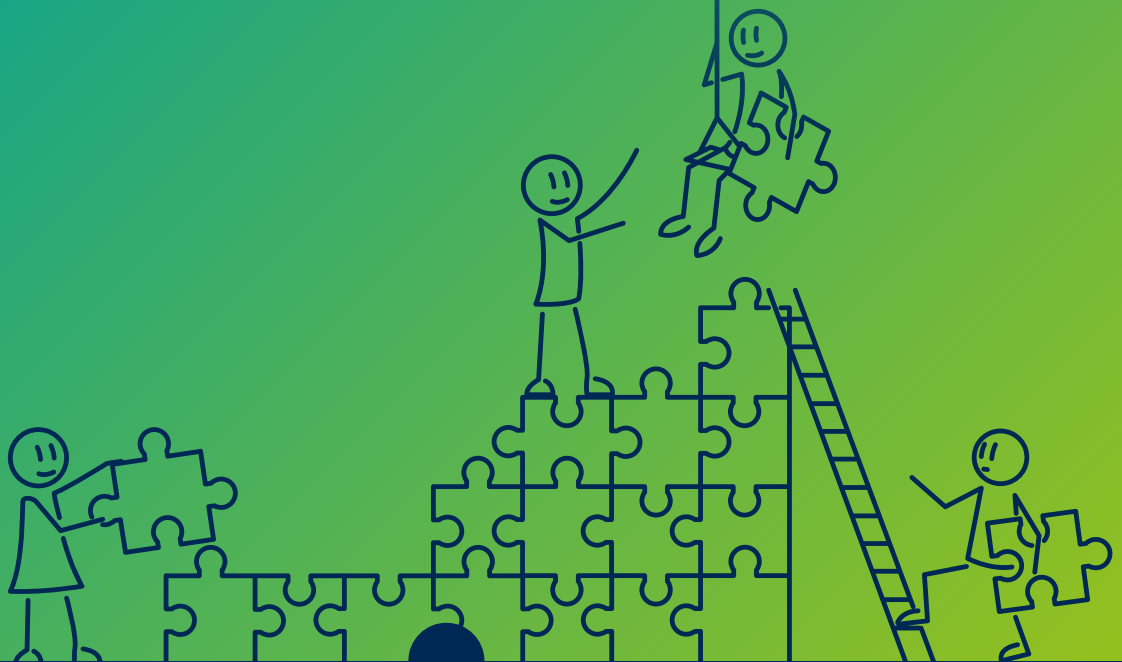


TIPPING POINT WORKSHOP E-BOOKLET

CREATING CONTAGIOUS COMMITMENT IN THE WORKPLACE



ON THE FOLLOWING PAGES...

An introduction to
Tipping Point:

“Don’t Forget the People!”

Feedback and getting started
with Tipping Point:

“Things People Say...”

Using Tipping Point Tools in
Practice:

“Driving Workplace Change”

Don't forget the people!

The Tipping Point Simulation - A Powerful Action Learning Tool for Change Leaders

John Milsom, Andrea Shapiro and David Yarrow.

What are your experiences of change in organizations? Have you ever felt frustrated because colleagues won't adopt ideas that are sensible and obviously beneficial? Have you ever watched leaders struggle to win support for carefully thought-out and well-intentioned ideas?

The sad fact is that most attempts to implement change are unsuccessful, are delayed or fail to deliver all of the benefits expected. In fact, according to much of the research into change, many more change initiatives fail than succeed, while others leave those involved feeling drained and suffering from 'change fatigue'.

Why is this so? Surely, after decades of research, practice, education and training we should expect organizations, and those leading them, to be achieving higher success rates when it comes to implementing changes in the workplace.

There are plenty of models and methodologies around. Some offer helpful ideas, but real-world experience suggests that either they don't entirely work, or don't translate well from theory on the screen to practice on the ground. Many change plans stress technology, budgets, milestones, logistics, performance measures, schedules, and critical path, all of which is important. All too often, they ignore people.

Changes Work When People Adopt Them

Yes, people! When it comes to change, we can't afford to overlook the people.

Some changes are largely about technology - new equipment, automation, or software. Other changes are largely about logistics - added buildings, new locations, improved workflows, process redesign, offshoring, or onshoring. Still others are largely about structure and budgets - reorganizations, expansion plans, downsizing, or mergers.

