Facilitation Guide: Quarantined

- Teaching Old Dogs New Tricks

ActeeChange

Key Learning Points in Quarantined - Teaching Old Dogs New Tricks

In the case scenario Quarantined - Teaching Old Dogs New Tricks, you have the possibility to tackle leadership issues related to leading others when they are coming back to the office after a period of working from home. This game was produced as a means of approaching the new work place situation that the recent Corona virus has posed on most work places.

The participants must make sure that the department they are in charge of, will return to their old working environments in a manner that is both safe and efficient.

Participants in this game will get to know common challenges related to this type of work while also building a leadership profile.

The stakeholders in this scenario are purposefully caricatured. This means that the player will meet a broad spectrum of personality types distributed among eight stakeholders. Each choice will affect the stakeholders differently and the players should, because of that, keep a close eye on the preferences of the stakeholders in their descriptions. As a facilitator, it is a good idea to spend some time discussing the stakeholders Debbie and Peter, who will move slower than the rest of the stakeholders at different parts of the game. Make sure that the participants are aware of the reasons behind her lack of movement. Hints to this can be found in her desription and in her comments throughout the game.

The Stakeholder Challenge

The player cannot meet all the demands of the stakeholders and must thus prioritize the resources as they best see fit. Trying to move specific stakeholders will almost always be at the cost of upsetting others.

Key to Symbols

To ease your overview of the results of the individual choices, we use symbols in the Facilitation Guide.

⛵ = Symbolizes the boat/the change. Movement forward will be marked with an arrow ➡ No movement will be marked with a zero [0]

👥 = Symbolizes the stakeholders. Movement forward will be marked ➡ with an arrow Movement backwards will be marked with an arrow ⬅ No movement will be marked with [0] a zero

! = Symbolizes resistance. Increased resistance will be marked ➕ with a plus Reduced resistance will be marked with a minus ➖

The stakeholders will have specific tendencies towards liking or disliking particular styles of leadership:

Stakeholder name:	Likes:	Dislikes:
Alfred	Democratic, affiliative, coaching	Pacesetting, commanding
Bea	Affiliative, coaching	Commanding, pacesetting, democratic
Debbie	Coaching, visionary	Affiliative, commanding
Frank	Visionary, democratic, coaching	Pacesetting, commanding
Ian	Pacesetting, visionary, democratic	Commanding, coaching
Julia	Affiliative, coaching	Pacesetting, commanding
Michael	Commanding, pacesetting	Democratic, affiliative
Peter	Pacesetting, commanding, visionary	Democratic

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STRUCTURE BEHIND THE CHAPTERS
The Entire Case in Overview

Case Introduction

When entering the game, you can click on your stakeholders to get more information on thier wants and needs.

Here you will find the structure of the game with a description of each chapter.

Chapter 1

How do you keep employees safe?

Your employees are returning, and you have changed the office layout to create as much distance between your colleagues as possible. Additionally, you have placed room separators around the office to shield the individual best.

How do you present the changes when your employees return?

Chapter 2

Combining work from home and office work

Debbie is a "mission critical" employee. Throughout the quarantine, Debbie has been the only one required to be physically present at the office every day, when all others were sent home. She was not satisfied with this solution back then and is still affected by - what she feels was unjust treatment.
Multiple of the other employees have come to you asking for the possibility of working from home a couple days a week.

What do you do now?

Chapter 3

Virtual challenges

Throughout the next few weeks, you have decided to continue only conducting virtual meetings, and have pushed aside any talk of business trips and office visitors. As your team is majorly consistent of extroverts, this change at the office was not well received.

How do you handle this disappointment amongst your team?

Chapter 4

Maintaining efficient productivity

You receive the numbers for the first couple of weeks back at the office and observe that your team was much more productive when they were working from home. The CEO has also noticed this, and applies pressure on you, to maintain the same efficiency at the office.

How do you proceed?

Chapter 5

A new atmosphere?

Peter has been very resistant since returning to the office. He is constantly debating with the others and contributes with a very negative attitude to the office atmosphere. Furthermore, he has become very forgetful and has trouble concentrating on work - and it shows!

How do you handle this difficult issue?

Chapter 6

To change the culture

You have recently discovered that due to the quarantine roller coaster your employees are not as invested in their work as they used to be. The office culture has changed, what before was a lively office environment is now quiet and full of frustrations. Additionally, your team has stopped co-creating new and innovative unsolicited solutions and projects.

Your team has started doing the bare minimum, how do you turn this around?

