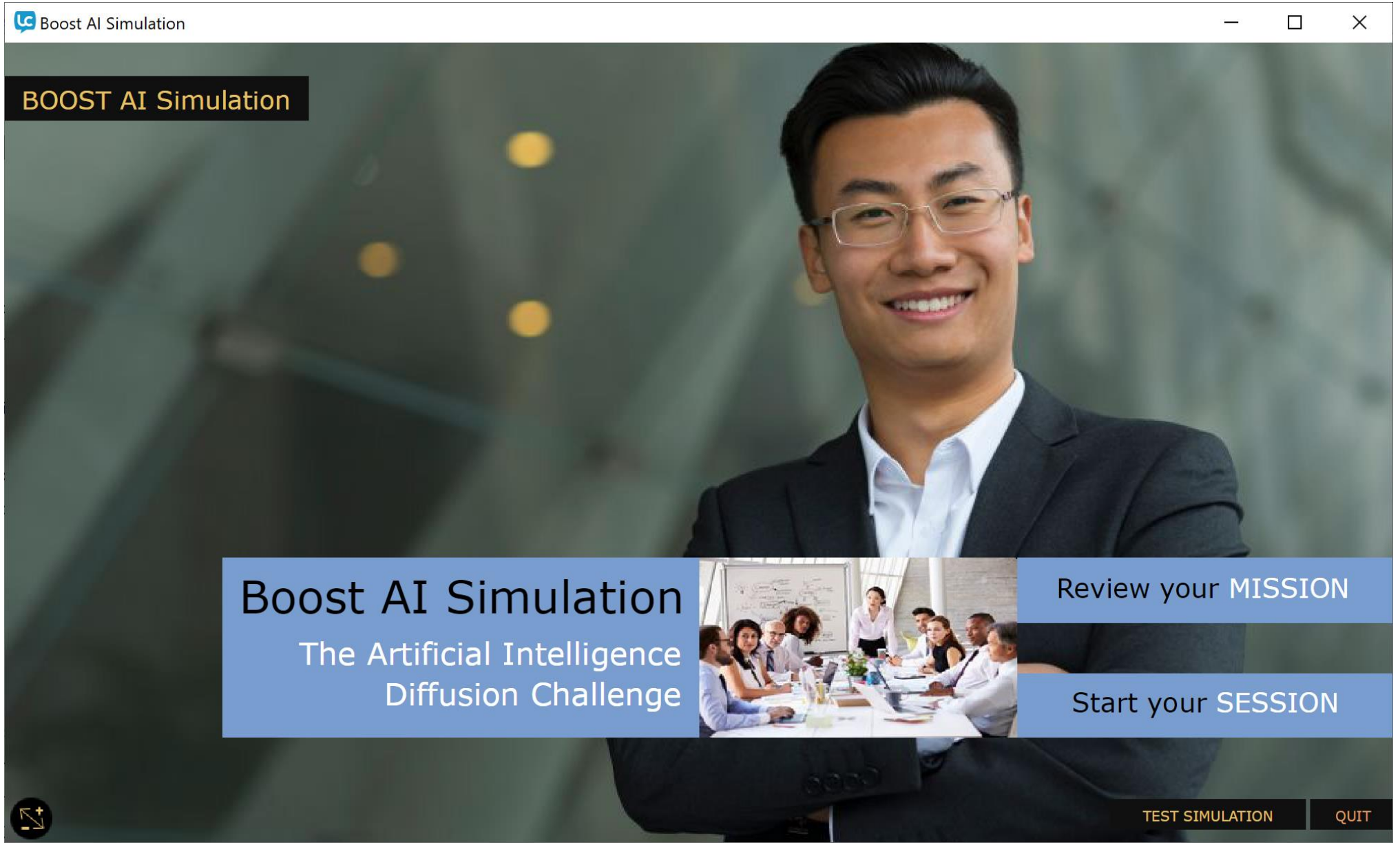
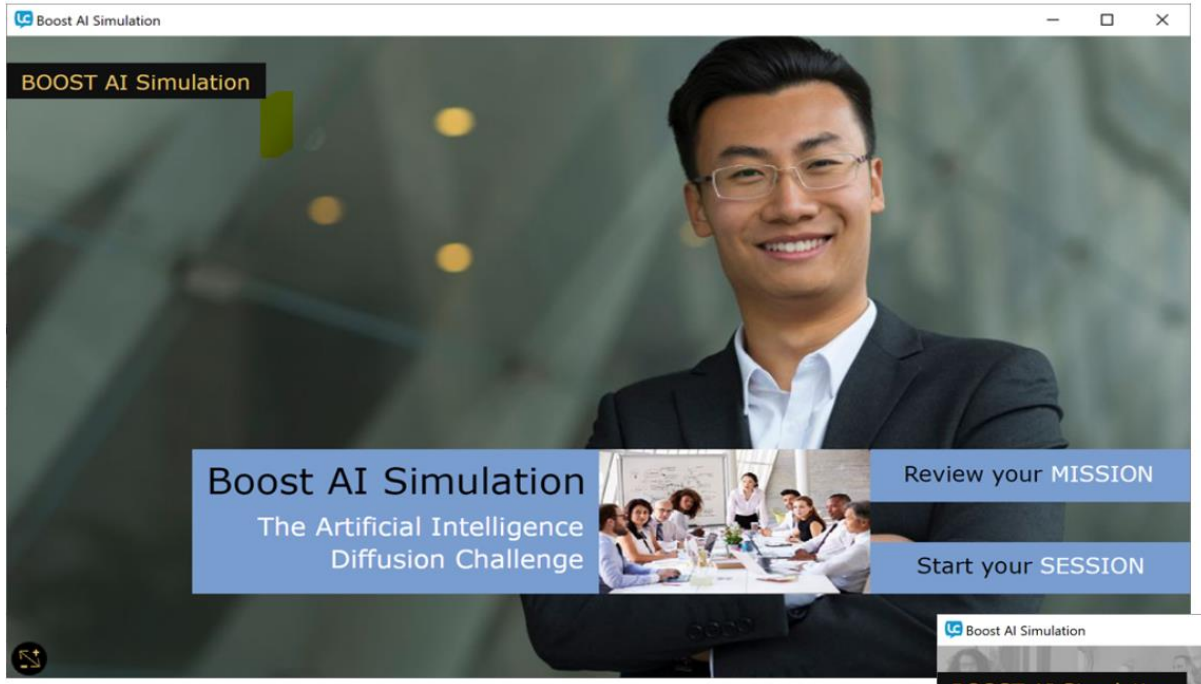
Boost AI Simulation



