

Player's Guide

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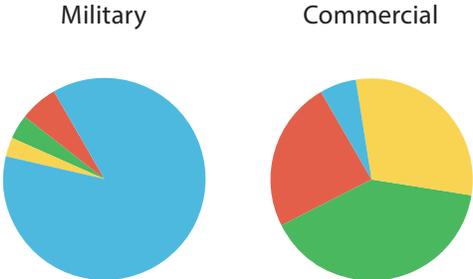
GlobalTech: Client Brief

GlobalTech is a leader in the design and development of mobile sensing technologies for the military market. With the military market stagnating, leadership has recognized, but failed to capitalize on, exciting new growth opportunities in the commercial market.

Market Snapshot

Mobile sensing devices are handheld technologies designed to scan the local environment for geological, meteorological and/or biological signals. The ability for a mobile device to, for example, quickly and accurately detect dangerous chemical and radioactive materials is a need that is highly valued in the military market. In the military market, GlobalTech’s mobile sensing device is widely considered the gold standard with a reputation for outstanding durability and accuracy.

	Military	Commercial
Market Growth Rate	-4%	27%
Price / unit (avg)	\$25,000	\$2,500
Market Share		
GlobalTech	87%	6%
SatEye	3%	30%
NavisionTech	4%	40%
Others	6%	24%

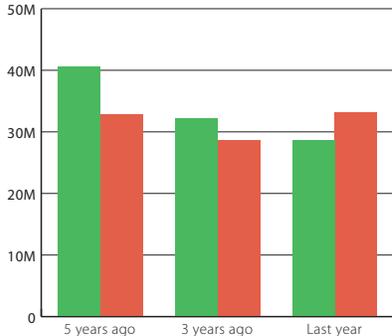


The power and pervasiveness of mobile technology has opened up opportunities for sensing devices in the commercial sector. Effectively shutout of the military market by GlobalTech, competitors have seized on new industrial and medical diagnostic applications. Despite boasting superior technology that can detect a wider range of chemical signatures, GlobalTech has struggled to match their success. GlobalTech’s leadership believes that competitors are succeeding in this market by “packaging basic technology with nice looking consoles and slick interfaces.”

Financial Snapshot

Two years ago, GlobalTech lost \$2.1M, its first loss since the year it was founded. Last year, GlobalTech lost a further \$4.5M. This situation has forced the company into a series of cost-cutting measures including layoffs and budget cuts. Forecasts for next year were unavailable at the time of this report’s preparation.

<i>\$ in thousands (000's)</i>	5 years ago	3 years ago	Last year
Revenue	40,500	32,100	28,500
- Cost of Goods	18,225	14,766	12,825
- Operating Expenses	14,400	13,734	20,175
Operating Income	7,875	3,600	-4,500



Key Profiles

GlobalTech's 25-year journey from start-up to 250 employees has involved several transitions. The most significant step was an early shift from a technology parts supplier to a higher value designer of its own products. The following are brief profiles of key stakeholders.



Maurice Gagnon, Chair of Board
 Founded GlobalTech 25 years ago and currently has 60% equity stake. Self-described "operator" who "ran a tight ship". Retired. No longer actively involved in day-to-day operations.



Catherine Lalonde, VP Sales & Marketing
 Newest member of leadership team. Brought in from software industry with mandate to build strong team and develop key distribution channels in commercial market.



Brian Johnson, President & CEO
 Joined 15 years ago and currently has 40% equity stake. Responsible for the R&D capability. Joined as a research scientist after first 10 years and brought several valuable patents and an R&D capability. Responsible for shift to higher value military market.



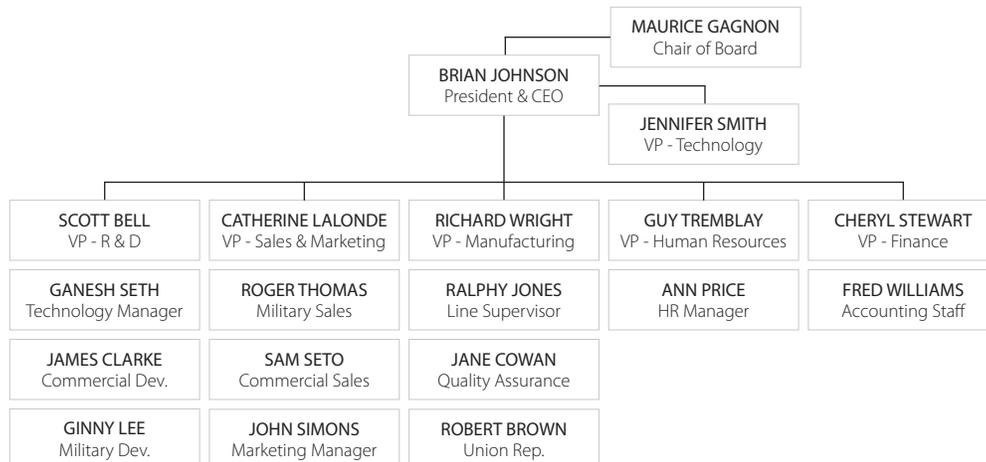
Scott Bell, VP R&D
 Industry-recognized scientist with many patents and current head of R&D.