THE LEADERSHIP PROFILE
- Built into the Simulation

The Leadership Profile
Throughout the game, the players will build a leadership profile. Each of the choices within the game has been tagged as being part of a specific style of leadership coming from Daniel Goleman's six styles of leadership andtheory of emotional intelligence. Make sure to discuss the benefits of each style of leadership throughout the game. You will be able to see which style of ledership is attached to the choices within the game.

Below you will find an explanation of what the leadership styles can do and how they present themselves in leaders:

Overview

	Commanding style	Pacesetting style	Visionary style
Modus operandi	Creates immediate obedience in a crisis	Sets high standards for performance	Connects the employees to a vision
The style is best	When a 'turn around' must be kick started When guidelines must be followed exactly	When results are created fast With a highly motivated and competent team When you aim for results of a high quality	When the company is astray When radical changes create the need for a new vision When a clear direction is demanded
The form of the style	The leader gives clear guidelines The leader shows the power to act The leader makes most decisions on his/her own The leader controls	The leader lives a strong need to perform The leader sets high standards The leader stands in the front line when it comes to handling new tasks	The leader develops and puts into words a clear vision The leader shows enthusiasm and inspires The leader creates hope for and faith in the vision
The style does not work when the leader	Needs input from the employee Wants to bet on long-term, strategic competence development	Has not created a group with the competences necessary Is dependent on team cooperation	Is in an organisation that does has not built any footing Works with a group that is burnt out

	Democratic style	Affiliative style	Coaching style
Modus operandi	Makes consensus through participation	Creates harmony and emotional bonds	Develops the employees for the future
The style is best	When challenges and changes are dependent on 'ownership' by the employees When tasks are dependent on the input of many When tasks depend on team-cooperation	When attachment between group members is demanded When different groups have to cooperate When the employees have to be motivated during stressful times	When the company is to be built up on long-term competence development When focus is on the challenges of the future When the employees have to be innovative, risk willing and take initiative
The form of the style	The leader asks for and listens to the perspective of the employees The leader gives influence The leader creates agreement	The leader shows interest and recognition The leader creates connections between people The leader is empathetic	The leader is curious The leader encourages the employees to find their own solutions The leader stimulates competences
The style does not work when the leader	Holds meetings and dialogues that are not necessary or appropriate Is not visible enough with regards to his/her own decision powers	Sets too low standards Does not set goals for the effort Does not correct poor effort	Works with a group that is not ready for changes Works with a group where necessary talents and potentials are not present

Style rules:
This simulation is special in the sense that the styles will always have a bonus effect on the board. Below is an overview of this additional effect present in all choices:

If a choice is related to the; pacesetting, commanding or visionary style of leadership, stakeholders behind the boat will move an additional step forwards.

If a choice is related to the; democratic, affiliative or coaching style of leadership, stakeholders in resistance level 2 or 3 will have their resistance reduced by one.

How do you keep the employees safe?

Facilitation Questions
(when your participants have made their choices)

This chapter is about restructuring the work place – both physically and the way the colleagues interact with each other.

Facilitation Questions:

- What do the participants think is the right approach?
- Why is it difficult to get started?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in this chapter their results will vary as shown to the right:

Movement

All stakeholders will react somewhat positive to all choices in this chapter.

What do you think?

You connect with your team on an emotional level and allow them to air their concerns on the layout. however not acting on what they shared with you makes their opinions feel invalid and disposable.

Leadership style:
This choice draws upon the affiliative style of leadership.

Safety measures

You show your team the new measures incorporated but let them know that you are in charge of the situation, and that debating will not make you change your mind on the layout.

Leadership style:
This choice draws upon the commanding style of leadership.

A group decision

You show that you are not power hungry – even though it is your responsibility that the safety is in order, incorporating your team into the decision makes them feel heard.

Leadership style:
This choice draws upon the democratic style of leadership.

I'm on board - are you?

You mentally prepare your team for changes at the office a few days in advance, making them aware and understand the changes before they start.

Leadership style:
This choice draws upon the pacesetting style of leadership.

The new normal is here to stay

You stay firm on your layout, but reason with the team, and inspire them to jump onboard the safety vison you see.

Leadership style:
This choice draws upon the visionary style of leadership.

I expect results ASAP

You carry your employee's trough your thought process on the layout, letting them understand exactly what the goal is.

Leadership style:
This choice draws upon the coaching style of leadership.