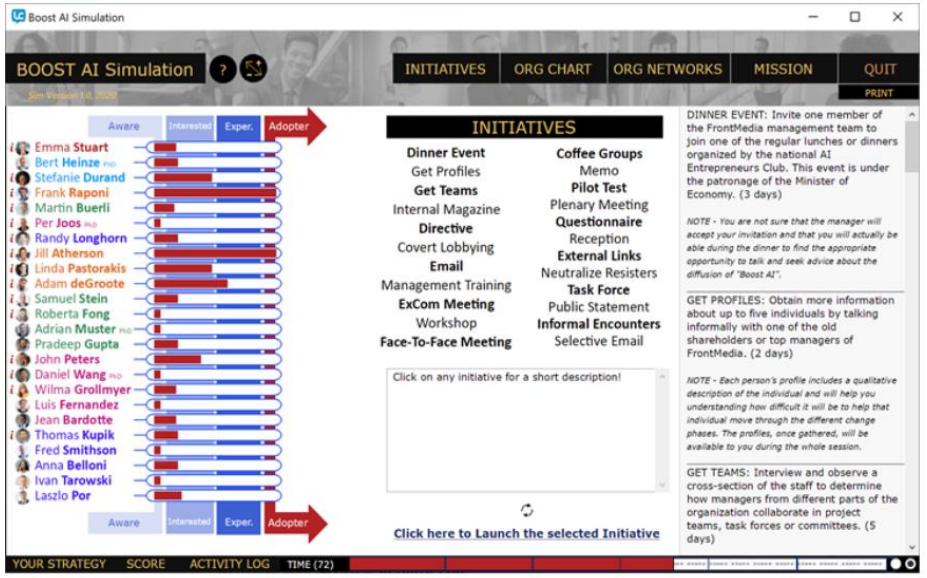
What is it ?

New Change Management Challenges: Business Analytics & AI Diffusion

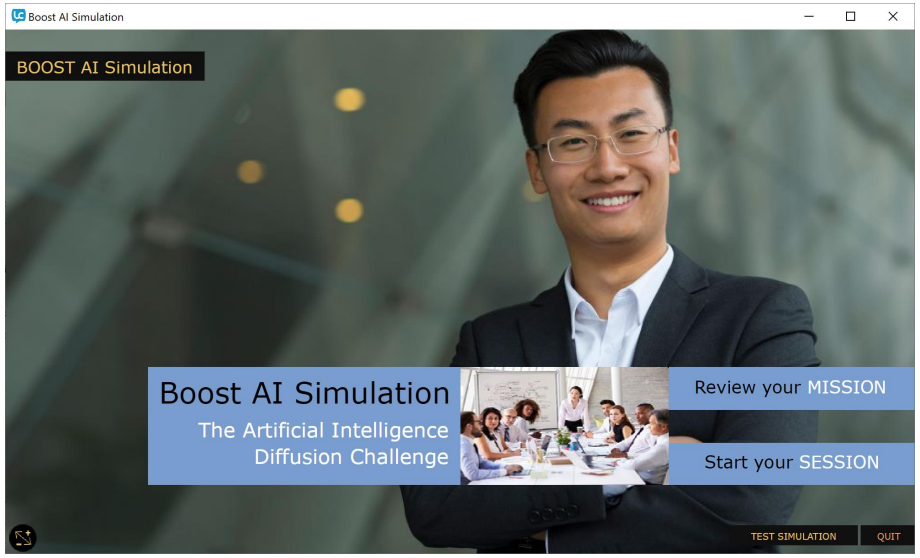


Expectations:

- High quality, data- and evidence-based **decision making** in complex situations
- Improved **risk assessment** and **forecasting** for optimal resource allocation
- Better leveraging the **data** and **information** collected throughout the organization
- Stimulating the emergence of new **AI-enhanced products** and **services**



What is it ?



Boost AI Simulation

The Artificial intelligence Diffusion Challenge

It's:

- An **intensive** Team experience
- A simulation in which your **Mission** is to intervene in a company for 6 months and Make Change Happen!
- A simulation in which you will come in touch with a **variety of different** behaviors and dynamics
- A playful way to develop critic **Change Management** and **Strategy Execution competences**

It's about:

- Managers as **Leaders** and **Agents of Change** and Organizational Transformation
- Developing a deeper understanding of the complexity of **Organizational Dynamics**
- Being able to recognize and address **barriers** and other **sources of resistance** to **Change & Innovation** (at the individual, units, or organizational level)
- Understanding and avoiding critical Change Management **Traps**
- Better understanding the Theory and Practice of the diffusion and adoption of **Artificial Intelligence techniques** aimed at improving the performance of all the key organizational Functions (from HR, to Finance and all the Commercial as well as Operations, R&D and Production-related functions).

It takes:

- Typically, 1 Day (including online)
- A faculty member who runs a brief Introduction, interacts with the Teams during the Simulation, and then leads the Debriefing Session
- Teams of 3 to 5 Participants

Boost AI Simulation 1.0

What is it about? ... a Challenging Experience ...

What is it ?

