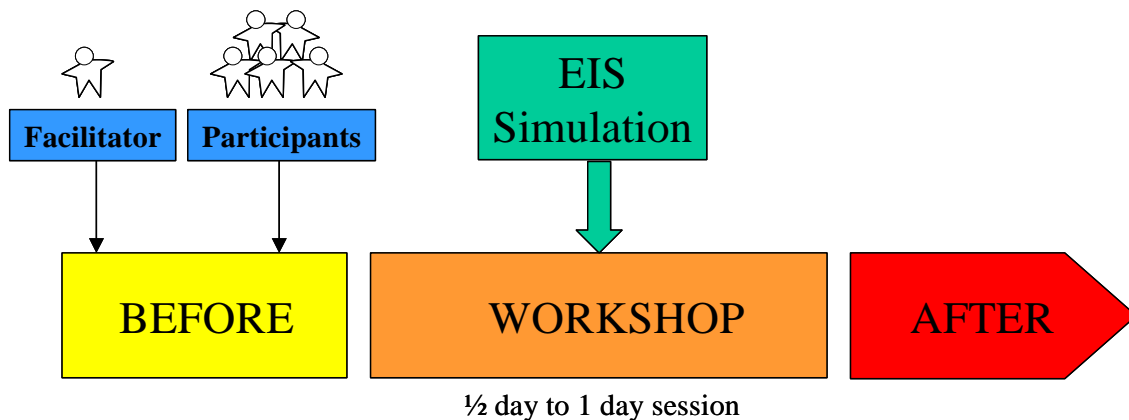


EIS Simulation – Running a Successful Session



The **EIS Simulation** is the key component of a Learning Experience (a **Workshop** of ½ to 1 day) designed for a **facilitated group of participants** interested in extending their understanding of change and innovation management in organizations.

STEP 1: BEFORE an EIS Workshop

1. The Facilitator identifies and invites the **Participants** - typically Participants are managers and decision makers in companies attending an internal course or event, or executives/eMBAs/MBAs attending management courses in a business school or university.
2. The Facilitator creates **Teams** (of minimum 3 participants, ideally not more than 5) as the EIS Simulation has been designed as a teamwork experience stimulating collaborative learning and knowledge exchange.
3. The Facilitator makes the [EIS User Manual \(version 2.8\)](#) or [EIS Quick Manual \(version 3.0\)](#) available to the participants in advance, so that the Participants can start familiarizing with the Mission of the Simulation.
4. The Facilitator should decide if it is worth distributing additional **pre-readings** (related to change management and related subjects, for a suggested list, see [here](#))
5. The Facilitator books the software for the Workshop indicating the date of the session and the number of participants attending the course ([online booking](#)).
6. The Facilitator prepares the session. A whole set of **teaching material** including hints for the facilitator, examples of Powerpoint presentations as well as additional articles related to the

deployment of the Simulation in different contexts are available online (click [here](#)). You can find more insights and examples [here](#).

7. The Facilitator makes sure that during the Workshop each team has access to a PC or laptop with a sufficiently large screen and **sound** set to high. The **installation** (see [Installation&Deployment](#), as well as [Installation Windows](#) and [Installation Mac](#) – for version 3.0) of the software on each PC takes less than 1 minute. For more detailed information on the necessary or suggested logistics please click [here](#), and to get insights on how to prepare an online session see here.
8. The Facilitator should distribute optionally a copy of the [Group Handouts](#) (2.8) or [Optional Slides](#) (3.0) as, in our experience, participants like to take notes during the session.

STEP 2: EIS Workshop



1. **INTRO:** The Facilitator starts with an Introduction. A good way to start is a brief discussion on how **critical** and **complex** it is to succeed in managing change and innovation processes in organizations. The Facilitator should then use the [Demo Version of the EIS Simulation \(version 2.8\)](#) or the [SuperUser Version of EIS 3.0](#) to remind the participants of **(1)** the context/scenario, **(2)** their role and mission, and **(3)** the key software components. The **Demo Version** is particularly suited for such a short overview of the simulation software as it features a session that has already started (hence, all the components, like the Score Sheet, the Strategy Sheet, the Control Panel, etc. can be demonstrated immediately). Finally, the Facilitator should provide instructions to the teams on the **password** they will have to key in for starting the simulation, and on **timing** (see next point)
2. **TEAMWORK:** Each team, separately, should first spend ¼ to ½ hour maximum developing a **Strategy**, which they can describe in the Strategy Sheet in the simulation software (see [here](#) for an optional document to be distributed to help the Participants in this Strategy Phase). Before starting their mission, the facilitator asks each team to appoint a **"timekeeper"** out of their team who will keep an eye on his/her watch. Then they should have at least 1½ h to **implement their mission**, and finally dedicate at least 15 minutes to **prepare** a couple of slides to be used during the **debriefing** (for instance the Score Sheet and the Insights Sheet, as included in the Group Handouts) to discuss their experience. During the teamwork, the Facilitator should circulate, providing help and/or suggestions, stimulating discussions among the participants, and reminding the participants that they are operating under limited time conditions (and should hence adapt the speed at which they take decisions in order to cover the whole 6 months of their simulated intervention).

3. **DEBRIEFING:** The debriefing session can be designed to best fit the needs of the participants and the pedagogical objectives of the Workshop. It typically starts with an **overview** of how the different teams did (time spent, number of adopters, discussion of highlights), followed by **brief presentations** of the teams sharing both their insights and issues they found particularly interesting to discuss further. The Facilitator can easily link at this point the participants' experiences with the **concepts and models** described in the document "[EIS Simulation: Underlying Models](#)", selecting the most appropriate approach as a function of the Workshop's objectives, time available and the participants' interests in understanding in more depth the different subjects addressed by the simulation (respecting individuals diversity, understanding and facing resistance, selecting effective change management and communication tactics, managing effectively diffusion processes, addressing specific cultural factors as well as factors related to both distributive and procedural justice/fairness, etc.). Ideally the participants should conclude the session with a **reflection on key learning points and implications** (for them individually, for their organizations, or for a specific project they are engaged into). To support this process, you might want to have a look at a brief document "[Change Implementation Traps](#)".

STEP 3: AFTER the EIS Workshop

There are different ways of helping the participants to extend their learning beyond the Workshop, individually or collectively.

1. **Follow-up Readings:** The Facilitator should advise the participants to get in-depth insights through a number of articles (see for instance the bibliography of the document "[EIS Simulation: Underlying Models](#)", or the 2 indicated [here](#)) and books.
2. **Playing Again:** A powerful learning experience consists in stimulating participants to **organize sessions themselves as Facilitators** (once they are back in their organizations). This document will then provide them the necessary instructions.
3. **Feedback & Research Contribution:** Finally, the Facilitator should stimulate the participants to contribute individually with feedback (with their ideas and opinions related to the simulation dynamics embedded in the EIS Simulation). The Facilitator is also encouraged to reflect on the Workshop experience and send back a Session Report and her/his personal Feedback. Such feedback is key to keep the EIS Simulation up-to-date.

Concluding Notes:

What is most important: **Have Fun!** The simulation has been designed as a pretty frustrating experience, as the participants, operating as Change Agents, come across a variety of non-constructive behaviors and experience the challenge of diffusing change and innovation efficiently in organizations, which is very hard, in reality, and even more in this simulation.

Remind the participants after their teamwork that this simulation is ultimately a **game**, not a way of assessing how good (or bad) they are as change agents. Such a game is a concentrated experience that can be used as a basis for reflecting (individually or collectively) and better understanding the dynamics of change and innovation diffusion in organisational contexts.