Combining work from home and office work

Facilitation Questions
(when your participants have made their choices)

Chapter 2 handles the challenge of having a 'mission critical employee', who has been forced to be physically present during the quarantine. This has resulted in a situation where she feels treated unfairly. The stakeholder in question is called Debbie.

Facilitation Questions:

- What happened?
- What do you believe is the most important in this situation (organization / stakeholders)?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in 'Combining work from home and office work' their results will vary as shown to the right:

Movement

Debbie will start the chapter by moving to resistance level 2. The rest of the stakeholders will react negatively to choices that prohibit them from co-creating the process.

We need to be flexible

Most of the employees are satisfied with the solution. However, Debbie feels that it's an unfair treatment and that they will carry the weight of this decision all on their own.

Leadership style:
This choice draws upon the commanding style of leadership.

Homework

The stakeholders are in doubt whether you trusted them during the quarantine or if it's a new skepticism. Debbie feels betrayed and unfairly treated as she is still not able to work from home.

Leadership style:
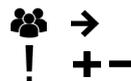This choice draws upon the affiliative style of leadership.

All hands on deck!

You empathise with the pain of Debbie and see that it is not a sound solution. If there are multiple employees with this skillset, the burden can be divided.

Leadership style:
This choice draws upon the pacesetting style of leadership.

Co-create the process

Everybody appreciate being involved in this talk. Debbie feels her anger be released as the others show appreciation and compassion for her work.

Leadership style:
This choice draws upon the visionary style of leadership.

As long as you reach the goals

All employees are happily switching between working at home and in the office. Debbie however feels betrayed and unfairly treated by this!

Leadership style:
This choice draws upon the coaching style of leadership.

Speak up

In the meetings you realize that Debbie didn't mind doing the task, she just wanted to receive praise for the effort she put into the task.

Leadership style:
This choice draws upon the affiliative style of leadership.

Virtual challenges

Facilitation Questions
(when your participants have made their choices)

This chapter is about creating guidelines for how to ensure that people have less face-to-face interactions.

Facilitation Questions:

- What happened?
- Do you recognize the difficulties Anastasia is having?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in 'Virtual challenges' their results will vary as shown to the right:

Movement

At the beginning of the chapter, stakeholders who are in resistance level 1 or lower will move one step forward if they are behind the boat.

Adaptation is key

The team understand what you are saying and see the benefits for the company country and world by doing it this way. But that does not mean that they like it.

Leadership style:
This choice draws upon the visionary style of leadership.

👥 →
! —

This is everybody's responsibility!

The team sees where you are coming from and understand why it must be this way. They also appreciate that you are looking out for their best interests.

Leadership style:
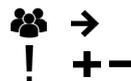This choice draws upon the commanding style of leadership.

👥 →
! +

How do we become successful?

Your colleagues gain vital information they have felt they were missing all through quarantine, and now feel capable of preforming better in an online meeting.

Leadership style:
This choice draws upon the coaching style of leadership.

👥 →
! + —

Let's hear your thoughts

The team had very different issues with conducting the online meetings. You co-create the process and learn much from the input of the colleagues.

Leadership style:
This choice draws upon the democratic style of leadership.

👥 →
! + —

My secret toolkit

You colleagues get a better understanding of what is expected of them in an online meeting and how best to conduct them.

Leadership style:
This choice draws upon the pacesetting style of leadership.

👥 →
! +

What will be lost?

Your employees appreciate the fact that you take the time to hear them out.However, the amount of time you are spending on this is making you fall behind on other more pressing tasks.

Leadership style:
This choice draws upon the affiliative style of leadership.

👥 →
! + —

Maintaining efficient

Facilitation Questions
(when your participants have made their choices)

This chapter is about maintaining productivity while sticking to the new rules.

Facilitation Questions:

- What happened?
- Why is the process suddenly moving forward?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in 'Maintaining efficient productivity' their results will vary as shown to the right:

Movement

No additional movement for this chapter.

What gets you motivated?

Hosting individual meetings to discuss their productivity in private was a good call. Your colleagues have very different reasonings as to why they are less productive, and some are very personal.

Leadership style:
This choice draws upon the coaching style of leadership.

Pick your tasks!

The action gives the team a good overview on what tasks need to be done, and they enjoy having full responsibility for their tasks, like they did during quarantine.

Leadership style:
This choice draws upon the commanding style of leadership.

The future is almost here

You inspire the team to work just as efficiently as when they were at home, with a promise of remote work in the future. The team feels inspired, but they have no idea how to follow through…

Leadership style:
This choice draws upon the visionary style of leadership.