Change Simulation Experience — **The challenge ...** → **Making Change Happen**

Reflecting & understanding the dynamics of

Diffusion, Change & Resistance

- ... in a realistic, complex and diverse organization
- ... where you will need to persuade successful managers to get out of their "comfort zones" ...
- ... when "sense of urgency" is not really there ...
- ... and where you will experience leading a change process in an entrepreneurial way ...

What is it ?

... to gain Actionable Insights ...

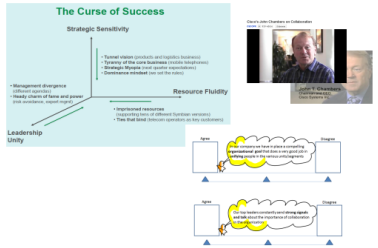
Change Leader Perspective

Leading Rapid Global Change

Agility & Alignment

> Key Conditions: Agility (in Global Contexts) and Unification

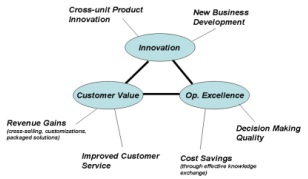
> Alignment & Leading-by-Example



Motivation & Value Creation

> The Underlying Trend: Leveraging New Value Creation Opportunities

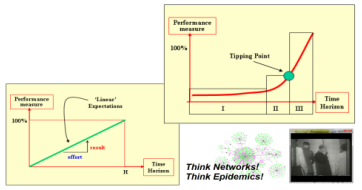
> Collaborative Performance: 3 critical Value Dimensions



Rapid Diffusion

> The Underlying Trend: Leveraging New Diffusion Dynamics (beyond "Top-Down")

> From "Linear" to "Epidemic" for increased Agility - Importance of Networks



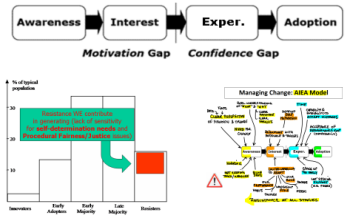
Change Agent Perspective

Operational Excellence in Change Execution

Change Implementation Traps

> Deploying Change Management Tactics: Addressing Inertia and Resistance

> Managing Expectations & Process Quality/Fairness

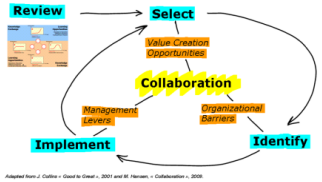


Diagnosing & Addressing Innovation Barriers

> Identifying specific Innovation Barriers in Global Organizational Contexts

> Collaborative Change: Management Levers

A Collaboration Diagnostics Tool



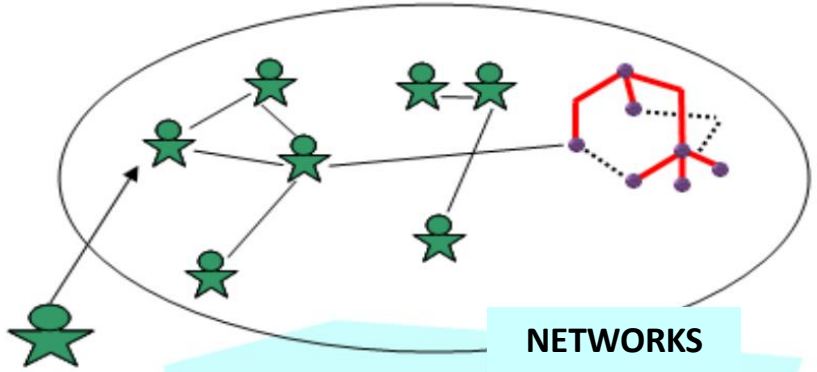
+ Reflection on Team Dynamics throughout the Simulation Experience

Boost AI Simulation 1.0

What is it ?

… related to critical Managerial Competences

Rapid Organizational Diagnosis



NETWORKS

- Formal and informal relationship networks
- Power and influence networks

INDIVIDUALS

- Roles, Skills & History
- Attitudes towards innovation/change
- Motivational Factors
- Resistance Factors

ORG. CULTURE

- Dominant management style
- Values and Protocols
- Innovation-related attitudes/habits
- Communication/interaction culture

Effective Organizational Intervention

STRATEGY

- Explicit & Adaptive
- Key driving principles
- Diffusion Approach (top down vs bottom up, etc.)
- Leveraging networks & individuals

PROCESS

- Expectation mgmt.
- Process fairness dimensions
- Adoption Stages:
  - *> Awareness*
  - *> Interest*
  - *> Experimentation*
  - *> Adoption*