However all change initiatives are about people - people who are affected by the initiative, who can influence it, or who need to work in new ways for the change to deliver its intended benefits. Organizations only change when the people working in them change their minds and their behaviors. Many a needed, planned, and trumpeted change have sunk on the rocks of a workforce who didn't understand it, didn't care about it, didn't entirely agree with it, or didn't have the tools to implement it.



Helping Leaders Help People Make Change

In our experience, many leaders of change are fully competent in the "harder" side of change management - some would describe these as "project management" skills. But they lack a deep understanding of how change affects people - what it means to them, and how they are likely to respond. Without this understanding, leaders cannot help employees recognize, adopt, and support new ideas and initiatives - especially ideas that do not initially fill them with enthusiasm.

Responding to this widespread issue, we sought the best ways to help leaders develop the much-needed knowledge, skills, and approaches to support their colleagues to cope with change and to thrive on the benefits of a new initiative. We concluded that:

- People who are leading change, or are going to be leading change, have knowledge and experience to draw about managing the “people side” of change. However, often they lack opportunities to organize their ideas, to frame clear views of what works and what doesn’t, or to test these theories out before having to place them in practice.
- “Harder” change management skills can be learned readily through conventional training approaches, with many such opportunities available. “Softer” skills are less suited to traditional training.
- Leaders need a safe space to surface, share, and challenge their beliefs and assumptions about influencing people’s reactions to change. They gain new insights by hearing theory, interacting with peers, and testing their ideas.
- Experienced adults learn best when they are engaged. Action learning with gamification enables them to apply their knowledge to discover and then articulate key points for themselves. Teamwork allows them to learn from, and with, others in a supportive environment.
- Leaders also struggle to implement change when they don’t have a common language or framework to discuss the situation, explore options and align their thoughts with others in their organization
- The Simulation leverages the expertise and insights of published authorities on change and change management.
- The simulation brings published principles to life with empirical data and feedback from key players through case study research.
- Systems dynamics modeling harnesses the insights and data to create an action learning computer game. This gamification strengthens opportunities for participants to learn from one another and fully develop their ideas.

The Tipping Point Simulation and learning materials continue to evolve, using experience, feedback and change management knowledge. Together, the simulation and the learning materials are known as the Change, Dialogue and Action Workshop (sometimes simply the Tipping Point Workshop). Change leaders, organizational development practitioners, training and consultancy providers, and others have used the workshop to dramatically improve the success rate of change initiatives in their own or their client’s organizations.

Let’s leave the last word to Wojciech Ryba, Change Director Supply Chain Transformation, GSK. He has used the Tipping Point workshop and has seen its effect in his work.

“The Tipping Point model is clearly a great and very practical way to lead complex and cross-functional organizational change programs (such as Supply Chain Transformations). With an end goal in mind and the right focus on the people side of change, the mental model gained through using the Tipping Point simulation really helps to guide day to day activities and ensure the program stays on track to deliver and sustain the desired outcome.”

The Tipping Point Simulation - Action Learning for Change Leaders

The Tipping Point Simulation uses the conclusions above. With a set of supporting materials, the simulation is the basis for an effective learning opportunity for change leaders.

John Milsom is the Managing Director of Time For Change, which leads the ongoing development and distribution of the Tipping Point Simulation and Workshop. John is also Tipping Point Master Trainer with extensive experience training facilitators in the use of Tipping Point materials.

Andrea Shapiro is the Principal of Strategy Perspective (www.strategyperspective.org), author of “Creating Contagious Commitment” and the originator of the Tipping Point Workshop.

David Yarrow is the Founder of Time for Change (www.time-for-change.co.uk).

Things people say...

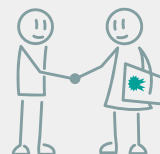
...about the Tipping Point Change Management Workshop

- “Amazing programme!!!!”
- “It was very beneficial to us as a team.”
- “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.”
- “A fantastic change management tool, that helps those involved in a change convert an aspirational change into practical activity that needs to be done for the change to be successful. I have personally used this internally in Organisations within corporate worlds and non-profit sectors. Also now externally – how an organisation can drive sales through creating contagious commitment to its products. Each time with fantastic results.”
- “Very appropriate to our current change.”
- “The discussion with my teammates on the interaction between variables was valuable.”
- “The analysis was powerful.”
- “Enabled me to see practical applications of new concepts.”
- “The dynamics demonstrated by the simulation and the accompanying exercises are very effective.”
- “Helped me see the factors impacting organisational changes from within an organisational structure.”
- “We have used the Tipping Point model in a multi-year transformation programme impacting a 30,000+ FTE Global Manufacturing & Supply organisation. We have built the capability of leaders and their teams to create and own plans for complex change and have consistently found that the simplicity of the model has been very well received at all levels.”

