Chapter 16

Appendix E: Resources
16.1 Simulations on Building Organizational Capacity and Leading Change


In this single-player simulation produced by Harvard Business Publishing in Boston, students play one of two roles at a sunglass manufacturing firm and face the challenges associated with implementing an organization-wide environmental sustainability initiative. The initiative seeks to change raw material inputs in order to make the company’s products more “green” and also to address environmental waste issues. The simulation includes up to four scenarios with different combinations of two important factors for creating change: the relative power of the change agent and the relative urgency associated with the change initiative. In each scenario, students choose among different change levers in an attempt to persuade key members of the organization to adopt the change initiative. Students are assessed on their ability to achieve the greatest percentage of adopters within the company while simultaneously using the fewest resources. Appropriate for use in undergraduate, graduate, and executive business programs.


In this single-player simulation produced by ExperiencePoint in Toronto, students play the role of a change agent in four different organizational contexts. For the GlobalTech simulation, players lead change in a siloed organization that needs to be more customer focused. For the SkyTech simulation, players lead a corporate social responsibility initiative in a global corporation. For the Lakeview simulation, players implement lean practices to reduce patient wait times in a hospital emergency department. For the Central-Valley view simulation, players balance the needs of internal and external stakeholders as they lead the merger of two hospitals.
16.2 Other Books and Articles on Aspects of Organizational Capacity for Change


16.3 Fourteen Teaching Cases That Illustrate the Organizational Capacity for Change Framework

AT&T: The Dallas Works

Case ID: HBS 492023

Trustworthy leadership: Ken Weatherford

Trusting followers: Union turmoil

Capable champions: Sandy Ward

Involved midmanagement: Ad hoc teams

Systems thinking: Guiding coalition

Communication systems: Multichannel

Accountable culture: Avoid plant closing

Innovative culture: Products and processes
<table>
<thead>
<tr>
<th>Company</th>
<th>Case ID</th>
<th>Trustworthy leadership</th>
<th>Capable champions</th>
<th>Systems thinking</th>
<th>Accountable culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisco Systems</td>
<td>HBS 409061</td>
<td>John Chambers</td>
<td>Customer champions</td>
<td>IT systems</td>
<td>Customer focus</td>
</tr>
<tr>
<td>Citigroup (A)</td>
<td>HBS 308001</td>
<td>Chuck Prince</td>
<td>Merger challenge</td>
<td>Problem area</td>
<td>Problem area</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Problem area</td>
<td>Problem area</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Innovative culture</td>
<td></td>
</tr>
<tr>
<td>Digital Chocolate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Case ID:</strong> HBS 401049</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trustworthy leadership:</strong> Trip Hawkins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Capable champions:</strong> Problem area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Involved midmanagement:</strong> Problem area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Systems thinking:</strong> E-mail, meetings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication systems:</strong> Venture burn rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accountable culture:</strong> <em>Growth potential</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EBay</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case ID:</strong> HBS 401024</td>
<td></td>
</tr>
<tr>
<td><strong>Trustworthy leadership:</strong> Meg Whitman</td>
<td></td>
</tr>
<tr>
<td><strong>Involved midmanagement:</strong> Fully engaged</td>
<td></td>
</tr>
<tr>
<td><strong>Systems thinking:</strong> <em>Acquire Krause?</em></td>
<td></td>
</tr>
<tr>
<td><strong>Accountable culture:</strong> Problem Area</td>
<td></td>
</tr>
<tr>
<td><strong>Innovative culture:</strong> <em>Customer focus</em></td>
<td></td>
</tr>
</tbody>
</table>
Hindustan Lever

Case ID: HBS 410002

Trustworthy leadership: Biswaranjan Sen

Trusting followers: Union turmoil

Capable champions: Suchita Prasan

Systems thinking: Problem area

Communication systems: Problem area

Accountable culture: Extreme downsizing

Innovative culture: British hierarchy
Merck (A)

Case ID: HBS 499054

Trustworthy leadership: Ray Gilmartin

Capable champions: Mgt. committee

Involved midmanagement: Functional silos

Systems thinking: Merger challenge

Communication systems: Problem area

Accountable culture: Problem area

Innovative culture: Drug creation
Northwest Airlines

Case ID: HBS 491036

Trustworthy leadership: Steve Rothmeir

Trusting followers: Union turmoil

Capable champions: Dr. Ken Myers

Involved midmanagement: Merger integration

Systems thinking: Merger challenge

Communication systems: Problem area

Accountable culture: Problem area

Innovative culture: Problem area
Oticon

Case ID: IMD 079

Trustworthy leadership: Lars Kolind

Trusting followers: Relocation Resistance

Capable champions: Sten Davidsen

Involved midmanagement: Problem area

Accountable culture: Problem area

Innovative culture: Problem area

P&G in the 21st Century

Case ID: MBS 309030

Trustworthy leadership: A. G. Lafley

Trusting followers: Problem area

Involved midmanagement: Walk the talk

Communication systems: Problem area

Accountable culture: Global integration

Innovative culture: Problem area
**Renault-Nissan**

*Case ID:* TB 0047

**Trustworthy leadership:** Louis Schweitzer

**Trusting followers:** Downsizing

**Capable champions:** Carlos Ghosn

**Involved midmanagement:** Cultural differences

**Systems thinking:** Merger challenge

**Communication systems:** Problem area

**Accountable culture:** Problem area

**Innovative culture:** Mavericks elevated

---

**Siemens Nixdorf**

*Case ID:* HBS 396203

**Trustworthy leadership:** Gerhard Schulmeyer

**Capable champions:** Mark Maletz

**Involved midmanagement:** Problem area

**Innovative culture:** Global expansion
Walt Disney’s Dennis Hightower

Case ID: HBS 395055

Trustworthy leadership: Dennis Hightower

Trusting followers: Country Managers

Capable champions: Problem area

Involved midmanagement: Problem area

Systems thinking: European integration

Communication systems: Group vs. individual

Accountable culture: Problem area

Innovative culture: Growth potential
Wyeth Pharmaceutical

Case ID: SGBS L-15

Trustworthy leadership: Micahel Kamarck

Capable champions: Guiding coalition

Systems thinking: Learning teams

Communication systems: Multichannel

Accountable culture: Cut costs 25% in 1 year