From Tabletop to Desktop:
Converting a Simulation from the Classroom to the Web

The International Conference on e-Learning in the Workplace
The Change Game

- Created by Janet Near of Indiana University to introduce students to successful strategies for creating and managing organizational change within manufacturing environment.
- Prof. Cathy Enz of Cornell University School of Hospitality adapted it to hospitality environment.
- Designed to highlight three principles:
  - Change happens in stages.
  - Different strategies are more effective at different stages.
  - People move through stages at different speeds.
- Presented to undergraduates, MGA students, and executives and managers throughout the U.S., Europe, and Asia.
The Change Game: Classroom Version

- Participants work in three-person teams, assuming the role of a consultant team charged with convincing a division of a major organization to adopt a quality-assurance program.

- Using a derivative of playing cards, participants choose strategies and experience their outcomes in terms of number of days or weeks to implement and degree of success or failure.

- 17 strategies, 22 potential adopters

- Designed to be played in two hours.

- To succeed, participants must achieve their objective within the equivalent of a two-year time frame.
The Change Game: Goals

- Enable participants to test personal theories about change and learn by doing
- Portray the sociopolitical aspects of organizations and their impact on change efforts
- Experience the frustrations of a change agent while testing and learning strategies to overcome resistance to change
COST OF CHANGE STRATEGIES CHECK LIST

START

1st YEAR

Jan. Feb. March April May June

COST--1 WEEK

KDJFADKFJ -

fjdoifoqmv;kxeyv;aifjfo
asdinfakldfadkjfo:adija
dekv:adkvejao:ldjia

Gain 1 point for this person.

QUALITY ASSURANCE ADOPTER CHECK LIST

Feedback cards will tell you the influence you are having on management. Check off boxes from left to right as you move persons toward Quality Assurance adoption. When all boxes from AWARENESS through APPRAISAL/TRIAL have been checked, you have a Quality Assurance adopter. Mark the ADOPTION/ACCEPTANCE box.

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<th>MANAGER/ DIRECTOR</th>
<th>AWARENESS</th>
<th>INTEREST</th>
<th>APPRAISAL/TRIAL</th>
<th>ADOPTION/ACCEPTANCE</th>
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<tr>
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<td>B</td>
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<tr>
<td>Executive Secretary</td>
<td>C</td>
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DIRECTORS

| Food & Beverage | D         |          |                 |                     |
| Sales/Marketing | E         |          |                 |                     |
| Rooms Division  | F         |          |                 |                     |

X = X
From Tabletop to Desktop: Challenges

◆ Create a cost-effective yet engaging online game environment
◆ Provide opportunities for communication and collaboration in an asynchronous format
◆ Replicate the game’s array of organizational stakeholders:
  – attitudes toward the proposed change initiative
  – strategies and outcomes available to the players
◆ Account for the cumulative effect of various strategies on the overall time frame for completing the simulation
◆ Build in the instructional support necessary to ensure students achieve learning outcomes
From Tabletop to Desktop: Process

1. Identify the essential characteristics and dynamics of the face-to-face version
2. Decide how to implement those in the online environment
3. Identify and implement technology-enabled enhancements
4. Identify characteristics of original that can't be replicated in online environment
   – Eliminate or devise alternatives
The Change Game: Essential Characteristics

- An array of stakeholders with different personalities, different relationships, and occupying different positions in the organization
- An array of strategies and tactics
- Defined information requests
- Defined consequences (points and elapsed time) of employing each strategy at each point in the game
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<th>Unique Asset Identifier</th>
<th>Asset Type</th>
<th>Learning Weight</th>
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<td>A checklist that allows students to fit the 17 strategies into a map of the stages, PDF or HTML (printable)</td>
<td>eCornell</td>
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<td>Learning</td>
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<td>Learning</td>
<td>Draft questions</td>
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Managing Strategic Change

Change At Enz's Palace

Welcome to the Change Simulation!
-- You are about to begin a simulation in which you play the role of a change specialist.

QUICKSTART INSTRUCTIONS

1. In each round of the simulation, you will be presented with 17 different strategies to choose from (you can select the same strategy more than once).

2. To help make your decisions, use the bottom tabs to navigate to different sections (Strategies, Org Chart, Decision Log, Documents, and Score).

3. If you need more than one session to complete the Simulation, you have the option of Saving your game. Use the Save button and follow the directions. **Note:** If you close your browser window without saving first, your progress will be lost.

*If you haven't already, please be sure to read the full instructions presented earlier in this module.*
Electronic Version: Enhancements

- Overlay of org chart & lunch mates
- Statistics
- Running log, preserved for each player
- Added visual elements
  - Visible metrics
  - Color-coding for when player has converted an adopter
- Added learning content
Electronic Version: Limitations

- Doesn't facilitate group or team play
  - Dictated by eCornell's delivery model

- No visual or audio representation of characters
  - Budget decision
Results

◆ Professional Development
  – Students play individually, sharing results in discussion forum.

◆ Exec Ed
  – Students play individually for 1 hr. Prof. Enz lets them make mistakes.
  – Then play in teams of 3, starting over.
  – Team members bring the lessons they learned playing individually, which means they progress faster.
  – Prof. Enz intersperses short debriefs, which they apply to the continuing game.
  – Groups don't display dysfunctional aspects of group dynamics that she encounters in F2F version.

◆ Undergrads
  – Students have 1 week of access.
  – Play both as individuals and as team
  – Some get so addicted they play incessantly, becoming experts, competing to achieve the best score.
Reactions from Students

- Wow, this is the best learning tool ever. … I wish all courses could have simulations like this.

- An amazing learning tool. … Demonstrates time and time again that change does not happen overnight … Fun and addictive. I am going to go back and work and re-work it again.

- What an interesting learning tool. Became as compulsive as any of the computer games that our children love so much. A worthwhile exercise that taught me a lot. My idea of the ideal learning method!
Reactions from Co-originator

- Net effect of card and electronic versions the same
- Electronic version unfolds more quickly
- Electronic version allows students to make mistakes anonymously
Q & A
Thank You

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