**EXAMPLE INSTRUCTIONS AND DECISION CRITERIA: HIRING SENIOR STAFF**

THIS DOCUMENT APPLIES TO HIRING LEGAL IN LegacyCo IN PERIOD 1

**INSTRUCTIONS: HIRING SENIOR LEGAL COUNSEL**

Use slider or type in salary offer. Offer must be equal to or higher than minimum acceptable.

You may make up to 3 offers only. Only one hire per Team.

Press SUBMIT. Once all offers are in they will be evaluated against competing offers and the ‘winner’ announced

Criterion: Salary only (currently)

**DECISION HINTS**

Tech. Competence: Range 1 to 5 with 5 Highest

Leadership Style: Range minus 5 (Authoritarian) to plus 5 (Participative)

Adaptability: minus 5 (Rigid) to plus 5 (Flexible)

Reputation for Results: Range 1 to 5 with 5 High

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Name | Min. Salary  $000 | Tech. Competence | Leadership Style | Adaptability | Reputation for Results |
| Julia Handley | 500 | 5 | -5 | -4 | 5 |
| Anastasia Krum | 450 | 4 | +4 | -5 | 4 |
| Sango Fank | 525 | 4 | +3 | -2 | 5 |
| George Pompidou | 390 | 4 | -3 | -1 | 4.5 |
| Madeline Quigley | 500 | 4.7 | -2 | -4 | 3.8 |
| Kimberley Cole | 395 | +3 | 1.2 | +2 | 5 |

**EXAMPLE INSTRUCTION MODIFYING WORKFORCE**

THIS DOCUMENT APPLIES TO ALL CASES OF THE WORKFORCE TASK BOTH COMPANIES

**INSTRUCTION: MODIFYING WORKFORCE BY FUNCTION**

The workforce size and competence is a major component of the market share calculation.

To obtain guidance on workforce size by Function you are offered a recommendation by the HR department. This recommendation is based on expected sales. You start by forecasting projected sales by offering. Use the sliders or type in the projected sales by offering.

The HR recommendation is a guide only. However, excessive workforce size will result in a loss of competence and increased stress and lowered adaptability. Insufficient staff will lower your competence and increase stress.

On each Function tab the current workforce size by Function is provided

Using the HR recommendation as a guide, use the Adjustment slider or type in an Adjustment (plus or minus) to the current workforce

The cost of making the Adjustment in hiring and/or firing is automatically calculated and added to the Financial Accounts

The total wages and other workforce expenses are automatically calculated and added into the Financial Accounts

Any adjustments to Competence, Stress, and Adaptability Indexes are made automatically.

You will have the opportunity to revise the workforce size by Function each period

**EXAMPLE INSTRUCTION FOR ACQUIRING SPECIALIZED RESOURCES**

THIS DOCUMENT APPLIES ONLY TO PERIOD 1 OF THE LEGACYCO

**INSTRUCTIONS: ACQUIRING A GOVERNMENT LOBBYIST**

To selected a desired Lobbyist click in the box.

You may make up to 3 offers only. Only one Lobbyist per Team will be permitted. Each Lobbyist can only work for one team.

Press SUBMIT. Once all selections are in they will be evaluated against your competitor selections and the ‘winner’ announced

Criterion: The decision is in the hands of the Lobbyists. They select based on your leadership competence. If a tie first offer in wins.

**DECISION HINTS**

Impact on Leadership Competence: Range 1 to 5 with 5 Highest

Reputation for Results: Range 1 to 5 with 5 High

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Expected Fees per period $m | Impact on Leadership Effectiveness | Reputation for Results |
| Lobby Co. | 1.5 | 5 | 4.5 |
| Influence Inc | 1.4 | 4 | 4.0 |
| GovHelp Co | 1.3 | 4 | 3.5 |
| Goreg. Inc | 1.0 | 4 | 2 |
| Politico Co | 1.2 | 4.7 | 2.5 |
| Wastrels Inc | 1.8 | +3 | 2 |

**EXAMPLE INSTRUCTION ON DISCRETIONARY EXPENDITURE**

THIS DOCUMENT APPLIES TO PERIODS 1 TO 4 LegacyCo AND PERIODS 4 TO END NEWCO

**INSTRUCTION: DISCRETIONARY EXPENDITURE**

Discretionary expenditure is so-called because it is the easiest to modify.

Discretionary expenditure (along with workforce size and competence) is a major component of competing for market share.

