

The Tipping Point

An Interactive Simulation of Organizational Change



Create Shared Meaning through Focused Dialogue

Chances are your organization has tried to implement a change to improve the way it does business. It may have been an IT program to improve order management and fulfillment or a quality program in manufacturing or new tools to enhance sales and customer service. Whatever the change initiative was, based on industry experience, chances are worse than 50/50 that the change was implemented as planned and that you saw the gains that you expected from it.

The ability of any organization to change and adapt may be its only sustainable competitive advantage. Despite this, organizations experience resistance and inertia to important change initiatives. This inertia undermines change implementation and slows business results.

How can the *Tipping Point* help?

The Tipping Point helps managers and others discover – through new theory and dialogue – how to maximize their effectiveness in implementing change. It is a radically new model of change that applies lessons learned from public health to make an organizational change initiative both contagious and sustainable. It simulates a positive "word of mouth" epidemic and highlights the interacting factors that motivate people to adopt an organizational change. As a learning tool, it is effective in illustrating the complexities of implementing change and in providing the language needed to understand and create constructive change.

What does it do?

The Tipping Point computer simulation lets users try their hand at creating an environment for organizational change. Using the simulation helps participants think "outside the box" and question the assumptions, beliefs and attitudes that affect their decisions around implementing change. Participants explore innovative strategies in a no-risk simulated environment that provides a focus for dialogue around change and helps people learn from each other.

What to expect.

- A new model to help create commitment to your organizational change.
- Focused dialogue with teammates to create a shared vision on implementing a change.
- Opportunity to experiment with the factors affecting change using an interactive computer simulation.
- Practical tools to make your organizational change a success.

How does it work?

The Tipping Point workshop works best with 12-35 people who are about to embark on a change initiative. It can be presented in a half-day that introduces the model or a full day format that includes planning. The workshop leader provides workbooks, gives an overview of the theory, shows sample runs to demonstrate how the simulation works, guides the teamwork and discussion, and helps people understand the results.

In workshops, teams have been known to spontaneously stand up and cheer as their strategy unfolds in the simulation. Participants have debated vigorously during the simulation runs about trade-offs and costs. After using the simulation, participants apply what they have learned to the current change initiative facing the team, and make real progress – in real time.

Managers and change agents have modified their approach to a real organizational change after participating in a Tipping Point workshop. In organizations that have used the simulation extensively, its concepts, terminology, and theory have helped frame their organizational change strategy long after they have participated in a Tipping Point workshop.

Comments from Participants

"Amazing program you put together!!!!"

"It was very beneficial to us as a team and a company."

"I found the workshop to be very helpful to our current project"

"The Tipping Point workshop helped me think in terms of the elements involved in change and in making change."

"Very appropriate to our current change."

"The discussion with my teammates on the interaction between variables was valuable."

"The analysis was powerful."

"The workshop enabled me to see practical applications of new concepts."

"The dynamics demonstrated by the simulation and the accompanying exercises are very effective."

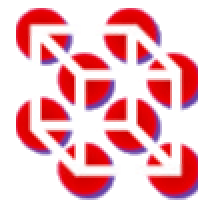
"Helped me to see the factors impacting organizational change from within an organizational structure."

About the *Tipping Point* Designer, Developer, and Workshop Leader

Andrea Shapiro designed and developed the Tipping Point computer simulation and workshop.

Andrea brings a unique and broad perspective to her work. Her goal is to help organizations optimize their effectiveness through innovative learning methods and improved decision making. She has a proven ability to improve team learning and communication by leveraging technology and creating innovative learning tools and workshops. With over 15 years experience working in software design, management, and organizational development for several Fortune 500 companies, Andrea integrates her work experience with a solid academic background to provide creative solutions for organizations.

After earning masters degrees in mathematics and psychology and a doctorate in behavioral decision making, Andrea went on to further studies at the Coaches Institute and the MIT Sloan Business School executive education program in System Dynamics.



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