

# Example of simmons case study

[Business](#), [Management](#)



1). What is the objective of the Great Game of Life (GGOL) Program?

The Great Game of Life (GGOL) is an exceptional program that is primarily geared towards change. The main objective of the game is to “ foster individual growth to help people make better choices in order to live a better life through choosing growth over fear” (Edmondson & Cascario, 2007, p. 6). Further, the main aim of the program is to educate targeted employees to attain their full potential starting on an individual level and then progressively reaching the full potential collectively at a team level. The game actively encompasses solving of group problems in an occupational place as well as team building exercises in order to attain these objectives at both individual as well as at the team level.

2). Should Simmons implement the GGOL? Why or why not? Give at least two reasons based on the case study for your position.

The first reason that Simmons should consider putting the GGOL program in practice is because the program stresses the beginnings of change starting from the individual. The program deems that an individual employee, on initiation, would observe and experience the impact of the changes on a personal level. As a result, the program would then inspire these individuals to collectively arouse a marked change in their work culture and environment. In attempting to build a strong organization, the program seeks to strengthen each and every aspect within that organization. In doing so, the building would have a robust foundation that can weather the worst of an external problem. The second reason that Simmons should consider putting this program into practice is that the game encourages team-work at two levels: i) between the employees, and ii) between the managerial staff

and the employees. Further, the game builds an inherent conviction in the organization. This type of trust at an individual level becomes extremely vital for any given organization to develop and sustain itself in the present day competitive environment. “ Participants were to have a direct experience of exceeding their own expectations of what they-and their team members-could accomplish. This experience would then be translated to the workplace.” (Edmondson & Cascario, 2007, p. 7). Further, each and every one of the material events in the game were aimed at accomplishing the double motives of team building and to encourage individuals to go beyond their own self-imposed limits. (p. 7)

3). How did the Charlotte's Pride video influence your position on the use of GGOL to change Simmons?

The Charlotte Pride video effectively reflects on how a little confidence and investment can change an entire work environment. In the video, the Charlotte plant began with a very poor working environment that stemmed from the inadequate leadership style by the managers and supervisors in a leadership position in that plant. The people in the plant holding a leadership position felt that an autocratic leadership approach was essential in order for employees to work in compliance with their orders.

In order to implement the game, the Charlotte Plant Manager decided to experience the program and implement it since he was aware of the need for such a program given the problematic work culture at the plant. In these circumstances, the GGOL program has been just the required solution for the problem. The effect of implementing this program was that the managerial leadership style changed from an autocratic leadership style to a more

democratic leadership style. With a change in this leadership, the employees of the plant responded accordingly. Some of the plant employees who were planning on quitting their jobs decided to continue after they saw the extreme positive change in the Manager's leadership style. With this individual change, the overall team behavior of the employees in the plant also changed, resulting in a team oriented work culture. Finally, these changes resulted in the Charlotte plant becoming plant of the year in 2001. This video, therefore, provides an apt illustration of the effects of the implementation of the GGOL program by motivating individuals in leadership positions to improve their working style and, therefore, boosts team building and related changes in the work environment.

4). Assuming the GGOL will be implemented, regardless of your position, what steps would you take to ensure positive results? Include at least three steps and stages of implementation?

The Great Game Of Life (GGOL) is an excellent program to implement in any work environment. However, like any other program, the management must decide on effective ways of implementing the program successfully for a particular organization. For successful implementation of the GGOL program, one could consider implementing the following three steps in line with Kotter's ' 8 step change model.'

(Step I). Build a sense of urgency – In order to cause a visible change in a work environment, the majority of the company's employees should desire and aid in its implementation. In order for the change to propagate, a sense of urgency and a strong desire to seek the change must begin with the managers first and then percolate downward to the employees in that

organization. In such cases, the leaders in that organization must talk openly and truthfully to employees about such positive changes. In doing so, a good leader must also welcome the input and suggestions provided by these employees. In addition, an effective leader must also seek the views of various stakeholders and clients in order to sharpen the implementation of such change oriented programs. These external stakeholders provide a very good, unbiased and neutral input on the nature as well as the underlying urgency for change.

(Step II). Creating a change-oriented vision – An excellent and change-oriented viewpoint is highly critical for selling a vision to any individual or organization. In simple words, a vision allows all individuals in that environment to understand the reasons for the management asking them to do something and the expectations that the management has from its employees in order to attain the vision. A vision primarily imparts an insight into the future and gives a snapshot of how the end should shape up after implementing the change. Finally, the company management must have a strategy to successfully implement the vision from the early stages to the concluding stages.

(Step III). Removal of obstacles and problems – For the successful implementation of any program and to bring about the resultant change, one must identify the problems or obstacles that may hamper the successful conclusion of any change related program. In such program related implementation, any individuals or rules that would hurt the success of the program should be instantly targeted and rectified as soon as possible. In doing so, the management must consider revamping programs and

counseling employees on the need for implementation of change in the workplace. There is a distinct possibility of leadership change only if the leadership in that organization supports change and removes all obstacles in the path of change with a sense of urgency.

5). How might the GGOL program affect the managerial or employee culture of Simmons?

The GGOL program mainly affects the manager-employee connection through the encouragement of active teamwork and promoting the building of healthy working relationship. Before the Simmons management implemented the program, the environment was plagued with poor communication skills and low workplace morale. The game of life was responsible for creating a change in the individual people at both managerial and employee levels initially and then spreading the change throughout the workplace. A positive team building culture, results in a healthy work environment that is also reflected in customer satisfaction. Such a culture also increases employee retention rate in the organization. The only negative effect could arise from an individual or an errant group that does not want the change and would be highly resistant to change.

5). How can the emotional elements associated with change be managed and or leveraged? Support your position.

Emotional elements will always come into the picture when a management deals with any type of change. Change, in general, is not an easy constituent to deal with and emotions are packaged along with the notion of change, resulting in stressful situations at times. Amongst employees, the more extreme the change, the more anxiety and emotional outbursts, it may

cause in the workplace. The most effective way to deal with such emotional situations is to engage effective counselors and implement team cohesion. Counseling will open a channel for an employee to express their attitudes towards the change and provide solutions for remedying such attitudes. Further, team building and related program exercises are an effective way to engage an individual who might be facing severe emotional grief due to certain unexpected changes.

## **Reference**

Edmondson, A & Cascario, T (2007). Leading Change at Simmons – Part A and Part B. Cambridge, MA: Harvard Business School Publishing.