Jennifer Smith, VP Technology
 Accomplished engineer and product manager originally hired to head up the R&D department, recently promoted to new VP Technology role with mandate to better integrate R&D, Marketing and Manufacturing activities.



Robert Brown, Union Rep.
 Manufacturing technician who successfully unionized plant eight years ago. Benefited at the time from confusion surrounding the leadership transition from Gagnon to Johnson.



Interview List

Please use this space to take notes during your interviews.

Administration



Maurice Gagnon, Chair of Board



Brian Johnson, President & CEO



Jennifer Smith, VP Technology



Guy Tremblay, VP Human Resources



Ann Price, HR Manager



Cheryl Stewart, VP Finance



Fred Williams, Accounting Staff

Interview List

Marketing



Cathy Lalonde, VP Sales & Marketing



John Simons , Marketing Manager



Roger Thomas, Military Sales



Sam Seto, Commercial Sales

Manufacturing



Richard Wright, VP Manufacturing



Ralph Jones, Line Supervisor

Interview List

Manufacturing (Continued)



Jane Cowan, Quality Assurance



Rob Brown, Union Representative

Research and Development



Scott Bell, VP Research & Development



Ganesh Seth, Technology Manager



Ginny Lee, Military Development



James Clarke, Commercial Development

Appoint Core Change Team

Entire Organization 3 weeks \$40,000

Build a project team to lead and coordinate the change process.

Benchmarking

Managers 2 weeks \$2,000

Arrange for senior managers to tour several local organizations who have been successful commercializing new technologies.

Briefing on Vision and Strategy

Managers 1 week \$2,000

Bring in managers and directors for an extensive briefing on the vision and strategy. Be prepared to answer their questions.

Celebrate Successes

Entire Organization 1 week \$2,500

Plan for a product-launch celebration rewarding the members of the New Product Development team for the launch of a new product.

CEO Gives Upbeat Speech

Entire Organization 0.5 weeks \$500

Have Johnson tell employees not to worry and that if teams don't work in the near future, the company will explore another structure to achieve its goals.

Competitive

Entire Organization 2 weeks \$2,000

Develop and execute a formal program to share competitive information within the Company. The program would include prepared documents to be circulated and departmental meetings for discussion.

Competitive and Financial

Managers 0.5 weeks \$1,000

Prepare and deliver an extensive briefing to all managers on the competitive landscape and the company's current financial situation.

Constant Repetition of Vision

Entire Organization 2 weeks \$5,000

Plan for constant repetition of vision using multiple methods. Appoint a core change team member to oversee all communications to ensure consistency.

Core Change Team Presentations

Entire Organization 2 weeks \$5,000

Make presentations at the departmental level regarding the discussions taking place within the core change team meetings. Outline the challenges facing the company and the chosen vision and strategy.

Cost Rationalization

Entire Organization 4 weeks \$5,000

Save costs by selling the corporate art collection and leasing excess office space in the administration building.

Departmental Liaison Team

Several Departments 6 weeks \$60,000

Ask John Simons to set up and lead a pilot project team to improve the co-ordination and communication between Marketing and R&D. The team would be comprised of all managers in the two departments as well as Jennifer Smith.

Develop Training Infrastructure

Entire Organization 4 weeks \$30,000

Ask HR to identify and develop individuals from each department to promote and support teams training.

Disaster Scenario Video

Entire Organization 4 weeks \$20,000

Contract a communications company to create a 15-minute video to show what may happen should the company continue business as usual. The video ends with an explanation of the new vision and strategy.

Financial

Entire Organization 2.5 weeks \$5,000

Develop and execute a formal program to share financial information within the company. The program would include prepared documents for circulation and discussion at departmental meetings with Q&A support from the Finance department.

Focus Group Interviews

Managers 3 weeks \$20,000

Commission focus group interviews with customers and present results to the senior managers.

Departmental Q&A Sessions

Entire Organization 3 weeks \$5,000

Q&A sessions in each department to discuss competitive and financial information. These sessions are led by Johnson, the Change Agent and the appropriate core change team members.

