



**TRI**Corporation

**Experiential Leadership and Simulation Programs**

Improved decision-making. Enhanced performance. Exceptional results.

**3 Steps to Creating High Impact, Collaborative Business Simulations with Proven Business Outcomes**

# We will discuss today

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- Why Collaborative Simulations
- Three Steps to Create
  - Step 1 : Due Diligence
  - Step 2 : Elements of Design
  - Step 3 : Test & Deploy
- Other Considerations
- How to pair with Action Learning
- Q & A



# Why Collaborative Simulations

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- Living in a interdependent world
- Competitive exercises can create tension (+/-)
- Global audience implications
- Explore interdependencies of success



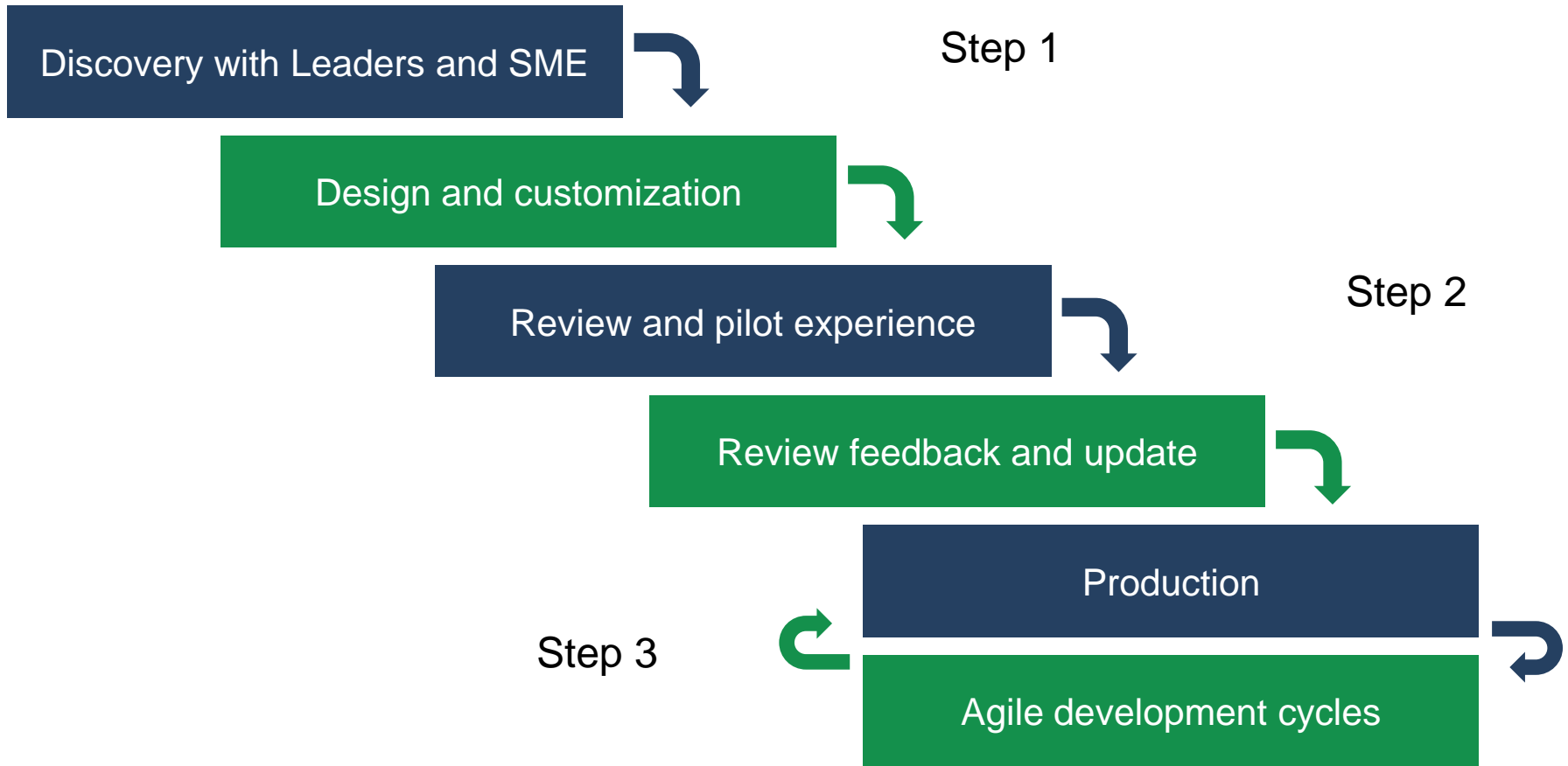
## Elements of a Successful Collaborative Simulation

