



CULTURESTRATEGYFIT®

THE CHOCOLATE FACTORY CULTURE SIMULATION

Imagine an experience where the behaviors of leaders and their impact on significant organizational outcomes is revealed in real-time. Imagine that at the end of 4 hours, leaders, individually and collectively, experience profound insights into the ways their actions and behaviors shape the culture of their teams and the organization. Imagine leaders leaving with practical know-how equipped to create the culture needed for today and tomorrow.



CLOSE THE LEADERSHIP GAP

Helping leaders develop their organizational leadership skills is the focus of this simulation. In *The Chocolate Factory*, leaders explore the relationship between their words and actions, organizational values, culture and performance. In addition, by critically examining the design of the simulation, they identify how elements of the organization 'system', such as structure, processes, space and symbols, influence the way things happen (aka culture). This leads to a powerful discussion of how leaders can intentionally shape and change culture. Most importantly, it creates leadership cohesion and capability to focus on culture as a strategic enabler, delivering strategy, brand and performance.

What People Are Saying About The Chocolate Factory...

Great linkage to the leadership we must demonstrate to achieve our strategic plan.

I know what is needed now as we lead this organization into the most significant change in its history.

Practical applications were excellent.

CREATE A MEANINGFUL SHARED EXPERIENCE

The **Chocolate Factory Culture Change Simulation™** provides leaders with a meaningful hands-on experience that will be vividly remembered for years into the future. It provides a shared space and language for talking, in a safe way, about culture and how it is supporting and/or getting in the way of performance and strategy execution. The objectives of the simulation include understanding:

- The leader's role in shaping and changing culture
- The effect leaders' words and actions have on culture
- The levers leaders can use to intentionally shape and change culture
- The link between behavior, values, culture and performance

OVERVIEW

The Chocolate Factory is facing significant challenges. Its leaders are wrestling with downward trending financial results, significant operating risks and legal threats that impact brand, performance and sustainability. To make matters worse, new issues and opportunities keep surfacing and must be evaluated and prioritized. This has shaken the confidence of the company's Board of Directors and especially, its Chairman whose family founded *The Chocolate Factory* 75 years ago.

As a result, the Board of Directors has requested the management team provide a short list of actions that guarantee this year's financial plan will be achieved while, at the same time, positioning the company for long-term success. The Executive Team must report to the Chairman of the Board in 60 minutes with their plan of action. The Chairman has also asked the leaders of the company's four Divisions and its R&D unit to submit their ideas. The Board is offering a bonus to the management team that provides the best recommendations.

At the end of 60 minutes (plus a 15-minute time-out), the management teams give their written recommendations to the Board Secretary (an observer or assistant) who evaluates their submissions using a scoring template. While this is happening, the Executive Team presents their recommendations to the Chairman of the Board (Facilitator). The Chairman then asks for a vote of confidence and leads a brief discussion of the vote results. At this point, the Board Secretary provides the Chairman with the outcome of the scoring who, in turn, announces the winning team and presents them with their bonus.

In the simulation debrief that follows, participants critically examine the different levers available to leaders to intentionally shape culture in their organizations. The debrief applies action-based learning methods interspersed with short, targeted teaches to emphasize culture change tactics that participants can take back and apply in their workplace.



There are three main parts to the debrief:

- The first examines the link between culture and performance emphasizing the importance of aligning culture to support strategy execution.
- This sets the stage for second part of the debrief which focuses on the way leaders shaped the culture of *The Chocolate Factory* through their words and actions. Using the company's values as a frame of reference, they identify how they 'lived the values' and where they may have deviated.
- In the third part of the debrief, participants examine the relationship between the simulation's design and the culture of *The Chocolate Factory*. This sets the stage to learn other ways leaders can shape and change the culture of their organizations.

FAST FACTS

Participant profile: Senior leaders, mid-level managers, project and cross-functional teams, Human Resources professionals, departments, members of combining organizations (M&A)

Number of participants: Ideally 30 or more (> 75 2 or more groups run concurrently)

Logistics: For 30, one large room with 6 tables; projector; 6 flip charts

Simulation Time: 3.5 to 5 hours. The simulation takes 90 minutes. The remaining time varies depending on your specific learning objectives.

Materials: Leader's Guide, PPT presentation, company financials, scoring template and rationale, plus Participant Materials are provided in digital or hard copy. You print the posters and purchase the costumes and prizes.

Customization: The Chocolate Factory's values can be changed to those of your organization. You can modify the debrief to emphasize specific aspects of leadership and culture.

Design Options: The simulation is designed as a starting point for exploring culture in an organization. The Culture Cards, Culture Images or Imagine the Future Culture workshop are ideal for building upon the insights revealed in the simulation. It is also a powerful lead in to examining the results of a culture survey, such as our Culture Snapshot which is based on our Culture Cards.



WHEN TO USE IT

- As part of **management and leadership development** initiatives to help leaders learn how to shape and change culture.
 - *The Chocolate Factory* uses experiential learning techniques to teach leaders at all levels a proven and practical method for achieving culture change in their teams and organizations.
- As a powerful way to set the stage for developing an **effective culture change plan**.
 - *The Chocolate Factory* provides the insights and knowledge required to examine a team or organization's current culture and the culture required to execute strategy and achieve goals. This helps to identify the changes needed so a targeted action plan can be developed.
- When embarking on a **major change initiative** to ensure the proposed changes do not damage the strengths of the current culture and/or encounter cultural resistance.
 - The simulation provides an experience, shared language and framework for critically assessing the cultural implications of proposed changes using a system lens.
- As part of integration activities for a **merger or acquisition**.
 - *The Chocolate Factory* reveals similarities and differences in the management style and culture of combining organizations that are important to recognize when planning for M&A integration.
- As a pre-cursor to reviewing the results of a **culture survey** and embarking on action plans.
 - *The Chocolate Factory* provides a mirror of the current culture that is validated using the culture survey results. The culture change approach leaders learn in the simulation can be applied in real time to develop action plans.
- When a **safe way of talking about group norms** of behavior is needed.
 - *The Chocolate Factory* provides a language and process that helps groups to identify the behaviors needed for people to work together effectively. It can also address problems with team effectiveness or cross-team and interdisciplinary collaboration.



PRICING

Simulation Materials (Digital) \$1,500 USD

We provide you with a digital version of the simulation materials that you print and laminate. Your materials include:

- PPT presentation
- Detailed Leader's Guide
- Poster Template
- Participant Materials (table tent cards, role tags, role descriptions, briefing notes, company financial statement)
- Scoring Template and Rationale

Participant Materials (Hard Copy) \$500 USD

We print and laminate the participant materials and ship them to use (shipping at cost). You look after printing the Leader's Guide and Posters, as well as purchase the costumes and prizes. We recommend sourcing costumes from a Dollar or Party Supply store. Suggestions for appropriate costumes and prizes are provided in the Leader's Guide.

Culture is created by shared experience, but it is the **leader** who initiates this process by acting out his or her beliefs, values, and assumptions in the behaviours he or she demonstrates and the practices he or she uses