Develop Vision and Strategy

Entire Organization 5 weeks \$15,000

Develop the new vision and strategy.

Downsize Company

Entire Organization 7 weeks \$90,000

In order to save costs and generate much needed profitability, cut the workforce of each department by a set amount.

Fire an Individual

Specific Employee 2 weeks \$40,000

Fire a persistent resister. Bring in some 'new blood' to take over the resister's role.

Hire a Lobbyist

Managers 6 weeks \$35,000

Hire a government lobbyist to advance Global-Tech's interests at the Department of Defense.

Identify Change Agent

Specific Employee **1 week** **\$1,000**

Appoint an individual to guide or champion the change initiative.

Identify Problem

Managers **2 weeks** **\$20,000**

Identify the core problem or problem(s) underlying the need for change.

ISO 9000 Certification

Entire Organization **6 weeks** **\$50,000**

Implement a training program geared towards qualifying the company for ISO 9000 certification (ISO 9000 is a set of standards for quality management systems).

Large Group Intervention

Entire Organization **12 weeks** **\$125,000**

Plan a conference-style event for the entire organization featuring broad communication tactics, team-based experiential exercises and change readiness training.

Management Information System

Entire Organization **3 weeks** **\$75,000**

Introduce a new information system throughout the company that will enable Finance to better track performance.

New Product Development Team

Several Departments **2 weeks** **\$5,000**

Ask James Clarke to establish a New Product Development Team for commercial products with contribution from R&D, Marketing and Manufacturing. The team would include James Clarke, Sam Seto, Ganesh Seth, Cathy Lalonde, Richard Wright and Jennifer Smith.

Outline Changes and Challenges

Entire Organization **0.5 weeks** **\$500**

Have Johnson outline to employees what will remain the same as well as what is likely to change.

Product Improvement Team

Several Departments **6 weeks** **\$60,000**

Ask Sam Seto to set up and lead a cross-functional product improvement team focused on the next commercial product release. Team will include Seto as well as Jennifer Smith, James Clarke, John Simons, Ganesh Seth and Jane Cowan.

Professional Objectives

Managers **0.5 weeks** **\$500**

Have Johnson meet one-on-one with every senior manager and team leader to set objectives relating to the change initiatives for the next year.

Publicize Team Successes

Established Teams **0.5 weeks** **\$500**

Publicize team successes in meeting targets.

Quality Improvement Seminar

Managers 2 weeks \$20,000

Provide training for managers and supervisors in quality management and its relationship to teams.

Reassuring Announcement

Entire Organization 0.5 weeks \$500

Have Johnson reassure everyone that things are going well and that markets are expected to improve in the future.

Reengineer Company

Entire Organization 7 weeks \$80,000

Introduce reengineering to streamline departmental processes and save costs.

Restructure Company Into Teams

Entire Organization 7 weeks \$90,000

Move beyond pilot and project specific teams and roll out teams across the organization where appropriate. Have the Change Agent and HR set a clear mandate and parameters.

Restructure Compensation

Entire Organization 4 weeks \$50,000

Change the compensation structure to base some compensation on team performance for appropriate situations.

Review Structure

Entire Organization 3 weeks \$5,000

Review structure for other co-ordination or improvement needs.

Reward Individual Efforts

Individuals 1 week \$10,000

Reward and publicly recognize those individuals who have produced the desired changes.

Set New Commercial Targets

Entire Organization 1 week \$1,000

Set new stretch targets for next year's commercial market products in terms of quality and cost.

Stakeholder Mapping

Entire Organization 2 weeks \$10,000

Map resistance and support across key stakeholders in the company.

Suggestion Program

Entire Organization 4 weeks \$30,000

Set up a suggestion program through which everyone can submit ideas about the direction and vision of the company.

Team Mentoring

Established Teams 2 weeks \$5,000

Get the core change team members, HR advisors, or other skilled team players to mentor and/or train new teams.

Team Pilot Project

Manufacturing 4 weeks \$30,000

Ask the head of Manufacturing to set up and lead a team focused on department improvements as a pilot project. Have the Change Agent help to set a clear mandate and parameters.

Team Site Visits

Established Teams 1.5 weeks \$5,000

Encourage new teams to visit other sites that have increased quality, design, and/or decreased costs through the use of teams.

Teams Training

Entire Organization 3 weeks \$20,000

Educate the organization about teams, their benefits and team dynamics.

Walk the Floor

Entire Organization 3 weeks \$20,000

Speak with a cross-section of the front-line workforce to gain a better understanding of their day-to-day challenges and concerns.