

The Transformational Change Simulation and Leadership Workshop

“Different by Design”

Chapter One The “Prototype”

As you begin to see the pictures of the Simulation, realize that the strategic competitive advantage revealed by the Simulation is not the people or the artifacts that they are making, rather the “energy field” that is igniting their behaviors. Ask why the Senior Leaders are down on the floor? What causes the Customers to go from “neglected” to loyal?

The Simulation begins with a very linear process of manufacturing a product: “Cutters” cut, “Folders” fold, “Assemblers” assemble and “Painters” paint. Observe the focus and emotional orientation of their behavior. As you will see, it is not “designed” to serve the Customers?



“Just Folders”



“Just an Assembler”



“Just a Painter”



“Just a Cutter”

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“I’m doing the stickers.”



“Contempt for a Customer”



“Hey Plant Manager the Sales Person made a “sale!” He sold what? A special! We can’t do that! Tell them 28 weeks!”



“I got Nothing”



“Confusing Directions”



“Sales people don’t get-it. I don’t need a sales pitch.”

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Multiple attempts to change the attitude and motivation of the people using continuous process improvement, cross training and sales techniques fail to change the relationships with Customers.



"We have to change the culture. We lost our biggest account."



"Change the culture? Here we go again – another change that won't work.. It's not our fault."



"I'm in IT. I wonder why Customers are "promised" by the Sales People and the factory can't deliver? They always blame the technology."

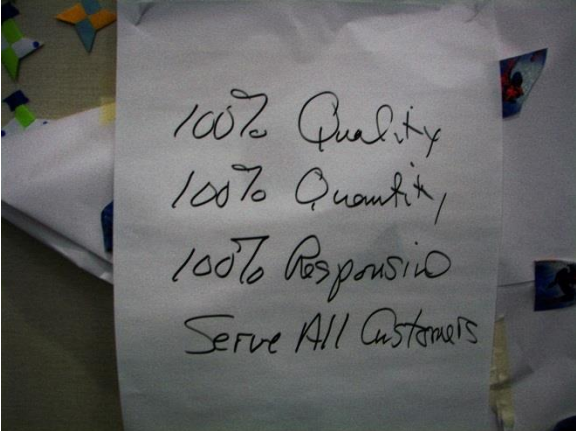
By lunch time, everyone is "burned-out" yet "still hopeful" that something will change after lunch, but the sales forecast is for "more of the morning."



"A sales forecast? You must be kidding! We can't deliver what I sold last time."

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After lunch a very simple “contextual shift” in thinking is introduced.



A new behavioral dynamic called “wholeness” is practiced into place. Going only as “fast as the slowest” stresses the old “functional” orientation.



The functional job descriptions are replaced with a new “role” called Masters of Real Time. Even the Plant Manager is involved.

The freedom to apply their creative talents ingites customer focused behavior.



“Finally, they are listening to me. No more sales pitch.”



“They sent a customization team to help me.”

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“She listened to me and is doing a “prototype” so I can see what it will look like.”

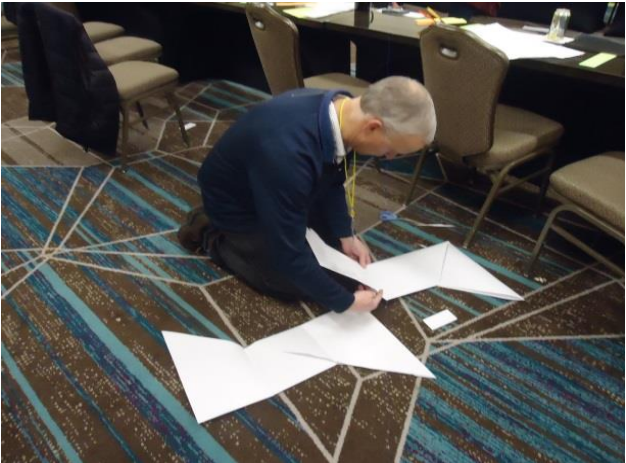


“Now it needs to be decorated.”

Senior Leaders eagerly engage in “creative participation.”



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**The energy field of alignment
quickly transforms the attitude
and behavior of everyone.**



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"Tape-ing" is important work."



"Collective intelligence is needed to assemble it correctly."



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Commitment to deliver the finished product dominates the behavior.

Creative potential quickly emerges. Smiles and enthusiasm are in full view.



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"That's what he wanted."



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Satisfied Customers express loyalty for continued relationships.



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**Emotional and intellectual
"investments" dominate
Customer relationships**



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"Finally, the culture has been transformed."

A return OF the financial investment is instantly realized by the Company.



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"A happy Plant Manager delivered the "special."



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What “allows” this behavior to “emerge?” The “energy field of alignment” is released by this simple act of leadership.



The Simulation serves to “prototype” the invisible competitive advantage called “capability” that is designed to serve customers. People are “allowed” to experience the massive transformation of the old culture -- AND realize that everyone matters, that there are no “Just a Cutter” jobs and that they can immediately begin to create the new leadership system to transfer the new behaviors back to the real world work environment.

Enjoy the celebrations of the “different by design” approach to doing business.



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Chapter Two will debrief the experience. Contact Tom Wentz, twentz@corperf.com and call 614-561-4709 with your questions.