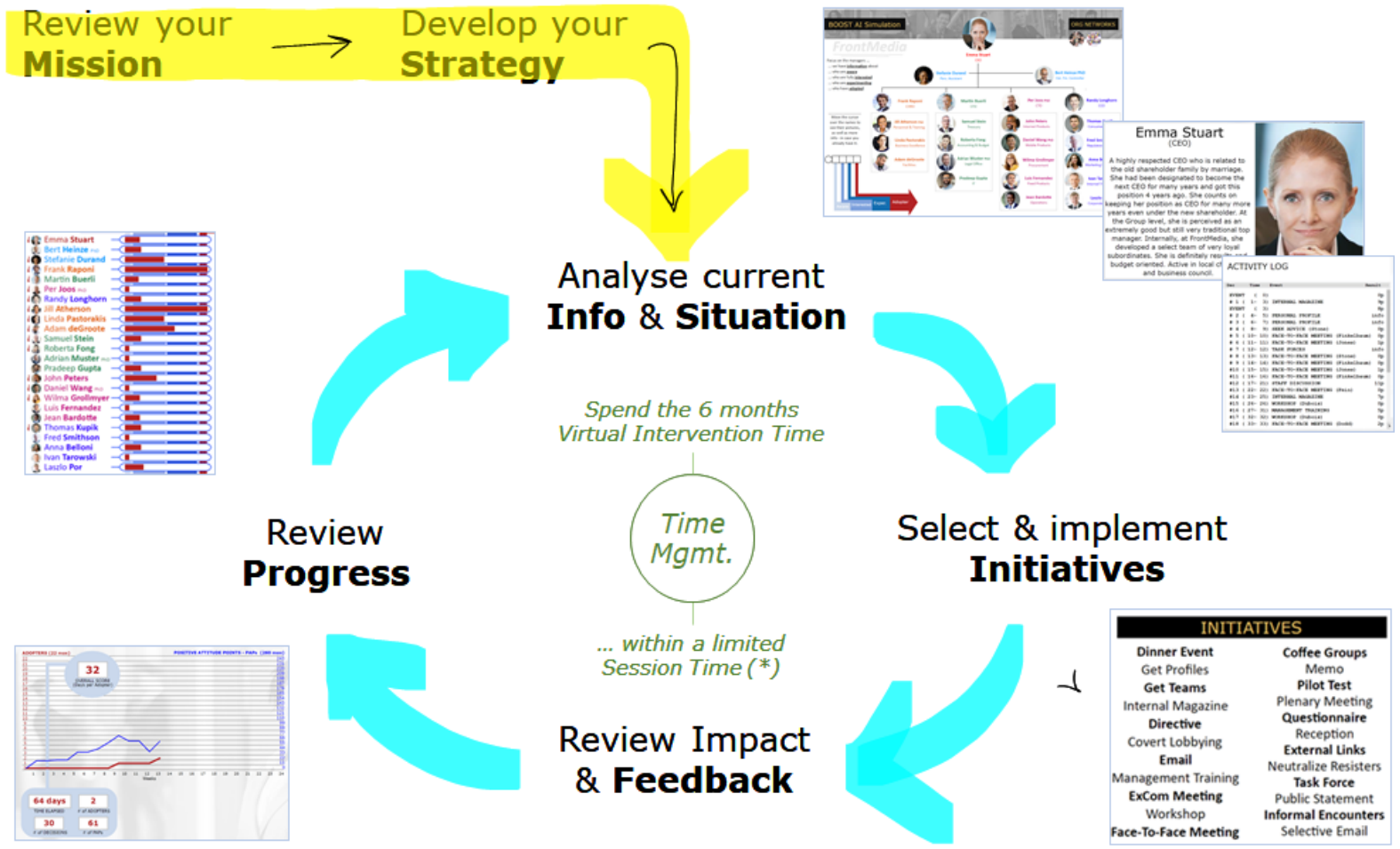
TACTICS

- Adapted to people, timing & adoption stage
- Targeting individuals vs groups
- Open vs covert
- Collaborative vs competitive

Boost AI Simulation 1.0

How to Proceed?

Game Flow



Challenges

> Understanding the transformative potential of **Artificial Intelligence**

> Being in charge of a **Digital Transformation** project in a complex organization

> **Persuasion** and **Innovation Diffusion** facing different forms of organizational resistance and barriers

> Timely & effective deployment of a variety of **Change Mgmt. Tactics**

> Time Management

> Leveraging Teams' Skills & Diversity

Your MISSION (1)

The broader Context

Over the last few years large organizations have started deploying extensively **Artificial Intelligence (AI) Techniques** to further increase performance particularly through:

- High quality, data- and evidence-based **decision making** in complex situations
- Improved **risk assessment** and **forecasting** for optimal resource allocation
- Better leveraging the **data** and **information** collected throughout the organization
- Stimulating the emergence of new **AI-enhanced products** and **services**

The introduction of new platforms supporting the awareness and deployment of AI Techniques throughout the organization are also perceived as key to face the **expectation levels** of a new generation of managers which is naturally more open towards technology-enabled innovation and pervasive online, real-time, smart services.

However, many organizations are still successfully operating without such innovations, and do not have a very "AI-friendly" culture (positive attitude towards AI Techniques and willingness to explore their deployment). In such cases, making change happen can be a **very challenging task** … and this is what you will experience during your Mission at FrontMedia!

Your Challenge

You and **your Team** have just been appointed by the Board of GlobeCom to a **challenging and critical management mission**: Over the next 6 months you will be operating at FrontMedia, a recently acquired fast growing company.

Your objective there is to persuade a successful but very independent-minded top management team to harmonize their processes to the ones of the GlobeCom Group by adopting "**Boost AI**", the corporate platform that GlobeCom has recently rolled out to systematically inject **AI Techniques** in all the Key Functions of the organization.

GlobeCom, your company, is a leading global telecom and media group, which over the last 10 years grew and expanded tremendously through entering new markets and through the acquisition of companies like FrontMedia, which joined the group almost 2 years ago.

FrontMedia is the most successful recent acquisition of GlobeCom. It is considered by everybody as the "cash cow" of the whole group, and is run proudly and independently by Emma Stuart, the CEO, and her management team.

"Boost AI" is the name of the platform GlobeCom has started rolling out more than 3 years ago to systematically inject AI Techniques in the key functions of all the companies of the Group. "Boost AI" has rapidly become the 'backbone' for performance improvement initiatives throughout the organization, providing "Everybody with the AI they need to improve the performance of their key processes as well as to come up with a new generation of AI-enhanced products and services".

Your MISSION (2)

More specifically, the **"Boost AI" platform** developed and deployed by GlobeCom is a collection of AI Techniques and the methodology needed to deploy them successfully to support decision making in all the key functions of the organization - sometimes reaching out to external players or data sources too. The **different modules** of "Boost AI" help managers in the different functions to leverage their own know-how to co-design AI-enhanced processes and tools, supporting also the emergence of new AI-enhanced products and services. It also provides a way to enable managers and experts to network and collaborate on the development and fine-tuning of AI-enhanced processes and systems.

