Agile Build Simulation

Managing Continuous Change in a Digital World

What is the Agile Build Simulation?

The traditional linear, top-down approach to managing change has become out-dated. The disruptive impact of new technologies creates a need for continuous change, amidst considerable uncertainty and complexity. Change needs to be fast and iterative, allow more scope to learn through experimentation and failure, and be driven from the bottom as well as the top.

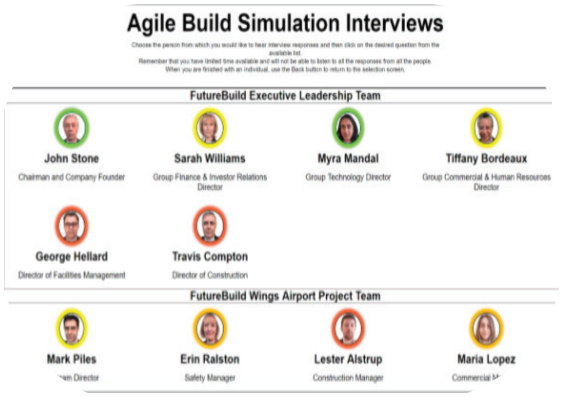
Ososim has developed a change leadership simulation that provides participants with the opportunity to experience this new model of managing change. It is set in a context of unexpected external events, often described as VUCA events (volatile, uncertain, complex and/or ambiguous).

The scenario of Ososim's Agile Build simulation is a fictional construction and facilities management company. Participants play the role of the Managing Director who has the overall responsibility to implement the company's new digital transformation strategy. The use of intelligent robots and other digital technologies in engineering and construction has massive potential to deliver high quality, cost efficient, rapidly executed infrastructure and building projects. However, their use also raises issues related to public acceptance and employment opportunities.

Simulation in Practice

The simulation has been designed to be run either face-to-face or online, and can be delivered via the internet or installed locally. We encourage participants to work together in small groups to run the simulation, stimulating broader discussions and potentially allowing observation of group decision-making behaviours. The simulation concludes with a survey in which teams assess how well they believe they have worked together as a team. These results are then plotted against actual performance.

Prior to running the simulation, participants have the possibility of "interviewing" each of the sixteen characters via a video platform. This provides them an opportunity to judge the initial attitudes of these internal and external stakeholders to the digital transformation strategy. Typically a period of 30 to 45 minutes is allocated for this exercise. The simulation itself can be run in one continuous session or separated into phases. It can be reconfigured to provide a more or less challenging experience, with different levels of automated guidance, and the timing can easily be tailored to suit specific needs. Data is gathered on a wide range of measures which can be used to provide feedback to participants on an on-going basis during the simulation, as well as in reports for use in a debrief at the end.



Agile Build Simulation Key Learning Outcomes

- Be more comfortable with complex, continuous change.
- Understand the need for:
  * gaining clarity on the vision for, and direction of, change(the big picture AND its detailed implications);
  * analyzing an organization's capacity for change and the gap between where the organization is currently and where it needs to be;
  * prioritisation and tradeoffs;
  * experimentation (constant adjustment); and
  * pausing to reflect, learn, and adjust;
- Be more comfortable with responding and adapting to unexpected external events
- Be conscious of the need to encourage a positive mind-set and engage across the organization.

ABOUT THE AUTHOR

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He began his career in investment banking and then spent 10 years in strategy consulting. He was part of the leadership team that established Accenture Learning, focused on transforming and managing the delivery of learning and training for large corporations. He was a founding member of the EU's eLearning Industry Group.

Jonathan has an MA from Cambridge University and an MBA from INSEAD, France.