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- Decision Making Under Uncertainty
- Working in small teams
- Collaborating across the organization
- Aligning Decisions to Strategy
- Business Acumen
- Role Play on real world business challenges
- Reflection
- Leadership Presence

HOW ITS DONE

# A Methodology



## Step 1

# Due Diligence

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- Gain clarity on how the business functions at the division and enterprise level
- Seek to understand the interdependencies of action across various functions in the business
- Explore the cultural/behavioral issues facing the business
- Identify key decision points and success metrics
- Must be a broad reach across all functions and all lines of business



# Resources to Interview

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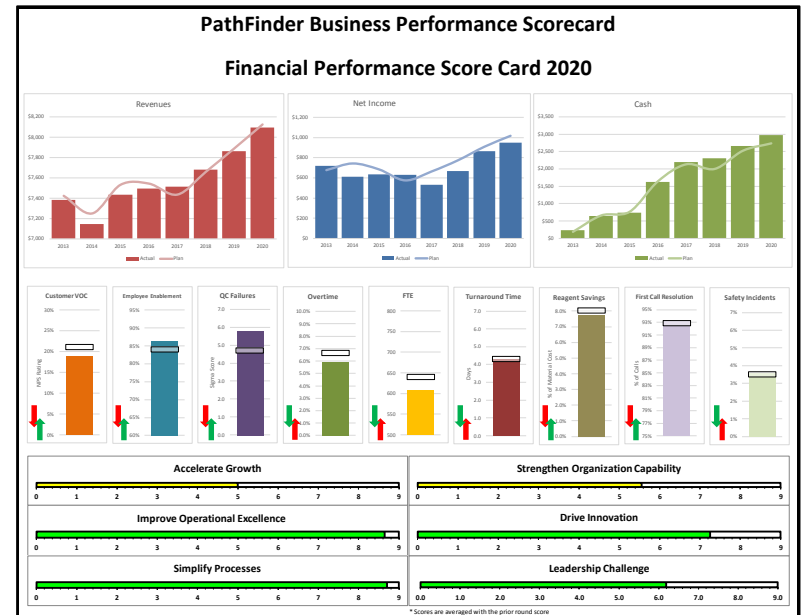
- Finance
- HR
- Sales
- Marketing
- Operations
- IT
- R&D
- Procurement
- Legal



## STEP 2

# Design Considerations

- Number of Teams
- Decision Sets
- Number of Rounds
- Behavioral Elements
- Measures
  - Financial
  - Operational Measures
  - Strategy Scorecard
  - Success Criteria

