insightexperience

The **Collaborative Leadership Simulation** focuses on building leadership skills needed to be successful working and managing across boundaries to deliver results in a complex corporate structure. Pairs of teams each make decisions as the senior leader of a corporate business unit, and need to determine when and how to collaborate to align their actions to deliver financial and organizational results for their respective business units as well as the overall corporation.

The simulation provides a platform to teach strategic thinking, setting direction, matrix management, influence, managing conflict, networking and building long-term organizational capabilities.

At the conclusion of the Collaborative Leadership Simulation, participants will be better able to:

- Use a strategic frame when making functional decisions.
- Calibrate which decisions require cross-organizational input and alignment.
- Build alignment across stakeholders to deliver results.
- Identify and manage critical tensions in a strategy and make conscious decisions to balance tradeoffs.
- Form partnerships to work effectively across organizational boundaries.
- Approach conflict as a valuable opportunity to identify and resolve different points of view, reach shared goals, and make better decisions.

To learn more about the **Collaborative Leadership Simulation** or to schedule a simulation demonstration, contact info@insight-experience.com.

Simulation Dynamics

The Collaborative Leadership Simulation is set in a fictional health products company. Simulation teams are organized into pairs. One team leads a product business unit and the other team leads the global sales function. Each needs to achieve respective organizational goals as well as corporate goals.

The simulation has four rounds of activities:

- **Strategic Analysis and Planning**: Teams assess the prior year's business performance and make decisions about their strategic approach to the business for the year ahead. Teams are given corporate direction and objectives but need to translate that direction into priorities for their organization.
- **Year One Decision Making:** Teams address nine different issues, each requiring a specific choice of action, and their decisions are extrapolated to reflect business results for the year. Some decisions are independent of the other business unit, most are interdependent.
- **Leadership Conversations:** Members of each paired team are challenged to conduct a role play with a member from their peer simulation team. The pairs receive background about an issue facing their business, including an innovation opportunity, resource sharing, aligning priorities, and being accountable for errors or missed deliverables.
- **Year Two Decision Making:** Teams consider eight issues, some of which have been triggered by decisions made in Year One, and once again have an opportunity to work independently or interdependently to make their strategic decisions.

This learning experience does not formally structure collaboration but provides a platform for teams to explore how they might work together across boundaries. Learning discussions after each round focus on the individual business issues and embedded tradeoffs; the process by which teams made decisions; and the business results of the choices made.

Simulation Format

This learning experience is a workbook-based simulation, supported by a computer model run by the simulation facilitator. This is a highly portable format, with limited technical requirements, and focuses teams on specific issues and interpersonal dynamics rather than technology. Teams are presented with one page overviews of each issue and a range of potential action – or decision – options. (See the example to the left.) Teams document their decisions on a paper-based form, and the facilitator enters the decisions into the simulation model, which generates financial and business reports.

In many cases, teams can outline a "hybrid" solution for an issue that the facilitator can implement using the simulation software; therefore, teams are not limited only to the choices presented to them.

Example issues are: Prioritizing Initiatives; Setting Business Objectives; Managing Their Time; Addressing Cross Business Unit Requests; and Resolving Customer Concerns.

Meters and Monitoring Participant Workbook

1.9: Request for Help

The GM of Data Analytics reached out to you with an unusual request "We're working on a bid to build a custom patient health dashboard for a major network of hospitals operating in the EU. The concept is that each patient in the system will have a customized data record. We're struggling with how to capture the vital signs information appropriately for a limited number of data points. We need someone who understands both the medical implications, the device functionality and data management. We can cover the last one, but I need Elizabeth Bencourt from your Technology group to provide the first two. My technical lead spoke to Silvio about it, but he's unwilling to let her go. I wouldn't reach out to you unless this was critical. It's a $2 million contract for this client, but if we're successful, could be a major new product offering for HPI. My team thinks we need her for a couple of months at the most."

Silvio Massoni was adamant when you reached out to him to discuss this request. "Elizabeth is the lead on a major update of our vital signs meter. We're barely on track because we keep pulling resources into the Melanoma Meter, and we've made commitments to customers. I realize why they want her—she's the best I have at what she does. She's trained as a nurse, she knows how the medical professionals use the vital signs data, but she also knows how to talk to our software developers. I'd love to help out Data Analytics, but the way I'd look at it, we'd be trading success on a single project for success that touches hundreds of customers and over 50% of our revenue stream."

"We run our organization very lean, and I simply don't have anyone else with her skillset. We've been hiring people to develop new technologies, not to refine our existing, core products. We could start looking for more talent in this field, but it will take months to find the right person, and then more time to get them up to speed. At a minimum, it's six months before I could have a back up in place."

How do you respond to Data Analytics' request?

☐ Offer to split Elizabeth's time between the two organizations.

☐ Agree to the request and offer Elizabeth to support Data Analytics. Work with Silvio to restructure the vital signs project to minimize the delay.

☐ Offer to help Data Analytics hire someone with Elizabeth's skills and ask her to mentor that new resource

☐ Offer Elizabeth as a consulting resource to Data Analytics for a limited amount of time every two weeks.

☐ Accelerate hiring for a back up resource for Elizabeth and offer to help Data Analytics when that person is on board

Simulation Facilitation

Active facilitation takes place throughout the simulation to ensure learning and application to the workplace. Learning discussions are conducted after each round of simulation decision making. The learning discussions are designed to capture insights from the simulation experience and to identify skills, tools and behaviors that can applied at work.

Simulation facilitators can also provide behavioral observation and feedback to participants to raise awareness on their interpersonal effectiveness and leadership capabilities.