The fact that FrontMedia has **not adopted** the "Boost AI" platform yet is extremely disturbing for GlobeCom's Headquarters. Such systems need to be adopted consistently by everybody in order to really increase overall performance. But for FrontMedia, adopting the group-wide AI platform represents a **significant change** and departure from the systems and processes they had deployed and used successfully before being acquired by GlobeCom.

At the time of the acquisition, Emma Stuart indicated lots of enthusiasm for integrating all the processes of her company to the ones of the group, particularly the ones based on AI Techniques, but since then FrontMedia did not change a lot its way of operating. At the time of the acquisition, the Board of GlobeCom agreed to leave FrontMedia's top management team in place because it had managed the company very successfully in the past. **Two years after,** all the attempts of GlobeCom's Board to introduce the "Boost AI" platform at FrontMedia had failed. Sending information about the advantages of the corporate platform harmonization and spreading news about its successful adoption in other group's companies didn't help. Emma Stuart seemed simply **too busy** running her successful company to have time for **introducing** new systems and approaches. The "excuses" she presented - lack of time and resources, other priorities, etc. - have thus slowed down and hindered the efficient roll-out of the "Boost AI" platform corporate-wide.

In summary, after many unsuccessful attempts, your challenge now is to persuade the CEO of FrontMedia and her top management team to finally adopt the "Boost AI" platform and harmonize their processes and systems to the ones of the whole group. The Board has given you up to **6 months** (120 days) for this project. During this time, you will be able to:

- Gather information about the management team of the company,
- Implement different change management initiatives,
- Continuously monitor your progress in helping the 24 managers to move through the phases of AWARENESS, INTEREST, TRIAL and finally ADOPTION of this innovation.

Your and your team's personal objective is to get as many adopters as possible! This is the way your performance will be evaluated by HQ at the end of the 6 months.

Attention: The personal assistant to the CEO, Ms. Stefanie Durand, and the external financial controller, Dr. Bert Heinze, are not required to become users of the "Boost AI" platform at this stage. Hence the maximum number of adopters you can reach is 22.

Changing the way people think and behave in organisations is not a simple task and often requires a combination of different tactics to be used at the right time with the right people. This simulation will make it possible for you to experiment with the implementation of different change management initiatives, but it will be your task to decide when and with whom to implement a given tactic. First of all - before plunging into your first decision - we advise you to:

- try to understand the **context** in which you are going to work. Remember that you have been sent by HQ! Initially you don't know them and they don't know/trust you!
- review the different **initiatives** you will be able to launch to change people attitudes!
- develop a "general **strategy**" which will guide you through the project ("top-down", "bottom-up", etc.) and write it down!

Good Luck!

THE MANAGERS

Boost AI Simulation

BOOST AI Simulation

ORG NETWORKS

BACK TO ACTION

PRINT

FrontMedia

Emma Stuart
CEO

Focus on the managers ...
... we have **information** about
... who are **aware**
... who are fully **interested**
... who are **experimenting**
... who have **adopted**

Stefanie Durand
Pers. Assistant

Bert Heinze PhD
Ext. Fin. Controller

Frank Raponi
CHRO

Jill Atherson PhD
Personnel & Training

Linda Pastorakis
Business Excellence

Adam deGroote
Facilities

Martin Buerli
CFO

Samuel Stein
Treasury

Roberta Fong
Accounting & Budget

Adrian Muster PhD
Legal Office

Pradeep Gupta
IT

Per Joos PhD
CTO

John Peters
Internet Products

Daniel Wang PhD
Mobile Products

Wilma Grollmyer
Procurement

Luis Fernandez
Fixed Products

Jean Bardotte
Operations

Randy Longhorn
CCO

Thomas Kupik
Consumer Sales

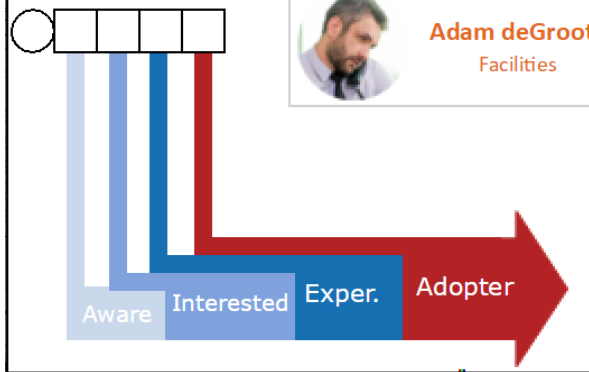
Fred Smithson
Regulatory Office

Anna Belloni
Marketing & Comm.

Ivan Tarowski
International Roaming

Laszlo Por
Corporate Sales

Move the cursor over the names to see their pictures, as well as more info - in case you already have it.



YOUR STRATEGY SCORE ACTIVITY LOG TIME (76)

Boost AI Simulation 1.0

INITIATIVES (1)

… to gather valuable information

… to interact & engage with managers

FACE-TO-FACE MEETING: Fix a meeting with one of the top managers in order to persuade him/her that it would make sense to implement "Boost AI" as rapidly as possible. (**1 day**) NOTE - The meeting will take place in the manager's office.

DINNER EVENT: Invite one member of the FrontMedia management team to join one of the regular lunches or dinners organized by the national AI Entrepreneurs Club. (**3 days**) NOTE - You are not sure that the manager will accept your invitation and that you will be able during the dinner to find the appropriate opportunity to talk and seek advice about the diffusion of "Boost AI".

INFORMAL ENCOUNTERS: Target one of the members of FrontMedia management team and try to trigger an 'unplanned' brief encounter in order to talk informally about your excitement about "Boost AI". (**2 days**) NOTE - You will spend some time in the hallways, in the restaurant and cafeteria, in the parking lot and in similar spaces in order to maximize the probability of such an encounter with the person you want to target.