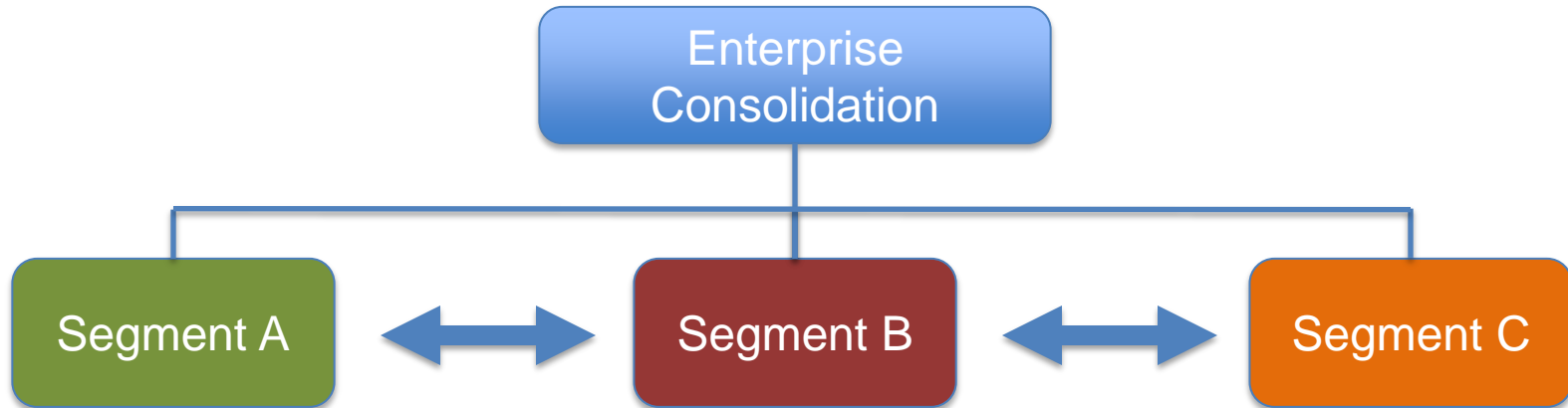




## STEP 2

# Design Elements

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- Keep Number of Teams Manageable
- Segments (BU, Function, Geography, ...)
- Differences in Segment Decisions/Outcomes
- Collaboration in some not all areas
- Decision outcomes (Fail, Success, Dependent, Collaboration)
- Role Plays
- Measurements

STEP 2

# Decision Sets

	Segment A	Segment B	Segment C		
Round 1	CF Succession	CF Succession	CF Succession		
	CD CRM	CD CRM	CD CRM		
	(F) Assay Robustness	Quick Response Code	Quick Response Code		
	New virus detection	Assay Robustness	Ergonomic upgrade		
	New technology adoption	Digital culture tests (counts)	Incentive & recognition		
	Handoff to Lab Operations	Scheduling at time of order	Safety		
	R&D funding plan	New website branding	Scheduling at time of order		
	Use of genomic testing	Tracking from origin to test	Automation		
	Round 2	(C) Net Promotor Score	C Net Promotor Score	C Net Promotor Score	
		Disaster Recovery Plan	Disaster Recovery Plan	Disaster Recovery Plan	
CD CRM integration w call center		CD CRM integration w call center	CD CRM integration w call center		
F New assay introduction		F New assay introduction	F New assay introduction		
PFMS training		PFMS training	PFMS training		
F Refrigeration		Scheduling system analytics	Scheduling system analytics		
Non invasive breakthroughs		Data Analytics (longitudinal)	Refrigeration		
CLS candidate availability		Enablement website	Packaging		
Round 3		C Leadership Development	C Leadership Development	C Leadership Development	
		CF New email system	CF New email system	CF New email system	
	C Best practice sharing	C Best practice sharing	C Best practice sharing		
	Genetic testing services	Integration of test equip	Minimize touch times		
	Breakthru testing techniques	Server upgrades	absenteeism/attrition		
	F PathFinder Diagnostics TV	Standardized System	Lean layout		
	New digital test disease	New medical results record	Logistics		
	volume test optimization	F Outsource tier 1 support	Hiring Process		

- Strengthen Org Capabilities
- Accelerate Growth
- Operational Excellence
- Simplification
- Innovation

STEP 2

# Role Plays

## Scoring Criteria

### Case Response

Did they:

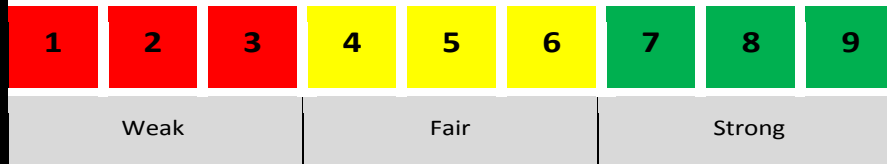
- Demonstrate an understanding of the case
- Do a thorough analysis of the case including:
  - Long term business implications
  - Long term and short term risks
- Demonstrate thinking related to the key themes of the program
- Take strong command of the issue

### Leadership Presence

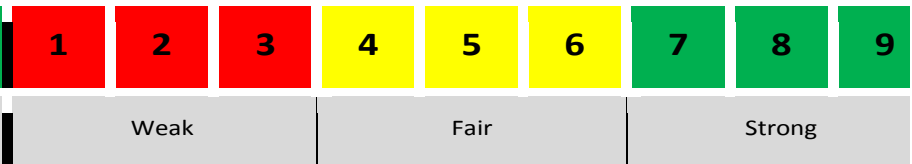
Did they demonstrate:

