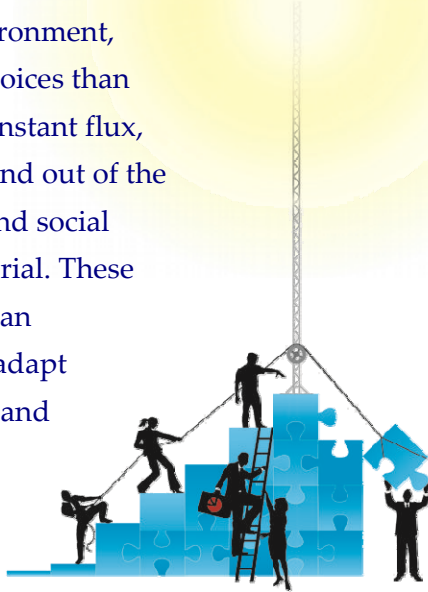


Strategy Perspective presents

# Change, Dialogue, and Action: Applying the Tipping Point To Organizational Change

## An Interactive Workshop on Organizational Change

In today's business environment, customers have more choices than ever, technology is in constant flux, competitors move into and out of the market, and economic and social conditions can be mercurial. These fluid conditions require an organization to rapidly adapt and innovate to survive and thrive. Whether by programs to enhance order management and fulfillment, processes to improve quality in engineering and manufacturing, or tools to boost sales and customer service, the ability to change may be the only sustainable competitive advantage. Despite this, the chances are less than 50/50 that an organizational change will be implemented as planned and that the expected gains will be realized.



Participants explore the value—and potential pitfalls— of seven levers of change for implementing a new initiative. The levers deal with fostering contact between supporters of the change and others, appraising communication for its effectiveness, dealing with resistance, considering outside expertise, recognizing the role of leaders to set an example, investing in tools and processes, and rewarding successes. Used together and in balance, the levers can make a change initiative contagious and sustainable.

### What Others Are Saying

*“The seven levers of change were good predictors of whether we could expect the behaviors and decisions necessary to make [our change] pervasive and sustainable across the product delivery organizations at Xerox.”*

— Heidi Grenek, Xerox Corporation and Norm Fowler,  
Keys Six Sigma

*“I found that the Tipping Point model helped me to understand some of the barriers to change... to view the process of change differently, to experiment with conditions, and to seek alternative ways of influencing parts of the organization.”*

—Karen Dickinson, National Health Service, UK

*“The Tipping Point is a brilliant computer model of change initiatives as they unfold in large, complex organizations. ... This book shows what to do and what happens along the way, both in the model and in real life.*

— Art Kleiner, author, Who Really Matters and  
The Age of Heretics

### The Change, Dialogue, and Action workshop can help!

Involving employees is key to success. Employees who understand the value of a change initiative are its best advocates. The Change, Dialogue, and Action workshop provides an experiential learning environment in which participants use an interactive computer simulation, called the Tipping Point, to discover proven ways leaders can leverage the enthusiasm of employees who appreciate the value of the initiative.

## What Does It Do?

The heart of the Change, Dialogue, and Action workshop is the Tipping Point computer simulation. In this business “game,” participants work in teams to draw up and try out effective change strategies. Friendly competition helps participants think “outside the box” and question the assumptions, beliefs and attitudes that affect their decisions and actions around implementing change. The workshop taps people’s creativity and encourages teamwork.

Exploring innovative strategies in a low-risk, low-cost, simulated environment provides a focal point to discuss advantages, timing, trade-offs, and costs of the seven levers of change. Participants learn from one another and from the simulation, creating a shared understanding of implementing change.

After using the simulation, participants can immediately apply what they have learned to a current change initiative facing their organization, and make real progress—in real time. In organizations that have used the simulation extensively, its concepts, terminology, and theory have helped frame their overall organizational change strategy long after they have participated in the workshop.

## Logistics

The Tipping Point workshop works best with 18 to 35 people. It can be presented in a half-day format that introduces the model and the concepts and will enhance any leader’s understanding of change. There is also a full-day format that includes planning for an organizational change that the group is facing. The workshop facilitator provides workbooks, gives an overview of the theory, shows sample runs to demonstrate how the simulation works, guides the teamwork and discussion, and helps participants formulate strategies to run on the simulation and interpret their results.

## The Workshop Advantage

- Based on an acclaimed model incorporating seven levers of change.
- Illustrates how to create employee commitment to an organizational change.
- Helps people discover effective—and cost effective—change implementation strategies.
- Has proven application in a broad range of organizations and changes.
- Fosters teamwork to create a shared vision on implementing a change.
- Leverages friendly competition to focus dialogue among team members.
- Yields real learning, in real time for real business results.



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## About the Developer

Andrea Shapiro, Ph.D. designed and developed the Tipping Point simulation and the Change, Dialogue, and Action workshop. She is the author of *Creating Contagious Commitment*, which explains the dynamics of successful change initiatives and how to use them, right now, in your own change.

With over 25 years’ experience 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, she went on to further studies at the Coaches Institute and the MIT Sloan Business School executive education program in System Dynamics.