



Simulations

"I hear and I forget; I see and I remember;
I do and I understand"

Confucius (551 BC - 479 BC)

Simulations provide a risk free environment for development. People can learn by doing. They can engage in activities that are new to them or practice skills they need to develop.

Our simulations employ technology but they aren't computer-based. They are experiential learning events and designed using 'groupware' - the latest thinking and research about organisational and group dynamics.

For realism and emotional impact we use multiple channels to deliver the simulation; actors, filming, observers and internet-based media. Participants interact with each other, other groups and other stakeholders.

As they progress through the simulation, their strategy, leadership and decision-making can be discussed and evaluated. Participants can see the criteria on which their choices are based and these can be debated, factors which have not been taken into account can be identified and interventions can be made as necessary.

The use of simulations as part of a development programme can make the difference between knowing what you need to do and doing it.



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Our Approach

Simulations can be used as a stand-alone tool or as a support to executive and management development programmes. We provide 'off-the-shelf' and bespoke simulations to our clients. Our simulations are group based, designed to maximise positive transfer of learning back to the real world and developed around the learning objectives of the programme they are supporting. What makes our simulation's special?



- They are designed using our expertise in organisational and group dynamics
- They reflect the organisation's strategic objectives, business challenges and internal dynamics creating a realistic, recognisable scenario for the participants
- They are multimedia events which bring together actors, filming, web-based interactions and facilitators so that participants experience real situations and real emotions

Off-the-Shelf Simulations

Bespoke simulations work well when it is critical to accurately reflect the organisation's unique situation - its business environment, strategic objectives and organisational dynamics. We also have simulations that can be tailored or used 'off-the-shelf':

- **Strategy and Leadership:** In this simulation participants are asked to work in teams in a business that is facing several strategic challenges including increased competition, ethical issues and cost pressures. Teams need to work together on several fronts to ensure the immediate and long term issues are dealt with effectively.
- **Building and Managing Client Relationships:** This simulation has teams compete with one another to secure the opportunity to bid for a large IT contract in Mandus, a fictitious country. It requires teams to build and manage relationships with a number of internal and external stakeholders and work effectively in their teams.
- **Managing Change:** In this simulation, also set in our fictitious country, teams that are initially in competition with each other find themselves having to deal with change as teams are combined either through a merger, acquisition, or strategic alliance. Participants have to work through the implications of the re-structuring and maintain their performance in the face of change.
- **Cross Organisational Collaboration:** This simulation is set in an education authority. Although used with public sector organisations, it is also appropriate for private sector companies that need to overcome a silo mentality and learn to cooperate with other areas. Participants are allocated to either a regional division of the organisation or the executive. They then have to determine their plans going forward balancing the pressures of local needs with nationwide objectives.



Case Example: Utility Company

A multi-national water utility business sought to improve the sales and account management skills of its commercial division working in partnership with the London Business School. Following a course which provided input and development in the various skill and knowledge areas, participants took part in a simulation exercise which began 2 weeks before the formal programme dates.

Starting from a website and with email contact details, competing teams assessed business opportunities and started the relationship building process. During their attendance at the residential 2 day programme, they had the opportunity to further practice skills through a series of meetings with key stakeholders and group work culminating in a final presentation to the prospective client. The simulation enabled the development of 'soft' skills like building relationships and leadership as well as 'hard' skills like financial planning and budgeting.

As a result of this programme the ROI was quickly returned with an increase in the companies bid to win ratio. Its success also led to its extension to the operational division of the business.

