

# The Transformational Change Simulation and Leadership Workshop *“Different by Design”*

## **Chapter Ten The Nature of the Game**

**The “quick-and-be-right-back-break” was extended as Chris took that opportunity to demonstrate his “swing-to-balance” swing that he developed on the range with Bill.**



**I heard him say to the few “on-lookers” that his job requires all three forms of balance.**

**I sounded the harmonica --- announced the two minutes --- and with some obvious fatigue everyone returned to their seats.**

**I began by saying, “It’s been a long day and our extraction phase is over for today. Tomorrow we will “simulate” what is required to implement the Phase Three process back at work next week and that process begins with your homework assignment at dinner tonight.”**

**I described how to ask the “purpose” question at a restaurant and make sure everyone was respectful of the dignity and job security of the person who was the recipient of the question.**

**I added, “The answer to the “purpose” question is a clue as to whether that restaurant has been “consciously” designed to serve you.”**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**I paused as several people indicated they had other priorities and would not be going to dinner. “If you are not going to dinner --- simply ask anyone at the grocery store – hotel -- or a significant other who works outside the home what is the “purpose” of their job.”**

**I said, “If the server gives you a good answer --- what appears to be a “fertile soil” answer --- ask them how do they know that? See if they can describe for you the process that has been put in place to “orchestrate” the purpose.”**

**There was reluctance as many people thought they would get “spit-on” -- so I offered two other intervals in the dining experience when they could ask the question.**

**I finished by saying “It is critical for everyone to begin to learn from your own “buying experiences” and this is just one way to do it --- so do not fail to ask the question.”**

**Sensing the reluctance that was still present, I said, “Tomorrow morning I will show you how it was done by a Regional Vice President of McDonald’s and the impact it had on the “nature-of-the-game” for their people.”**

**Once the questions about the homework were complete, I paused, held \$300 one dollar bills in my hand and said, “Here’s your choice -- - you can leave now ---- or you can stay for another 30 minutes --- have some fun and feel what it feels like to “behave-a-profit.”**

**I proved that the money was not another “trick” --- that it was just a fun game to be played --- and two had to leave to pick-up children from day care.**

**I passed out the MONEY GAME instructions and made sure that if they had played the game before, they let me know.**

**I said, “Jeff and Debbie and Zoe have played before and will stay to provide “emotional” support.” That was my code word to them to remain silent.**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**After the four Groups were identified, they were told to read the rules ---- appoint a negotiator for their Group --- and the game would begin once I finished drawing the score card on the flip chart.**

**Dave looked at Debbie for a clue and she said, “Be the negotiator” -- -- smiled and remained silent.**

**Shawn and Jim and Cherion and Dave were identified as the negotiators. As I wrote each name on the score card, I encouraged everyone to cheer for each one. There was very little cheering --- actually Jim and Dave received some boos.**

**I quickly clarified that the voting would go one round at a time – that we would rotate the voting so no Group had to always go first -- - to designate a recording person in each Group--- independent of the negotiator --- and quickly announced that the game was officially underway by saying. “You have one minute to decide what to vote for Round One.”**

**The rules and the financial payoffs were clear. The first rule stated: The objective of the game was to win as much money as possible as a total group.**

**After a minute, voting for Round One was “Red-Black-Red-Red” and Jim with a winning sum of \$3.00 was quickly --- at least in his mind - -- ahead.**

**Dave looked at Debbie --- he had voted Red and lost \$1.00 --- but her smile only offered emotional support.**

**In Round Two, Dave voted Black and was in the winning circle with \$2.00. He gave Debbie a “thumbs-up” and she smiled.**

**The confusion as to how to “play-the-game” subsided as the scoring process became visible.**

**In Round Four everyone went “for the gold” by voting Black and all of a sudden the winning strategy of “Black” turned negative.**

**With a confused expression Dave looked at Debbie and once again, she just smiled.**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**In Round Five the payoffs were “times-three” and the rules offered the four negotiators an opportunity to confer in private within themselves for two minutes before the round --- provided that all four agreed to negotiate.**

**Jim refused as by now his score was way ahead of the other Groups.**

**As the Groups considered their votes for the “big money” in Round Five, there was obvious laughter within Group One and Shawn opened the voting for Round Five with “Black” --- and everyone followed with “Black-Black-Black” – and every Group lost \$3.00.**

**The euphoria about “Black” being the winning strategy was gone. Dave looked at Debbie and she just smiled.**

**It is at this point in the game that some people “give-up” --- as there does not appear to be any way to win as “Black” both wins and loses ----- and others begin to consider how the game can win. A “Red” vote can win but only if all the Groups vote “Red” --- and without negotiations that seems to be a hopeless possibility.**