For each type of Discretionary Expenditure (Advertising, Digital Media and Product Development) insert a dollar budget by offering

Advertising expenditure will be charged to the Marketing & Advertising Account; digital media to Sales & Distribution; product development to Product Development.

**DECISION HINTS**

The effectiveness of different types of discretionary expenditure will vary at different points in the offering lifecycle.

Do not try to “Game the Game”. Many games advantage high Advertising in early periods to get high market share. This game is too complex with too many variables. Think about expenditures from a business rationale.

**EXAMPLE INSTRUCTION ON START-UP FUNDING**

THIS DOCUMENT APLIES ONLY TO PERIOD 1 BOTH COMPANIES

**INSTRUCTION: START-UP FUNCTION**

This task is dominated by the NewCo as they seek to get funding from LegacyCo.

NewCo calculates a request for key people and supporting funding. When complete the request is passed to LegacyCo. LegacyCo may negotiate and refuse certain resources.

When negotiations are complete the offer is agreed. Funding and competence is then transferred to NewCo from LegacyCo and an Intra-company loan set up

**DECISION HINTS**

In the Start-up Funding phase, NewCo is seeking resources to support co-development with key market visionaries. Each visionary has influence on one or more of the expected market niches for the new offering. It is suggested that you select the desired niche first and try to gain influence with the appropriate Visionary. Whether you are successful in working with a specific visionary is determined by a competition in Period 2. In Period 1 you are seeking human and dollar resources

Influence with a Visionary is gained by taking on Salespeople who are trusted by the Visionary and influencing independent Technology Experts that are respected by the Visionary. Influence is gained over Tech Experts by Senior Product Developers forming relationships of trust with them Different Senior developers have different levels of trust and influence with different Tech Experts. Influence through both Sales and Technical testimonials are necessary to gain any influence. Product developers ALONE give no influence. Sales trust is mandatory.

The Game models these realities by using nominal numbers to calculate influence. In and of themselves these numbers are meaningless they are merely a way of representing the influence relationships. Seek to obtain the highest relationship numbers for the Visionaries you want to work with

Note, each person requested represents a severe loss of competence to the LegacyCo. This will have a severe impact on LegacyCo market share. Negotiation is critical.

In period 2 you will compete for Visionary relationships. For this you will need influence with the Visionary and two other ingredients. Funding to support the mechanics of making a pitch and developer time to commit to working with the Visionary. This means requesting sales funds per pitch and hiring a development team.

The Summary will calculate the total funding request. This includes the wages of the sales and development people and the pitch funding. The wages etc. request covers three periods.

**EXAMPLE INSTRUCTION ON ACTIONS**

THIS DOCUMENT APPLIES UNCHANGED TO PERIODS 1 TO 4 INCLUSIVE OF LEGACY GAME AND PERIOD 7 OF NewCo.

**INSTRUCTION: ACTIONS**

An Action is a possible activity or initiative the team may undertake to improve the underlying business. An action may increase competence, modify stress in the business and increase its adaptability and market reputation. Many actions cost nothing being merely leadership focus. Others have costs spread over two periods.

To activate an Action/Initiative simply click the button. Once selected the Action may be cancelled by undoing the ‘click’.

You may select no more than 3 Actions in any one period in any one function. Unless ‘unclicked’ the Action persists.

**DECISION HINTS: LEADERSHIP FUNCTION**

Below are data to help make a decision on Actions to take.

Impact on Technical Competence: 0 = no impact; += increased competence; - = lowered competence

Impact on Stress: 0 = no impact; + = increased stress; - = lowered stress

Impact on Adaptability: 0 = no impact; + increased Adaptability; - = lowered Adaptability

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical  Competence | Impact on Stress | Impact on Adapt- ability |
| Explain the 'cash cow' role to the organization (compulsory) | 0 | 0 | 0 | + | 0 |
| Adopt efficiency philosophy aligned to 'cash cow' status | 0 | 0 | + | 0 | + |
| Aggressively pursue intellectual property rights | 0 | 0 | 0 | 0 | 0 |
| Aggressively build legal department to defend litigation | 0 | 0 | + | 0 | - |
| Develop in-house leadership program with major university | 0 | 0 | + | + | + |
| Top leadership travel rules symbolically revised to cut costs | 0 | 0 | 0 | - | 0 |
| Executive bonus move to 20% base pay maximum | 0 | 0 | 0 | - | 0 |
| Executive base pay revision : 50% function, 50% corporate | 0 | 0 | 0 | + | + |
| Planning & budgeting assumptions given 'performance' focus | 0 | 0 | 0 | + | - |
| Focus Balanced Scorecard on efficient 'performance' | 0 | 0 | 0 | 0 | + |
| Revise compensation programs to reward efficiency by function | 0 | 0 | + | + | + |