- Confidence
- Good presentation skills
- Clarity of communication
- Team effort
- Good listening skills

### Circle the Score



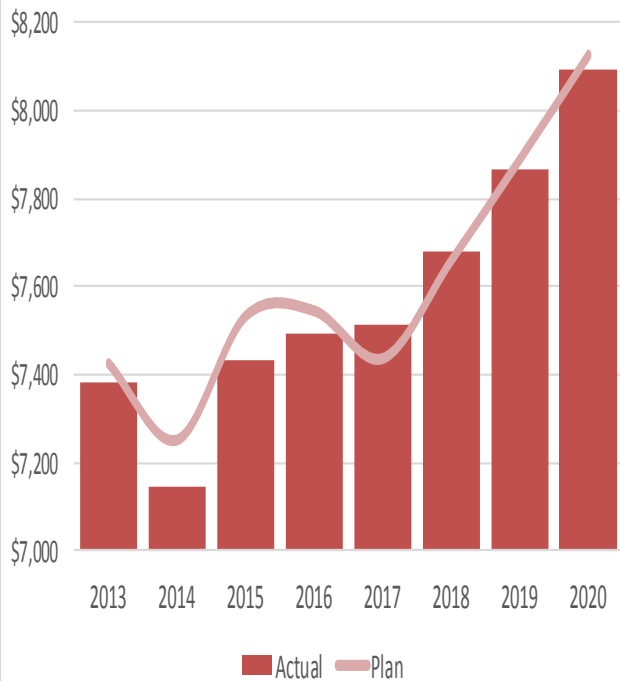
### Circle the Score



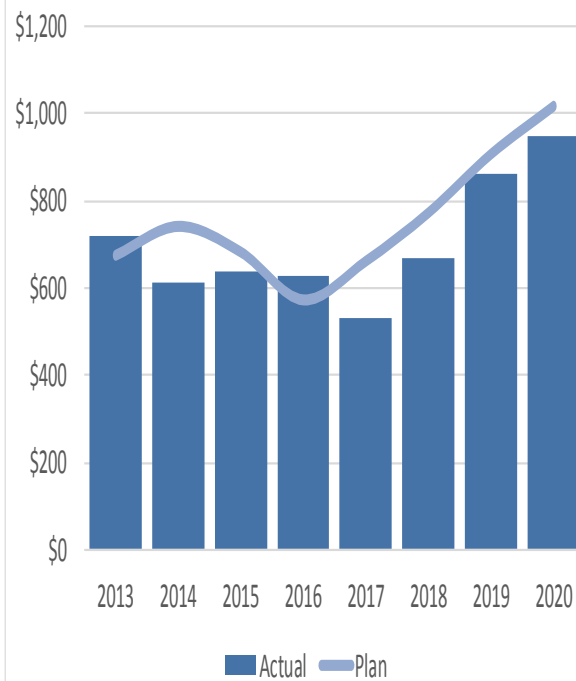
STEP 2

# 2020 Financial Results

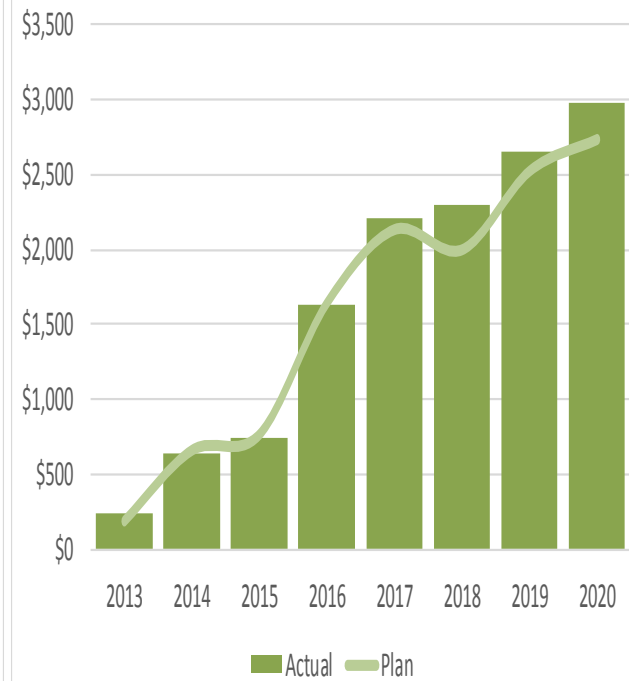
### Revenues



### Net Income

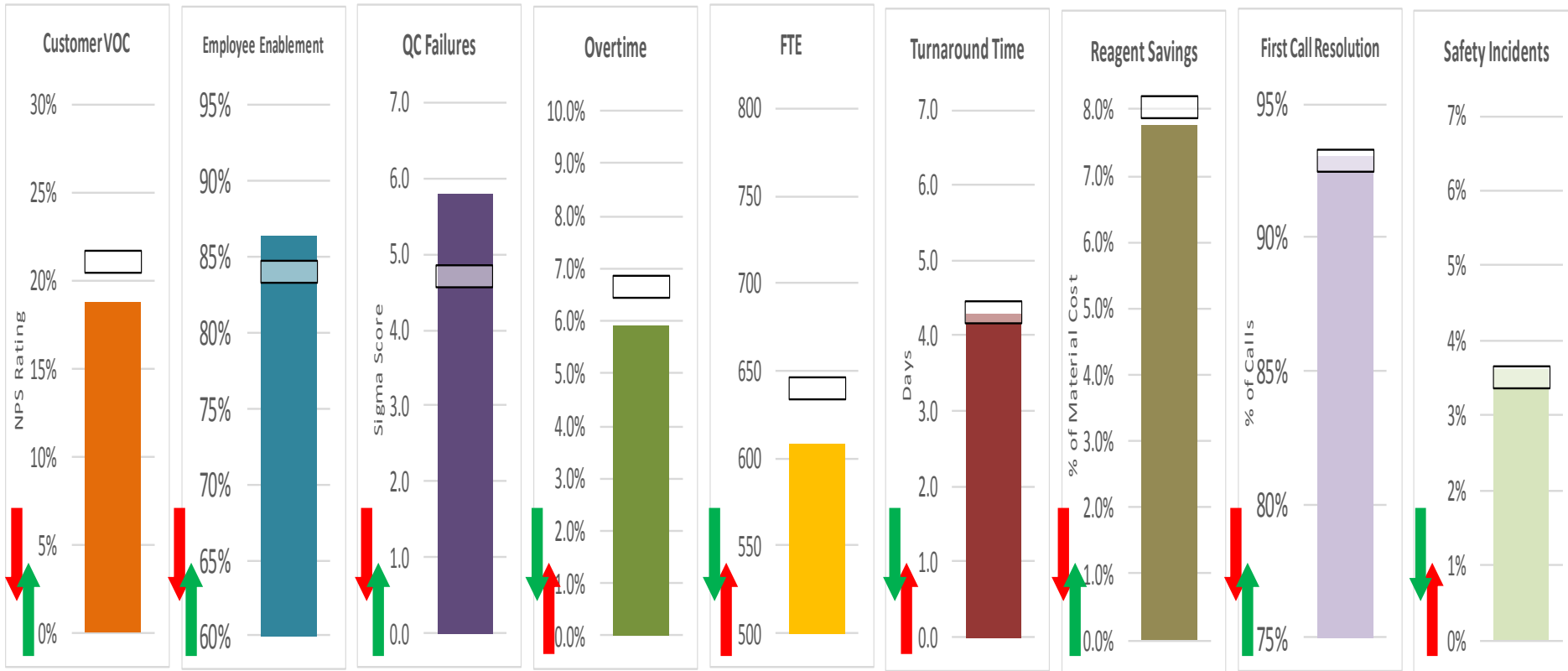


### Cash



STEP 2

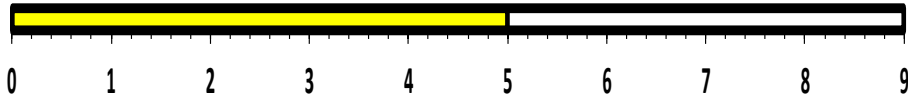
# 2020 Operational Measures



STEP 2

# 2020 Scorecard Measures

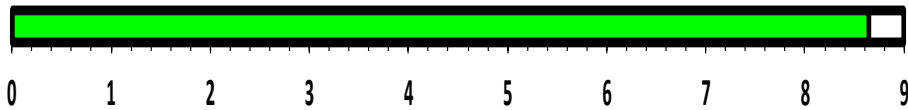
### Accelerate Growth



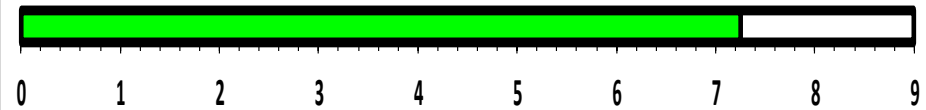
### Strengthen Organization Capability



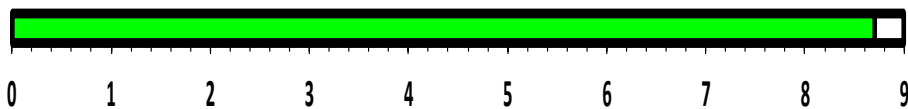
### Improve Operational Excellence



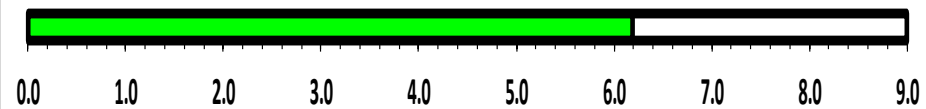