**For some reason, Shawn voted “Red” in Round Six allowing Dave in Group Four to regain a winning amount with a “Black” vote.**

**I whispered to Debbie, “It is very confusing to Dave when a “money making strategy” works one time and fails the next.”**

**She made a note in her workbook and smiled.**

**The payoffs were “times-five” in Round Eight and “times-ten” in Round Ten and the anger with Jim who was unwilling to negotiate accelerated into shouting obscenities.**

**The competition between Jim and Dave accelerated and the Tenth Round ended with Jim celebrating --- what he thought was a decisive victory for his Group.**

**Dave said to Debbie, “If I hadn’t voted “Red” in Round One, we would have tied.”**

The Transformational Change Simulation and Leadership Workshop  
*"Different by Design"*

Round	Shawn	Group	Cherion	Don
1	R-1	B+3	R-1	R-1
2	R-2	B+2	R-2	B+2
3	R-3	B+1	B+1	B+1
4	B-1	B-1	B-1	B-1
5	B-3	B-3	B-3	B-3
6	R-3	B+1	B+1	B+1
7	B-1	B-1	B-1	B-1
8	R-1	B+0	R-1	B+0
9	R-2	B+2	R-2	B+2
10	R-2	B+2	R-2	B+2
Total		B+20	R-20	B+20

I looked at the chart and asked, "Who won?"

Jim euphorically said, "We won \$34.00 --- it wasn't even close."

Arguments erupted from both Shawn and Cherion's Group members, "You don't "get-it" --- it says "total group" --- not just your Group!"

I raised my hand to temporarily silence the arguments and said, "Let's see how much the "Total Group" won." and I began to add the scores horizontally for the Total Group --- versus in their columns.

I said, "The "Total Group" lost \$16.00."

There was silence for a moment as the "nature-of-the-game" in their minds made the shift from Win-Lose to Win-Win.

Two people from Group One again attacked Jim for not being willing to negotiate in Round Five.

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**Curt was in Jim’s Group and admitted to hijacking his agreement to negotiate in Round Five.**

**Forcefully I asked, “Jim --- what did you have to lose by negotiating?”**

**Jim was totally silent.**

**I said, “Curt?”**

**Both could find no answer to that question.**

**I said with some passion for learning, “One of the things we will talk about tomorrow is that there is “nothing” --- “nothing to lose” by negotiating --- but --- if we don’t negotiate --- we can never change the “nature of an adversarial game” --- to WIN-WIN.”**

**To quickly change the focus of the discussion from negotiating to the real issue, I asked, “Brian --- what was the “purpose” of the game?”**

**He immediately read the first rule, “The objective of the game is to win as much money as possible as a total group.”**

**I said with a deliberate pace and emphasis, “That is the OBJECTIVE - -- what was the PURPOSE of the game?”**

**Everyone read the rules searching for the answer and with some deliberate conviction in the tone of his voice Curt said, “There is no rule about the PURPOSE.”**

**I said, “That’s correct.”**

**He asked, “Then what is the purpose of this game?”**

**I asked, “Is there a word that suggests or implies PURPOSE?”**

**Silence prevailed as most everyone had given up trying to find something that would “define” the PURPOSE of the game.**

**Michelle said with some emphasis and condemnation in her voice, “Guys --- it says “TOTAL” Group.”**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**Looking toward Jim, she said, “That’s right ---- until Claims and Underwriting and Sales and IT and HR all work together as a “TOTAL group ---.”**

**She quickly paused ---- as to not openly criticize Jim as he was in the Underwriting group.**

**Everyone laughed as Jim said in a joking way, “Underwriting is always in charge in all insurance companies.”**

**Brian looked at me and quickly said, “You tricked us again.”**

**I laughed and said, “You’re right ---- there is always someone to blame when things don’t go as planned ---- I’ve been blamed by many groups for tricking them --- but I’m not at fault --- I showed you how to play the game --- can you see it?”**

**Everyone was confused by that comment. I paused and said again, “I showed you how to play the game.” I pointed to the chart and said, “It’s right there in plain sight.”**

**Silence reigned as everyone was clueless. I said, “We can’t leave until you “see” it.”**

**Many people gave up -- sat back in a “hopeless” posture -- then Sam said in her questioning way, “All the names are in Red at the top?”**

**I laughed and said, “Sam ---you ought to be a detective --- and --- I tried to get you to cheer for each other.”**

**“The names were written as Red-Red-Red-Red to help you understand the strategy for winning.”**

**Brian said, “You should have explained that before we started.”**

**I laughed and said, “I did ---remember right before two people left to pick up their children I said you can stay for another 30 minutes - -- have some fun and feel what it’s like to “behave-a-profit?”**