MARKETING & ADVERTISING

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical | Impact on Stress | Impact on Adaptability |
| Develop Internet-based, market research program | 1,500,000 |  | + | 0 | 0 |
| Introduce 'Agile Marketing' Program | 250,000 | -50,000 | + | 0 |  |
| Develop advertising approach based on price | 25,000 |  | 0 | 0 | 0 |

SALES & DISTRIBUTION

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical | Impact on Stress | Impact on Adaptability |
| Introduce Digital Marketing concept | 0 | 50,000 | + | 0 | 0 |
| CONTRACT with OUTSIDE social media company | 1,000,000 | 1,000,000 | + | 0 | + |
| Program to involve leadership in front line customer relations | 150,000 |  | + | 0 | - |
| Smart Decisions program uses web data for improved selling | 250,000 | -150,000 | + | 0 | 0 |
| Upgrade of the customer management system | 1,500,000 |  | + | 0 | + |
| Customer profitability study proposed to eliminate unprofitable accounts | 1,000 | -750,000 | 0 | 0 | 0 |
| Start negotiations with Value Added Resellers (VARS) to cut costs | 100,000 | -2,000,000 | 0 | 0 | 0 |
| Salesforce training program upgrade | 500,000 | -200,000 | + | 0 | 0 |
| Develop call centres to deal with VARS requests | 2,000,000 | -1,000,000 | + | 0 | - |

MARKET SUPPORT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical | Impact on Stress | Impact on Adaptability |
| Major push to reduce warranty costs | 1,500,000 | -750,000 | 0 | 0 | 0 |
| Support operations restructured to reduce costs | 1,250,000 | -600,000 | + | + | + |
| Business customer support training moved to the Web | 1,500,000 | -2,000,000 | + | + | - |
| Move consumer support operations to outside call centre suppliers | 3,000,000 | -1,000,000 | + | + | - |
| Move all staff product and support training to the Web | 1,500,000 | -1,750,000 | + | + | - |

LOGISTICS & IT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical | Impact on Stress | Impact on Adaptability |
| Work with suppliers on 6 sigma programs | 750,000 | -2,000,000 | + | + | + |
| Work with suppliers on 'Green' program | 750,000 | 0 | + | + | + |
| Shift to new (total) enterprise systems: major installation | 4,000,000 | -1,000,000 | + | + | + |
| Introduce 'hackathon' approach to process improvement | 25000 | -500000 | 0 | 0 | 0 |
| Continue process re-eingineering and codification | 750,000 | -500,000 | 0 | + | + |
| Security and privacy focus following breach | 250,000 | 0 | 0 | + | 0 |
| Install Knowledge mgmt. systems | 3,000,000 | 500,000 | + | + | - |
| Promotion of continuous improvement ethos | 250,000 | 0 | + | + | - |
| Maintenance management program installed | 200,000 | -300,000 | 1 | + | 0 |
| Focus on effectiveness of transactional IT infrastructure | 200,000 | -50,000 | 0 | 0 | - |
| Invest in creation of full data warehouse | 1,500,000 | 700,000 | 0 | + | + |

PRODUCT DEVELOPMENT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Action | One time cost $000 | Per period Benefit $000 | Impact on Technical Competence | Impact on Stress | Impact on Adaptability |
| All offerings to be assessed by Green Initiative Team | 40,000 | 40,000 | - | 0 | - |
| Mandate all offerings to be passed before Legal Dept before project milestone discussions | 40,000 | 60,000 | - | 0 | - |
| Introduce 3M-style innovation budget | 0 |  | + | 0 | + |
| Increase developer customer needs awareness through customer visits | 45,000 |  | + | 0 | + |
| Defend suits over patents usage by pirates | 500,000 | 250,000 | 0 | 0 | 0 |
| Product developer compensation tied to new product success in market | 0 |  | 0 | + | 0 |
| Agile development model in software introduced | 0 |  | + | + | - |
| Introduce concept of co-development | 100,000 | 50,000 | + | + | - |