WORKSHOP: Help one of the top managers to organise and lead a demonstration and discussion session on his/her views and experiences with the new "Boost AI" system (**5 days**) NOTE - Workshops are open and advertised to everybody at FrontMedia.

PILOT TEST: Try to get commitment from one of the managers to co-organise and run a two-week-long pilot test of the "Boost AI" platform in his/her area using current data. (**4 days**) NOTE - This will involve setting up the "Boost AI" platform on all the department's computers and mobile devices and providing training.

NEUTRALIZE RESISTERS: Suggest to one of FrontMedia's top managers that some individual resisting and potentially slowing down the "Boost AI" project should be "neutralised' (for instance by promoting them to a side-ways position) so that they cannot hurt the project. (**3 days**).

SELECTIVE EMAIL: Send an email to up to 5 individuals to provide clarifying information and make them feel more involved in the project. (**1 day**) NOTE - You can also send the email to less than 5 individuals.

GET PROFILES: Obtain more information on up to five members of the top management team by talking informally with your network at GlobeCom. (**2 days**) NOTE - Each person's profile includes indications of how difficult it will be to move that individual through the four change phases.

GET TEAMS: Interview and observe a cross-section of the staff to determine how managers from different parts of the organization collaborate in project teams, task forces or committees. (**5 days**) NOTE - These groups will not change, and the list will remain available throughout the simulation.

COFFEE GROUPS: Spend some time in and about the company in order to see which groups of individuals meet regularly over short breaks such as lunch, in the smoking area, or over a coffee. (**3 days**)

EXTERNAL LINKS: Spend time observing or finding out which managers belong to the same social groups as they share political views, meet frequently at the local tennis club or are actively involved in the same charity. (**3 days**)

INITIATIVES (2)

… to inform, interact & engage with managers even more …

EMAIL: Send a brief email to everyone on the top team explaining your ideas on why increasing performance by deploying "Boost AI" makes sense for them too. (**1 day**) NOTE – Everybody has an individual Email account.

INTERNAL MAGAZINE: Ask the editor of FrontMedia's internal magazine to include a short article you write on how AI can help achieving outstanding performance in all Functions. To be published in the upcoming edition. (**3 days**) NOTE - This magazine is distributed to all the managers.

DIRECTIVE: Try to convince the CEO to send out a directive to everyone at FrontMedia insisting that they start using the EIS in two weeks' time. (**7 days**) NOTE - You spend several days writing a draft of this directive to give to the CEO.

PLENARY MEETING: Develop a slide show on the" Impact of AI Techniques" and the progress of the "Boost AI" project, and present it during the regular plenary meetings attended by all the manager in the HQ. (**5 days**) NOTE - All the managers at FrontMedia are in principle expected to attend these meetings.

PUBLIC STATEMENT: Convince the CEO to show his support for your work by publicly acknowledging the progress of "Boost AI" at FrontMedia. In a brief written form, such a statement could be then forwarded to all the managers. (**3 days**) NOTE - In the past, only Stefanie Durand, the CEO Personal Assistant, has had the authority to gather and spread such public statements from the CEO.

QUESTIONNAIRE: Write and distribute to all the top managers a questionnaire aimed at assessing their current level of interest in becoming regular "Boost AI" users. (**2 days**) NOTE - The main objective of this questionnaire is to demonstrate your approach rather than gathering additional information.

COVERT LOBBYING: Suggest to a group of selected individuals who already show strong interest in "Boost AI" but whose hierarchical superiors are still unconvinced, that they should lobby directly the CEO to push them to proceed faster with the implementation. (**4 days**) NOTE - This initiative assumes that you have identified the appropriate persons to approach, and does not require you to specify them.

RECEPTION: Organize a reception at a nearby 5-star hotel and invite Professor Progenios for a keynote speech about his latest research on "AI Techniques in Cross-functional and Cross-Organizational Contexts". He is a leading expert and has just finalized a benchmarking study with one of the big five consulting firms (**3 days**). NOTE - Everybody at FrontMedia is invited to this event, but attendance is optional.

MEMO: Write and send to any five of the top managers a brief memo on how "Boost AI" will significantly improve internal administrative and HR processes at FrontMedia and in the whole GlobeCom Group. (**1 day**) NOTE – This is distributed in the company's internal mail system.

MANAGEMENT TRAINING: Organise for up to five individuals a three-day residential training programme on the potential benefits of AI techniques in different Functions and how to actually best deploy such processes and systems. (**5 days**) NOTE – Managers can only attend such programmes once a year.

EXCOM MEETING: Organise a special meeting attended by the CEO and the Department Heads to share and discuss thoughts, results and action plans for the "Boost AI" deployment project. (**3 days**) NOTE - Directors are informed that they can also bring along Managers from their department.

TASK FORCE: Select up to five members of the FrontMedia management team to join you in a Task Force of change facilitators or "champions", who are to help develop and implement the proposed changes and eventually influence and train all staff. (**5 days**) NOTE - If successful (in case all the selected individuals will join your Task Force) the team will be active until the end of your intervention period (and hopefully beyond it too).

Where to Click?

To take **Decisions**, first select an INITIATIVE to implement.

To visualize the Organizational **Chart** & **Networks**

To review Your **Mission**

Change screen size

To quit the Simulation

Your "**Control Panel**": List of Managers you have to persuade, and their current willingness to adopt

List of all the **INITIATIVES** you can select from and launch wherever you want.

