

Exercise 1.7: Scenario-Based Role Play

This exercise helps participants experience the complexity of holistic turnaround management and the necessity of integrating various business functions to achieve sustainable success.

Objective:

To understand and apply the principles of holistic turnaround management by role-playing a scenario where various business functions must collaborate to achieve a successful turnaround.

Instructions:

1. Scenario Briefing:

The facilitator presents a detailed scenario of a fictional company, GlobalTech Inc., facing a significant downturn. The company struggles with declining sales, high employee turnover, operational inefficiencies, and negative customer feedback. Additionally, it is facing financial instability and environmental sustainability issues.

Eight participants are assigned roles within the company: CEO, CFO, COO, HR Manager, Marketing Director, Head of R&D, Sustainability Officer, and Sales Manager.

Two participants will assist the facilitator with the debriefing session.

2. Role Preparation:

Eight participants receive a role description and a list of critical issues pertinent to their role. They should consider their character's perspective on the company's challenges and possible solutions.

The remaining two participants must assess the role-play with the facilitator for later feedback in the discussion and reflection session.

Participants are encouraged to consider how their role interacts with other departments and the overall impact on the company's turnaround.

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3. Role Play Discussion:

Eight participants come together as the executive team of GlobalTech Inc. to discuss and develop a comprehensive turnaround strategy.

They must collaboratively identify the root causes of the company's issues, prioritize actions, allocate resources, and propose specific strategies for financial stability, operational improvements, enhancing organizational culture, stakeholder engagement, and sustainability.

The discussion should also cover balancing short-term fixes with long-term strategic goals and ensure all efforts align with the company's objectives.

4. Debrief and Reflection

The facilitator and two participants lead a debriefing session during which participants reflect on the role-play, discuss proposed strategies and decisions, and share what they learned about holistic turnaround management.

All participants share insights on the importance of collaboration, the challenges of aligning different business functions, and the benefits of a holistic approach.