**Brian wanted to continue the argument---- so I raised my hand which was always the signal for silence and said, “We will continue**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**to understand the nature-of-the-game of business and how to implement the Phase Three technology again in the morning---- and there are many very legitimate approaches to getting it started.”**

**With that I transitioned to the meaning of the Game.**

**I said, “Today we’ve talked extensively about the difference between PURPOSE and OBJECTIVE. We “know” the definitions --- but PURPOSE is almost always implied by the philosophy of WIN-WIN ---- and we are seldom programmed to BEHAVE a philosophy.”**

**“As you do the homework assignment tonight at dinner --- the servers and hosts and cooks all “know” they are there to serve customers --- but very few will actually know how to “behave-the-process” of serving customers ---- be clear that some may even “pass-the-trash” --- your steak may not be cooked right --- like we all did yesterday.”**

**Everyone was too mentally exhausted to even laugh at this point so I said, “Tomorrow --- we will simulate implementing the Phase Three business model in the offices where engineering and operations and sales and accounting must all work together to design the “structural integrity” of “Red-Red-Red-Red.”**

**Sam said, “Do we owe you the \$16.00?”**

**I said, “Yes – payment is your commitment to do the homework assignment.”**

**I paused and said, “We’ve jogged 256 steps today ---- bring your running shoes tomorrow -- the pace will quicken --- enjoy your evening.”**

**Don came up and just looked at me and said, “Based on that game, I’m going to cancel my meeting for tomorrow and be here.”**

**I said, “That is a great decision.”**

**In a very pensive way he said, “We have a long way to go in our city to get everyone to vote “Red.”**



**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**He could see that there were others waiting to ask questions and said, “Once everyone is gone, would you be willing to take a quick look at something that has your name on it?”**

**I said, “Sure – give me ten minutes.”**

**Jeff came by and said, “Thanks for kicking Brian in the ass. All three of his guys were in Cherion’s Group Three and they “figured-it-out” at the end when they voted “Red” in Rounds Nine and Ten.” He paused and said, “He may have a very difficult “total group” dinner tonight.”**

**I paused and said, “I didn’t “kick” him ---- his “problem solving” orientation “kicks” him--- and you know --- it was very difficult for you to make that change.”**

**Jeff said, “I’ll try to talk to him about it ----”**

**I interrupted and said, “Please ---- don’t do that --- he will just “kick” you --- let him discover the answer for himself tomorrow ---- I’ll make sure it happens when we practice the listening skills.”**

**Curt was still sitting in his chair talking to Bill.**

**Don could see that it would be awhile before I would be able to focus on his issue and said, “I’ll bring that document with me in the morning --- I’ll show it to you then.”**

**I said, “That’s great --- thanks.”**

**Chris said, “We were horribly out of balance as a “total group” --- right?” He paused and said, “Are you going to give us a swing-to-balance business lesson tomorrow?”**

**I said, “Yes --- it’s a part of the competitive advantage conversation.”**

**After everyone has gone, Bill and I always take a moment to process anything that was of immediate concern and I asked, “What was Curt asking you?”**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**“He said your comment about there being nothing to lose by negotiating was exactly what he needed to take back to his company.”**

**“Was he upset?”**

**“No --- just the reverse --- he now understands the importance of asking the “purpose” question at dinner --- and I gave him the “like most” and “like least” questions to ask --- he’s excited to try his new skills.”**

**I said, “If he can get out of his “problem solving” structure, he can be a superstar.”**

**Bill had five people waiting for golf lessons and had to leave.**

**Chris, the banquet manager came in the room --- laughing in a very controlled way and said, “You can’t believe what happened --- someone asked our new Club Manager the “purpose” of his job?”**

**“What did he say?”**

**“I’m not sure --- there were two guys in his office talking about “behaving-a-profit” ---- that’s all I could hear when I went by.”**

**I had discussed the essence of the Simulation with Chris many times. She looked at me and said, “It’s a good thing that I can explain it to him --- he’ll probably think something was wrong with our service.”**

**I laughed, “I’ll go see him before we leave --- make sure he knows that your staff did a great job of “behaving-a-profit” for Bill and me today.”**

**Once the staff finished cleaning the tables, the room was silent. In that silence is always my moment to extract meaning from the “behavior” of the day.**