### Drive Innovation



### Simplify Processes



### Leadership Challenge

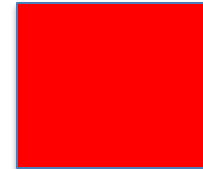


\* Scores are averaged with the prior round score

# 2020 Success Criteria

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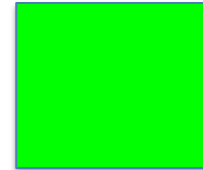
Revenues (3-5% AAGR)



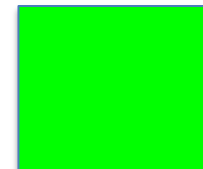
Net Income Margin (12.1-17.1%)



Cash (Min +600M)



KPI (No Red, Min 3 Green)



## STEP 3

# Pilot and Production

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- Testing, Testing, Testing
- Size of Teams
- Number of Role Plays per Round
- Pilot Phase
- Timing of Rounds
- Debrief Process
- Action Learning



QUESTIONS

In Summary

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# Reflection And Questions

# Action learning

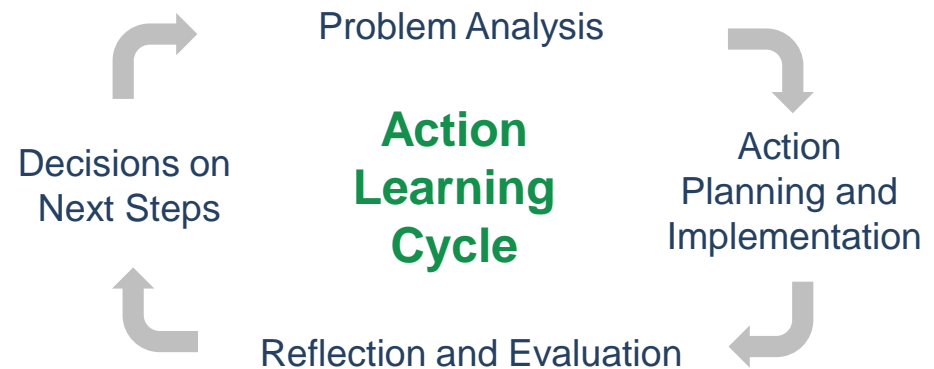
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## Multi-dimensional experiences

- Decision Making
- Leadership Challenges
- Live role play with Leader

## Real world projects

- Apply leadership and business acumen
- Individual or team-based
- 3 to 6 month completion horizon



OUR CLIENTS

# Current Clients

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Johnson & Johnson



**Baxter**



# Thank you!

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merci | danke | xie xie | grazie | arigato  
spasibo | gracias | obrigado

Carlo Peratoner, CEO  
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