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Visit time-for-change.co.uk for more information

Driving Workplace Change

Andrea Shapiro, John Milsom and David Yarrow.¹



The ability to survive in the current business environment is not about *whether* an organization can make changes. It is about *when* and *how effectively*. Business and organizational leaders want to go beyond simply surviving, to thriving and growing. Despite this, the business literature is full of statistics about companies' inability to successfully implement changes that are needed to adapt and grow.

This lack of success applies to a range of sectors from tech and manufacturing to healthcare and education. Moreover, it applies across a broad variety of change initiatives. Whether it is an initiative designed to improve quality, reduce product development time, or increase customer satisfaction, there is a similar pattern of disappointing results and abandoned efforts. It is time for a change in change management.

The status quo is familiar and comfortable, and it is often adequate for the current situation. Thus, making the case for a new direction can be challenging. Leaders who involve employees in planning and implementation can help them see the need for a new path for the future.

Although employee involvement is key, the concept alone doesn't provide a roadmap for execution. **The Tipping Point model of change**, developed by Andrea Shapiro, Ph.D., has been used by major corporations, nonprofits, and government agencies in the United States, Canada, Europe, Asia, and Australasia to provide such a roadmap. It demonstrates the importance of the knowledge and commitment of employees who have experience with the change.

Employees who appreciate a change's value are in a unique position to explain this value to their peers – no one is closer to the actual work. They can point out the benefits of the change to colleagues who are underwhelmed by what it has to offer, and quell the angst of those who are overwhelmed by what it might entail to implement.

Additionally research and practice tells us that we are more receptive to messages from colleagues, co-workers and people we trust, than those in authority. This effect has become stronger over time in the workplace as the 'psychological contract' has been renegotiated with a much more short-term and individualistic focus. It is also evident in the powerful effect of social media 'influencers', and the shift in marketing budgets from traditional advertising to product placement.

Through the **Seven Levers of Change**, the Tipping Point model provides a clear map of actions that leaders can take to leverage employee knowledge and experience to support successful organizational change.

Learning through Action

No matter how useful and powerful it may be, studying a model can be tedious. To make the Tipping Point model and its effects easier to understand and apply, **Strategy Perspective** and **Time For Change** have developed a computer simulation – an interactive learning tool and a great example of gamification in action – that makes the model come alive. The simulation integrates change theory and the experience of

¹ Original version by Andrea Shapiro, updated by John Milsom and David Yarrow.

change leaders. It is the centerpiece of a highly engaging training event called **The Tipping Point Workshop**. Participants learn the fundamentals of the Tipping Point model, see real-life case studies, and observe how they play out on the simulation. Participants then compete in teams to devise strategies for improving on the results of the case studies.

Using a simulation goes way beyond the learning impact of lectures or slides. It provides a platform for experimentation and dialogue. As they work together to improve on the strategies in the case studies, participants learn from the model and from one another. This is action learning and gamification at its best, as a powerful catalyst for impactful and sustainable learning. And, crucially, the participants take full ownership of their own learning and its relevance for them in their own contexts.

The following feedback was provided by a client using the Tipping Point within a multinational organisation looking to implement lean and agile working:

*“Implementing a change initiative within a large corporation amidst competing demands, limited funding, and a healthy dose of skepticism for “flavor of the month” programs is a challenge in its own right. Throw in the need to make it both pervasive across multiple sites on two continents and sustainable over time and you have what many would consider mission impossible. After doing some research on models for change management, we converged on the Tipping Point model as the framework we would use to guide the development of our program and aid our decision making. In a single one-day session, we used the Tipping Point [simulation] to familiarize the deployment team on the basic concepts of the model and had a focused brainstorm to prepare for potential failure modes and solutions for our specific initiative.”**

The Tipping Point Model Basics

There are two fundamental constructs in the Tipping Point model: employee attitudes toward a change at any given time and the seven levers of change. Employee attitudes reflect their

questions about an impending change or their concerns about management’s support for it. The seven levers of change are actions that leaders can take to address these questions and concerns. Used together, in balance, and with attention to potential side effects, the seven levers can encourage a positive attitude toward a change initiative.