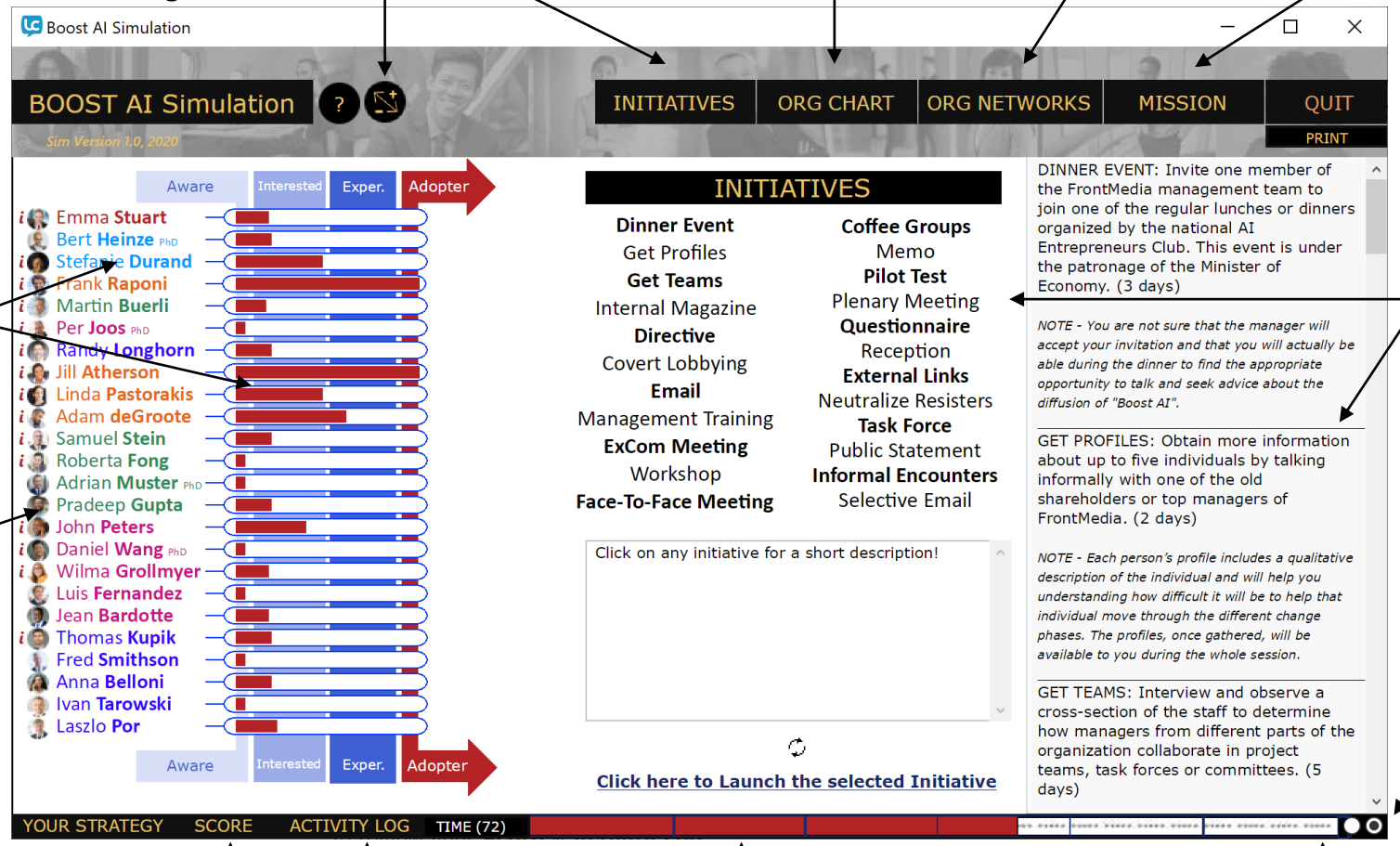
To access information about each manager (if available), pass the mouse on their faces.

Stop voice

Your **Strategy**
(you can view & edit anytime)

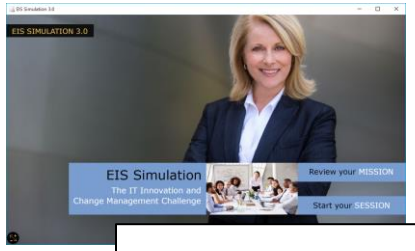
To review your **Score** & **Activity Log**

Time Already Spent (total of 6 months = 120 days)



Boost AI Simulation 1.0

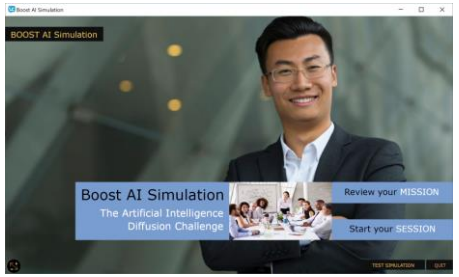
For Facilitators



EIS → Boost AI Simulation

Same:

- Same Player's Team Role (Change Agents' Team sent from the Board of large Group into one of the acquired Company).
- Same Gameplay, with Teams experiencing a 6-month intervention in an organization, and then debriefing.



Ideal also in combination with EIS, to challenge Participants with a similar, but different Change Management Project. After the Debriefing, running a similar Mission helps validating the insights gained after their first experience.

Different:

- A new Mission, including Names of the Companies involved in the Change Project, and the Project Goal dealing with the diffusion of AI and Data Analytics.
- new Managers, Roles, Organizational Chart, Networks, Distribution of Initial Attitudes, Tactics, as well as Managers- and Tactics- related Dynamics and Special Events injected during the experience.
- Advanced features to access real-time information about running Sessions, as well as detailed Experience Analytics.