Here's what we must do

Creating an overview of the tasks is a huge benefit, both for you and for your employees. However, this causes competition for the best tasks amongst employees.

Leadership style:
This choice draws upon the pacesetting style of leadership.

New democratic measures?

You receive many ideas from your co-workers, however implementing these ideas are very resource heavy. The meeting took a long time and gave no real results.

Leadership style:
This choice draws upon the democratic style of leadership.

Is there anything we need to change?

Your employees miss the closeness at the office and feel restrained by the room separators. They feel mentally and creatively drained due to the surroundings.

Leadership style:
This choice draws upon the affiliative style of leadership.

A new atmosphere?

Facilitation Questions
(when your participants have made their choices)

This chapter deals with the stress that can follow an extensive change process such as a quarantine.

The chapter is centered around Peter – who has a negative attitude and seems stressed.

Facilitation Questions:

- What happened?
- Why might situations like these occur?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in 'A new atmosphere' their results will vary as shown to the right:

Movement

Peter will move to resistance level 3 at the beginning of the chapter.

The company needs you

All team members apart from Peter react positively to this. They are happy that you have noticed the disharmony and are acting on it. Peter however feels personally attacked and this has made his mood worse.

Leadership style:
This choice draws upon the commanding style of leadership.

👥 →
❗ ➕

This is a group effort

Peter is thankful that you see him and his issues. Voting for this measure together allows Peter to see that multiple of his colleagues are pro a psychologist, making him feel less alone and lost.

Leadership style:
This choice draws upon the democratic style of leadership.

👥 →
❗ ➕ ➖

What is causing the trouble?

Peter feels seen and heard by you and is grateful. His work-life balance is completely dysfunctional and taking a step back from the office temporarily, would give him the time to get his life back in order.

Leadership style:
This choice draws upon the coaching style of leadership.

👥 →
❗ ➖

ABC

Some colleagues react well to this action. Others are however resistant to this; they feel patronized and cannot see how this should help anything. Peter is unaffected.

Leadership style:
This choice draws upon the visionary style of leadership.

👥 →
❗ ➕

We need the energy!

Your over optimism in situations that are anything but good, is creating more tensions in the office. Peter is however completely unchanged by this action.

Leadership style:
This choice draws upon the pacesetting style of leadership.

👥 →
❗ ➕ ➖

I need you - what do you need?

Peter responds well to this and promises to follow through. Peter has found a new respect for you, as you were able to see his pains and resolve them.

Leadership style:
This choice draws upon the affiliative style of leadership.

👥 →
❗ ➖

To change the culture

Facilitation Questions
(when your participants have made their choices)

This chapter is about changing the culture towards a more positive attitude.

Facilitation Questions:

- What happened?
- Do you think that it will be difficult to move back towards the old way of workig?
- What were your hypothesis? What did the simulation say?
- What was your learning from this decision making process?
- What were the most influential values or arguments which guided your decisions?

Result (show the result on the screen)

Based on how the participants have chosen their focus in 'To change the culture' their results will vary as shown to the right:

Movement

No initial movement at the start of the chapter.

In most cases, the boat will have moved almost to the end at the start of this chapter. This means that players should probably focus on resistance and moving the final stakeholders.

We all need to lift this task

Taking this issue directly to your colleagues has caused a good reaction, they feel respected and trusted by you to find a solution themselves, instead of involving HR.

Leadership style:
This choice draws upon the democratic style of leadership.

A new atmosphere?

Your positive attitude does rub off on the other colleagues, and slowly more and more are attending the social events.

Leadership style:
This choice draws upon the pacesetting style of leadership.

We need to reconnect

This choice meets a lot of resistance at first. However after a couple of weeks of this, your colleagues have had a chance to voice their feelings and their team spirit has never been stronger.

Leadership style:
This choice draws upon the commanding style of leadership.

We're all in this together

Your department getting to spend time with each other and you away from the office is definitely helping you reconnect as a team.

Leadership style:
This choice draws upon the coaching style of leadership.

Our past can be our future

You speak to the team and remind them of the good old days.This has made a lot of the team realize that work and the office life can be great, as it was before.

Leadership style:
This choice draws upon the visionary style of leadership.

Are we too busy?

You don't find a common denominator but allowing you colleagues to pinpoint the root of their issues, has made them aware of where they need to put in some extra effort, and where they should cut back a little.

Leadership style:
This choice draws upon the affiliative style of leadership.

NOTES

Actee**Change**

Check out our website for more information about our concepts, products and possible cooperation.

We are looking forward to hearing from you.

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