of a multitude of variables.
- A well-structured thought process to go through when actually asked to implement a change in their organisation.

The EIS Simulation is used in the following programmes at INSEAD:

- International Manufacturing Programme
- Young Managers Programme
- Competing in the Information Age
- Achieving Outstanding Performance
- International Executive Programme
- Strategic Management of Services
- MBA Programme
- Some Company-Specific programmes

Area: Change Management, IT Innovation
Organisational Behaviour

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EIS SIMULATION

The Change, IT Innovation and People Management Challenge

Context

This simulation can be and has been used in a wide variety of education and training situations. The aim in designing it was to provide a flexible tool through which participants could experience - in a risk-free environment - a change process and to stimulate productive group discussions on the subject of change and innovation management.

It particularly complements any education and training programmes which:

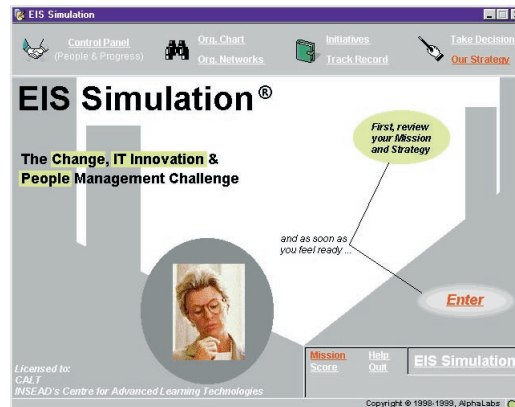
- focus on managing change or innovation in an organisational context;
- expose graduates, executives and managers to new concepts, techniques and systems. It helps them to understand the practical implications of implementing new ideas (innovations, new management techniques, new accounting methods, new marketing strategies, new communication styles, new work processes and reporting procedures, productivity focussed improvements etc.) in their working environments and organisations;
- expose senior management teams and boards to the strategic and operational issues of introducing, planning and resourcing innovative projects and change programmes in their organisation;
- involve project teams who have been appointed to implement major changes in an informed discussion of the issues, concepts and problems they might encounter in the development and review of appropriate implementation strategies;
- require the participants to both understand the concepts of managing change and be able to immediately create implementation plans.

Corporate Use and Licensing

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Corporate Use

The EIS Simulation is also frequently used in specific programmes designed for organisations or incorporated into in-house programmes at companies, under license, including:

- Air Liquide
- Andersen Consulting
- Arthur Andersen
- BMW AG
- BSF
- Ciba-Geigy
- Ford
- Pfizer
- Roche
- Swire Group and
- World Bank.

Educational Use

The EIS Simulation has and is being used in a number of Universities/Business Schools including:

- Bocconi University, ITALY
- CEDEP, FRANCE
- Columbia University, USA
- Harvard Business School, USA
- INSEAD, FRANCE
- London Business School, UK
- Monash/Mt Eliza Business School, AUSTRALIA
- Wharton Business School, USA

It is included in programmes focusing on change management, innovation, negotiation, strategic sales and marketing, learning organisations and organisational behaviour, strategic planning and the process of disciplined imagination and strategic information and communication systems.

Customisation

It is possible to customise the EIS Simulation for specific company or industry needs, such as:

- different language versions (i.e. French, German, Italian, and Portuguese),
- specific industry versions (i.e. health and airlines industries) and
- different operating platform versions (i.e. MAC, PC and Web-based).