You will play the role of either the CEO or Director of Product Innovations at Spectrum Sunglass Company

You’re in charge of getting Spectrum to adopt a new sustainability initiative.

You have 96 weeks to achieve a critical mass of managers at Spectrum to adopt your initiative.
Prepare Tab

- Review the preparatory materials:
  - Foreground reading
  - Simulation summary
  - Organization chart
  - How to Play Videos
The dashboard gives an overview of your progress.

Your credibility — some levers are more effective depending on your credibility level.

The organization’s Phase of Adoption — some levers are more effective in some phases than others.

The number of adopters in the organization.

The current stage of adoption for each of the 20 managers.
Decide Tab

The Decisions Log provides a complete decision history.

- Each week you’ll decide which lever to pull, and if applicable, who to target.
### Decide Tab: Lever Information

<table>
<thead>
<tr>
<th>Lever</th>
<th>Scope of impact</th>
<th>Weeks to implement</th>
<th>Additional weeks before re-use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk the talk</td>
<td>Entire organization</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Meet consultant’s support</td>
<td>Entire organization</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Get CEO's public support</td>
<td>Entire organization</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>4. Conduct private interviews</td>
<td>4 people</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>5. Issue e-mail notice</td>
<td>Entire organization</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>6. Convene steering committee</td>
<td>Entire organization</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>7. Establish expectations for action</td>
<td>3 people</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>8. Lay out strategy</td>
<td>3 people</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>9. Conduct pilot project</td>
<td>3 people</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>10. Post progress reports</td>
<td>Entire organization</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>11. Tell a 'success' story</td>
<td>3 people</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>12. Organizational values</td>
<td>Entire organization</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>13. Build a coalition of support</td>
<td>3 people</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>14. Recognize an adopter</td>
<td>1 person</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>15. Privately confront resister</td>
<td>1 person</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>16. Announce goals &amp; deadlines</td>
<td>Entire organization</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>17. Revise reward system</td>
<td>Entire organization</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>18. Restructure organization</td>
<td>Entire organization</td>
<td>16</td>
<td>not available</td>
</tr>
</tbody>
</table>

- Levers can only be pulled on at a time, and some take longer than others.
- Some levers cannot be used again right away.
- Click on “?” for more information about a lever.
- Some levers target only a few people. You will choose the people who to target.
- Some levers target everyone.
Decide Tab: Selecting Targets

Click on people to get basic info about them.

Once you’ve interviewed a target, you’ll see the “i” icon. Click on them to learn additional information, including who they are friends with.

A target’s stage of adoption is noted by his/her name:
• (Aw) – Awareness
• (In) – Interest
• (Tr) – Trial
• (Ad) - Adoption

The Organization Chart is available for reference.

Once you’ve selected your lever and your targets, click “Submit Decisions” to advance.
Once you conduct interviews, the results of your interview are available by clicking here.

- The “i” icon indicates that you’ve interviewed that person.
- A yellow triangle indicates that a person has been identified as resister.
Analyze Tab: Org Readiness

- This screen tracks how many people you have in each phase of adoption and how that changes over time. The key is here.
The direct and indirect impact of the lever is shown here. Note that this is not cumulative and only reflects the most recent lever pulled.
The Network Graph shows formal (professional) and informal (personal) connections.

- Roll over a person’s picture to see his/her name and network.
- Once you interview people, you will see their informal network too (if they have one).

Legend

- Works with
- Is friends with
- Is friends & works with

People who are grayed out have not yet been interviewed.
End Game

- The play continues until you have used up all 96 weeks or until you achieve a critical mass of adopters.

- Once you complete the simulation, you can always review your results by clicking “run archive” at the bottom of the screen.

- If you need to stop your run mid-simulation, you can also resume your run via the “run archive” link.
The Run Archive provides a list of Completed and Unfinished runs.

- Review a completed run.
- Resume an unfinished run.
- If your instructor assigns you to a new scenario, you can begin it by clicking here.