At its heart, a change is an idea – about getting work done better or faster or cheaper. Ideas spread when people advocate them. The best advocates have expertise in the area affected by the change and have seen it improve workflow, product or service quality, organizational capacity, or whatever it was designed to do. When change leaders support these advocates by using the seven levers, it encourages further employee participation and involvement. This develops employees’ beliefs that this initiative will be fully deployed and creates more advocates, making the levers key to sustaining a successful change initiative.

The Seven Levers of Change

The levers of change focus on two key areas of implementation:

- 1 Furthering employee understanding of the value of the change initiative.
- 2 Building an environment within the organization that supports its implementation.

A brief overview of the levers highlights how they address these areas and shows their breadth, applicability, and value.

The first lever spotlights drawing on employees who already understand the initiative and its value. It is about creating opportunities for these people to personally share their experiences. The second lever is about judicious use of mass exposure. Using it to get the word out about the change initiative – making sure employees are informed about the initiative and what to expect from it.

The third and fourth levers are concerned with hiring experts and dealing with resisters – including the inherent advantages and disadvantages of both.

The fifth lever deals with ensuring that the needed infrastructure is in place - making sure that employees have the tools that they need to implement the initiative. The sixth lever is about leadership – being fully engaged with the change initiative. This includes articulating the case for the initiative, properly budgeting for it, and monitoring progress.

The last lever deals with rewarding behaviors consistent with the change, especially those that move deployment forward.

The Seven Levers of Change

- 1 Fostering contacts with advocates
- 2 Carefully using mass exposure
- 3 Hiring expertise if necessary
- 4 Shifting resistance
- 5 Providing needed infrastructure
- 6 Leading by example
- 7 Rewarding successes

The seven levers do not have equal value. All are more effective when used in combination with the others. Importantly, some can be detrimental when used alone, if overused, or if used too early or too late in the deployment.

The simulation puts all of these levers together. It is challenging because it captures important interactions between the levers and reflects how these interactions play out over time. Combinations of levers can appear to be effective over the short term, but fail to get results as the simulation run continues. This fidelity with real-life change initiatives helps participants recognize the value of applying the seven levers in effective combinations and with careful timing.

The Tipping Point Workshop

The **Tipping Point Workshop** is a powerful tool. It helps participants understand the seven levers, how to put them to work to involve employees, and thus create sustainable change:

*“Through the experiential workshop and subsequent discussions we were able to better understand how to utilize the interdependency of the seven levers of change to drive towards the tipping point where new ideas were embraced throughout the organization. Throughout our deployment we used the model to align our actions with our macro-objective of pervasive and sustainable change.”**

The Power of Experiential Learning

It would be nice if a single computer simulation could give the perfect solution for implementing any change in any organization for all situations. Unfortunately, it just isn't that simple. Each lever in the Tipping Point model represents specific types of actions and decisions that typically vary for different organizations and different change initiatives. For example, consider the lever dealing with infrastructure needed for the initiative. Clearly, a supply chain management system has a different set of infrastructure requirements than a quality initiative would. Furthermore, the timing for putting infrastructure components into place would not be the same in different organizations (even for the same change). Actually, this variability in infrastructure requirements reinforces the amount of thought and discussion required for any change initiative in any organization. The workshop provides a forum for this sort of discussion, along with friendly competition that adds a bit of fun.

Exploring the model behind the simulation and letting participants experience how it plays out with their own input to case studies are important aspects of the workshop. Competing in teams adds another dimension. It forces participants to think about and discuss how best to use the levers. They work out which ones should be used together and deliberate on the effects of timing when applying each one. It also

encourages discussion that helps participants go beyond an understanding of the levers to see their own and their teammates' assumptions about implementing a change initiative. The power of the workshop to foster dialogue and help participants learn from each other's experience should not be underestimated.

Using levers that are important in a real change initiative, thinking about how the levers interact, and considering teammates' ideas and know-how adds depth to the simulation experience and makes it easier to apply the learnings to their own change initiative. Helen Nicol reports on using the ideas from the workshop when implementing an initiative that includes a large Information Systems component in the National Health Service in the United Kingdom:

“Change is complex, and being able to debate and discuss this complexity using the Tipping Point methodology and simulation has meant that more and more people are beginning to realize that they need to revisit and re-evaluate their assumptions, if the projects they are working so hard to complete have a real chance of leading to successful and long-term service improvement.