**The first question that always dominates my thinking is how the “Nature of the Money Game” instantly activates the competitive behavior of people --- yet when the “purpose” of the game changes -**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**-- and every Group negotiates to vote “Red” ---- how quickly the WIN-WIN behavior emerges.**

**I looked at the Score Card and thought -- it was unfortunate that they did not have that experience --- but ---- maybe – if they jokingly ask to play the game again --- now knowing the rules ---- we might quickly play again and see if the all “Red” votes emerge.**

**I spent the next ten minutes thinking about Curt and how he might now be ready to understand that negotiating “Red-Red-Red-Red” is an absolute prerequisite consequence for “behaving-shareholder-value.”**

**I processed every person in my mind and realized the magnitude of the journey that was ahead for many and how easy it will be for some --- like Brian --- to change if they only learn to “listen.”**

**I reminded myself that I am responsible “to him” --- not “for him” and recalled how Debbie learned from the experience of the homework assignment that her “conflict manipulator” was limiting her career.**

**It was a joy to see how she was working with Curt ---- helping him find the answers ---- not making him “wrong” for the way he was behaving.**

**It was clear that something was beginning to test Jeff’s patience as his “rants” reflected an irritation about people who don’t “get-it.”**

**He had fired his “closer” sales manager and I suspect the incredible growth of his company was adding to his burden at work. Life in a Phase Three business environment is almost impossible if people don’t “get-it” ---- and I made a note to add the “Tormentor” quote to the flip chart in the morning.**

**As I pinned the PURPOSE and OBJECTIVE flip charts to the wall, it always amazes me why it is so difficult for almost everyone to see the “difference” in those two words. Is it a failure in our learning system or is it just because they had been told “because-I -said-so”**

**The Transformational Change Simulation and Leadership Workshop**  
*“Different by Design”*

**so many times in their lives that their “mental programming” mechanism is anesthetized?**

**When I hung the TRUTH flip chart, I once again confirmed that the “problem solving” structure in our lives always activates an “opposite” to everything --- that FALSE is the opposite to a TRUTH -- - and how the “new assumptions” that will be identified tomorrow will dispell that myth.**

**I reflected how frustrating the “meaning-of-work” must be in the functionalized columns of “Black” votes that can never be changed. I had worked with many people who were “Just Lenders” and “Just Underwriters” who lacked fulfillment in their work.**

**Bryan, the new Club Manager came in dressed in golf attire ---asked if I wanted to play nine. I declined as I had preparation for tomorrow yet to do.**

**He said, “Behave-a-profit” is an interesting concept --- we should talk about it in more detail soon.”**

**I said, “That would be great ---- Chris’s team did a great job of doing that for us today --- ask her what it means for her team.”**

**As Bryan left, in came Sam. She looked at me with a look of joy and humility combined. I asked, “What’s up?”**

**She said, “I was out on the range getting a lesson from Bill. He asked if I played golf --- I said no --- I hate the game because my husband plays all the time --- has tried to show me how to hit the ball and it only causes me grief.”**

**She paused, “Bill said he had seen that happen many times --- handed me the medicine ball and said --- let me show you how it is done.”**

**I said, “Then what?”**

**“Five minutes later I swung the club just like the medicine ball and” ----- she almost cried with joy and said ---- “I killed it!”**

The Transformational Change Simulation and Leadership Workshop  
*“Different by Design”*

**Emotions flowed like water and she said, “My husband tried for an hour to get that to happen --- and in ten minutes -----.”**

**After she calmed her emotions, she said, “Bill said it is like the “Red-Black” game --- getting everyone to vote “Red” is the same as swinging-to-balance --- it was so effortless.”**

**I laughed an “emotional” laugh with her.**

**She said, “Bill told me to come in here --- that you have a book about swinging to balance that we will get tomorrow and ask if I can have a copy to give to my husband.”**

**I went to the front of the room and got two copies of *Leadership and Golf*. I said, “The book is a story about our golf simulation on the golf course for executives and there are at least six people in the story who hated the thought of playing golf.”**

**I showed her the picture of Judy on page 176 who swore she would hate me for life if she had to go to the golf course and play golf. I said, “She had a similar experience with her husband and she loved the experience.”**

**I said, “Give one to your husband and bring yours back tomorrow so Bill can sign it for you.”**

**She clutched the books and said, “I’m going to go home --- tell him I’ll go play golf with him again --- only -- if I can show him --- how to throw that ball and swing-to-balance --- and he takes a lesson from Bill before I will go.”**

**She looked at me and in a very silent and almost apologetic way said, “This is real for life – not just business -- isn’t it?”**

**I just nodded, “yes.”**

**She left and I thought: *Yes --- this is real --- but only for those who want it to be real.***