Links:

- Boost AI Introduction
- Boost AI Manual
- Optional Handouts for Teams

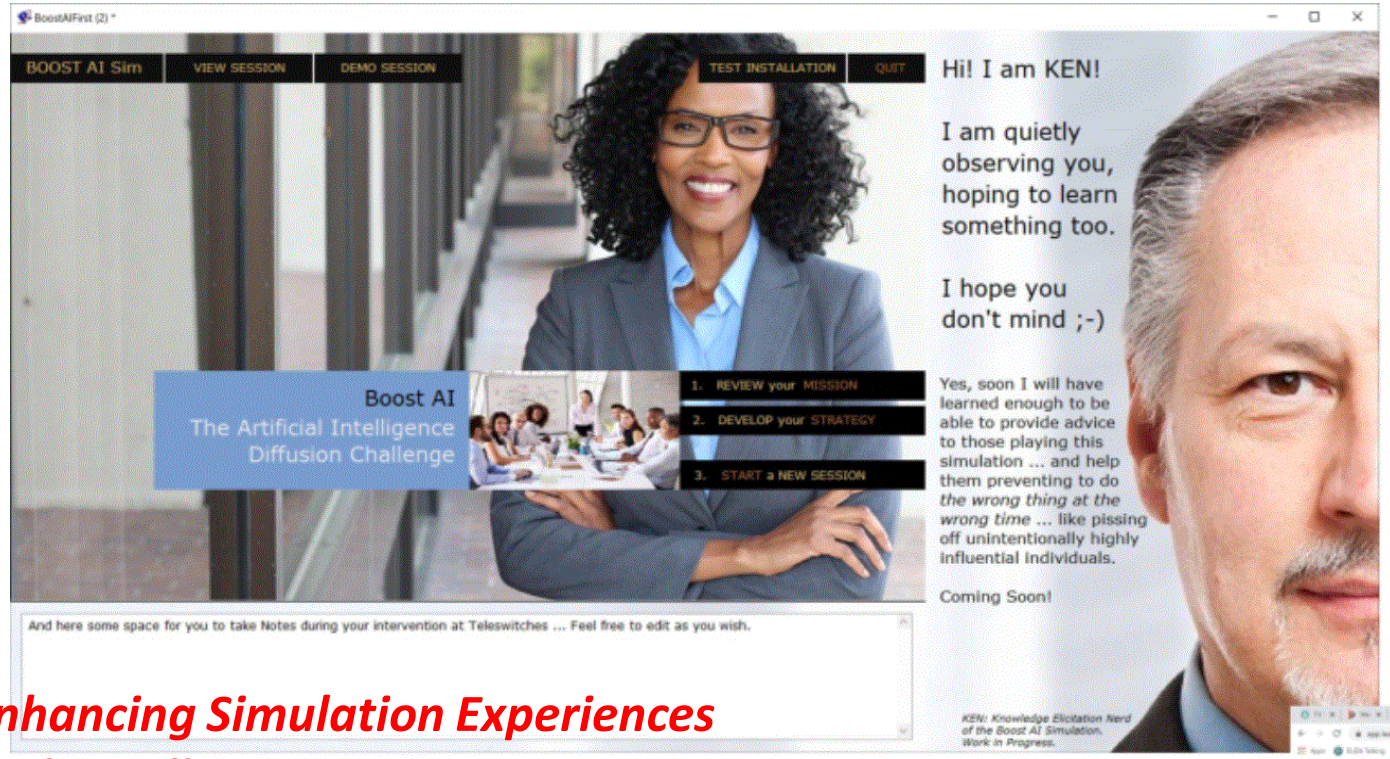
- Running 100% Online
- Preparing & Running a Session
- Additional Facilitation Insights & Links

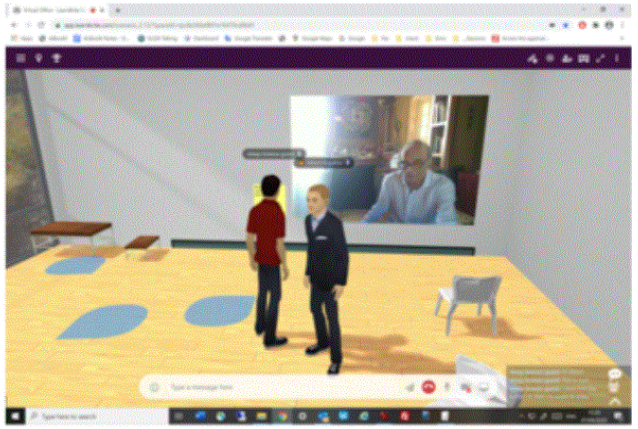
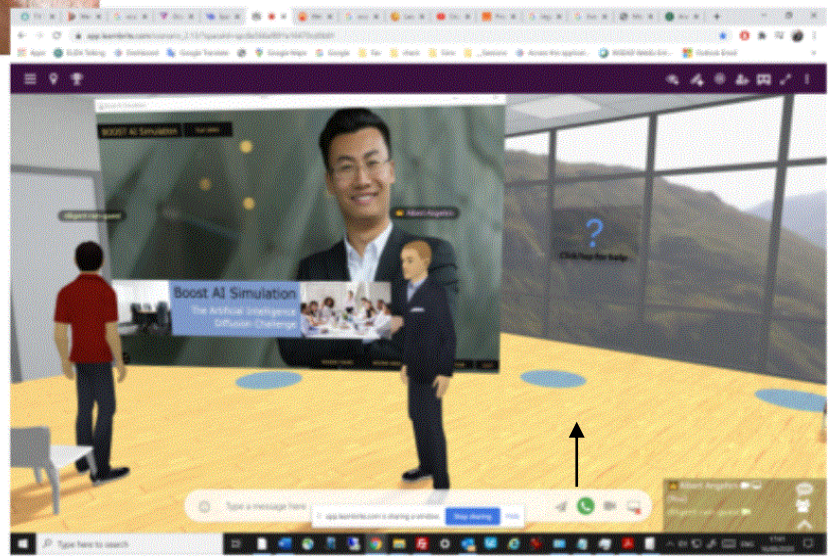
- Deployment & Installation Options
- Installation Guide Windows
- Installation Guide Mac

- SuperUser Version Windows
- SuperUser Version Mac
- SuperUser Slides > **Booking Page**

For Facilitators

A new option: Playing Boost AI Simulation with your Team in VR





Enhancing Simulation Experiences with Intelligent Agents