

THE CONCERT

Reinforcing and building on the systems-thinking approach to human performance managers learned in SYMPHONY through simulation and real-world applications.



T H E C O N C E R T

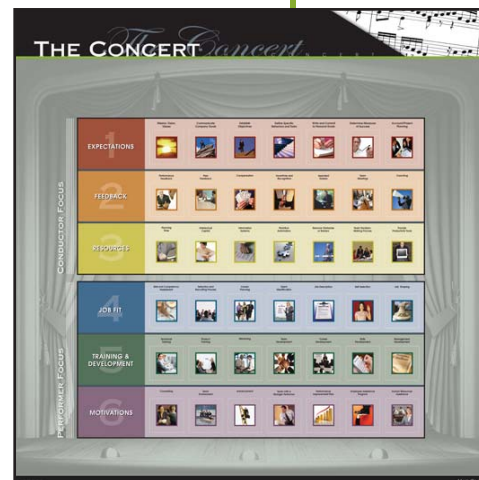
Program Benefits

SYMPHONY has equipped more than 200 organizations and thousands of managers with the tools and techniques needed to drive individual and team productivity through a systems-thinking approach. The result: greater business impact through highly aligned and engaged workers as well as multiple requests for a learning program that builds on SYMPHONY'S successes. Enter THE CONCERT, a unique, engaging experience that moves the learning from the classroom to the laboratory.

THE CONCERT is a one-day, discovery-based, learning-scenario simulation that has been designed to reinforce, build, and further hone the systems-thinking approach to human performance that managers learned when they experienced SYMPHONY. THE CONCERT challenges participants to apply key learning from SYMPHONY by interacting in teams and engaging in four rounds of a robust simulation experience with each round bringing ever-increasing levels of complexity. By the end of the day, learners have confronted numerous management decisions where they must make organizational trade-offs to achieve the goals of the team. Choosing the right tradeoffs to create value, however, becomes both problematic and engaging.

THE CONCERT helps managers:

- Reinforce the skills learned from SYMPHONY and build new ones through an engaging, dynamic, multi-faceted, discovery-based learning experience.
- Apply 14 SYMPHONY best practices to create business impact with their teams.
- Apply a systems-thinking approach to planning, organizing, and leading teams, which is then observed, reflected upon, and improved.
- Internalize their personal results from applying their skills to drive team performance and engagement.
- Discuss real-world obstacles and barriers to improving the performance of their teams.
- Come to new conclusions on how to more effectively deliver business results through their teams.
- Leave with a plan to continue their front-line leadership development.



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Catalysts for Profitability and Growth

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Program Description

THE CONCERT kicks off with two prework activities. First, participants' direct reports complete an Alignment & Engagement Survey that is used during the session. Second, managers reflect on their personal experiences implementing the systems-thinking approach they learned in SYMPHONY and bring one or more best practices to the session.

Participants share personal successes at implementing the systems-thinking approach from SYMPHONY and aligning their best practices to the six influences. Then, 14 new SYMPHONY best practices are introduced and discussed. Participants identify the top six best practices that they believe would deliver the greatest business impact for their teams.

Next, participants are introduced to THE CONCERT simulation. It includes four hours of simulation experience, where managers are challenged to apply systems thinking and best practices to scenarios they are confronted with. Each team of participants takes on the role of "manager" and begins to navigate through how to best manage their virtual team in the scenario simulation provided in Round 1. During the debrief, participants are introduced to a balanced scorecard approach to decision making. In teams, participants review the profiles of each team member from the simulation, considering each one's strengths and developmental needs. They apply the six influences and best practices to develop strategies on how to best manage each individual through the upcoming simulation rounds. They also use the six influences to develop individual management strategies for each simulation team member.

In Round 2, teams experience greater complexity, determining how to best manage their virtual team that is gaining more and more responsibility in the scenario. During the debrief, teams apply the systems-thinking approach, influences, and performance tools to a significant challenge they are facing with one of their virtual team members in the simulation scenario. They determine ways to improve their virtual team member's performance and translate these decisions into solutions for handling real-world performance issues.

The image shows two overlapping team member profile cards. The top card is for Stan Kerman, a Design Artist. It includes a small portrait photo of Stan, his name, title, and a description of his role: 'Stan is responsible for creating conception drawings, visual designs, and product packaging design.' Below this is a larger text box containing a narrative: 'Stan is viewed by many in the company as one of the top artists in his field. He sometimes becomes frustrated because he feels designing the relatively simple Wander Puppy characters does not allow him to reach his full potential. In private, he complains that he is not sufficiently challenged in this job, and that "any artist" could do it. He can cause friction by belittling others' work in their presence.' The bottom card is for Jill Irwin, Director of New Products. It includes a small portrait photo of Jill, her name, title, and a description of her role: 'Jill is responsible for managing several prototype design teams.'

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During Round 3, teams must determine how they can most effectively manage their virtual team, who is under increasing pressure to deliver desired results. They specifically identify best practices with difficult decisions the applied in Round 3. Considering what they've learned in the simulations, tables discuss current on-the-job challenges. Each participant creates an action plan to address a performance gap or challenge faced in their real world.

Participants experience the most complexity in Round 4. They complete their final responsibilities of managing the virtual team in the scenario and see the outcomes of their decision. They review the balanced scorecard from the simulation and reflect on key learnings from their virtual management experience.

During the final module, managers first "look in the mirror" by evaluating their personal performances with their teams with a structured SCORE sheet. They then receive the results of the survey that their teams completed in advance of the session. Comparing their personal reflections with their teams' feedback, participants consider all their discoveries from the day, and then write actions they will take back on the job to improve their effectiveness. THE CONCERT's final activity is a personal commitment from each manager to implement two of the new SYMPHONY best practices and other key learnings back on the job.

Implementation and Customization

Implementation is one full day. Workshop size can range from nine to 24 participants. Hardware requirements are either provided by the client or arranged through BTS. There are no customization fees.