*Workshop participants realized the potential pitfalls associated with the overuse of mass exposure and [hiring expertise]. It led participants to completely rethink their approach to communications and engagement activities. On completing the workshop, their original plan for a large, generic promotion of the change was radically altered and a more individual, people-based approach was adopted, including tailored training and road show events which facilitated a two-way discussion about the implications of the change. This enabled resistors to air their views and led to one of the most skeptical people becoming the most avid supporter of the program.”**

Exposing participants to a broad-ranging approach to change and providing a venue for discussion fosters a shared vision of what is needed to put change into operation. It helps teams discover effective implementation

strategies for change in their business. John Milsom (C. Occ. Psychol.) of Time For Change is a Master Trainer for the Tipping Point Workshop, and also continues to facilitate workshops regularly, as he has done for many years in a variety of organizations including government, healthcare, academia, manufacturing, and logistics. He summarizes outcomes that he has seen:

“Received wisdom can be a dangerous thing, especially relative to people's attitudes, behaviors and willingness to change. The Tipping Point Workshop is an invitation to question received wisdom, to take time out to try some ideas and think differently for a few hours and then to apply the ideas to real change.

The workshop is an excellent learning vehicle. It provides people with an opportunity to share their experiences of change and their knowledge and beliefs about what works and why. More than this, it provides a powerful tool that helps them to make sense of their experiences, and in many cases to gain insights that challenge assumptions that they and colleagues have been making for years.

After many years of leading Tipping Point Workshops, my belief in their value and impact has been reinforced many times. The real benefit comes when people who are working together on important changes can apply fresh insights to their plans and their practical implementations. They can achieve better success rates with their changes, and save time and money too!”

Choosing the Levers for Your Change

A computer simulation sometimes invites people to think it will simply provide the “right” answer. The Tipping Point Workshop teaches participants about the levers but doesn't provide a pat formula for using them. Choosing the levers and their timing depends on the specific change initiative and the organization. Dr. Patricia Zigarmi, of the Ken Blanchard Companies and coauthor of *Leading at a Higher Level*, has used the Tipping Point simulation in their *Leading People through Change* program. Recognizing that there are many choices a

change leader must make, she describes how the simulation helps leaders think and talk about these decisions:

*“Are the best investments in orchestrating opportunities for advocates to talk about the change with their peers, or are the best investments in infrastructure? How critical is effective sponsorship or aligned leadership? When should investments in mass exposure be made to communicate the business case or vision? These choices are critical to the successful implementation of change. The Tipping Point simulation is the vehicle for the conversation about these choices and for developing a deep understanding of how the levers work systemically.”**

Selecting the right levers and in the right combinations for your organization is where leadership comes in.

After attending a Tipping Point Workshop, leaders put more levers to work to increase their ability to feed more seniors in need. These include investing in tools designed to manage programs, ensuring that employees who understood the tools bring each other up to speed, monitoring progress and recognizing successes, and dealing with resistance.

Summary

By combining an interactive model of change, fostering discussion in groups, and using the simulation to make it experiential, the Tipping Point Workshop helps change leaders to develop an effective roadmap for real employee involvement to create sustainable change. Using the levers of change in concert when implementing any change initiative makes it easier for people to make sense of the change and recognize that management fully supports it – making it more likely for them to embrace it.

There are two options to have the Tipping Point Workshop delivered in your organization. A certified Tipping Point Workshop Facilitator can deliver the workshop for you – either face to face or virtually, depending on numbers, location and circumstances – or you can become certified to deliver the workshop either in your business or as an external consultant/trainer.

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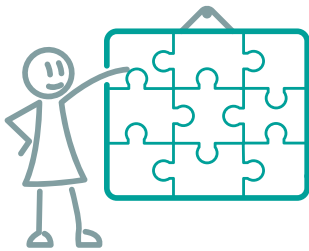
* Words quoted in this article are based on first-hand experiences excerpted from *Creating Contagious Commitment*, 2nd Edition.



The Tipping Point Workshop is an acclaimed learning workshop that helps change leaders, change makers and change agents to achieve more, more effectively, more costeffectively and faster.

Also known as the 'Change, Dialogue and Action Workshop', it achieves highly effective learning in an engaging, action-based way that respects and draws upon participants' knowledge and experiences but encourages a fresh look at what works, what doesn't and why. The Workshop is a leading example of the power of gamification – if we can make learning a fun, challenging, collaborative experience, participants will learn more and do more with what they have learned.

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