



WORKZ 2015

AN INTRODUCTION TO OUR TOOLS AND SERVICES

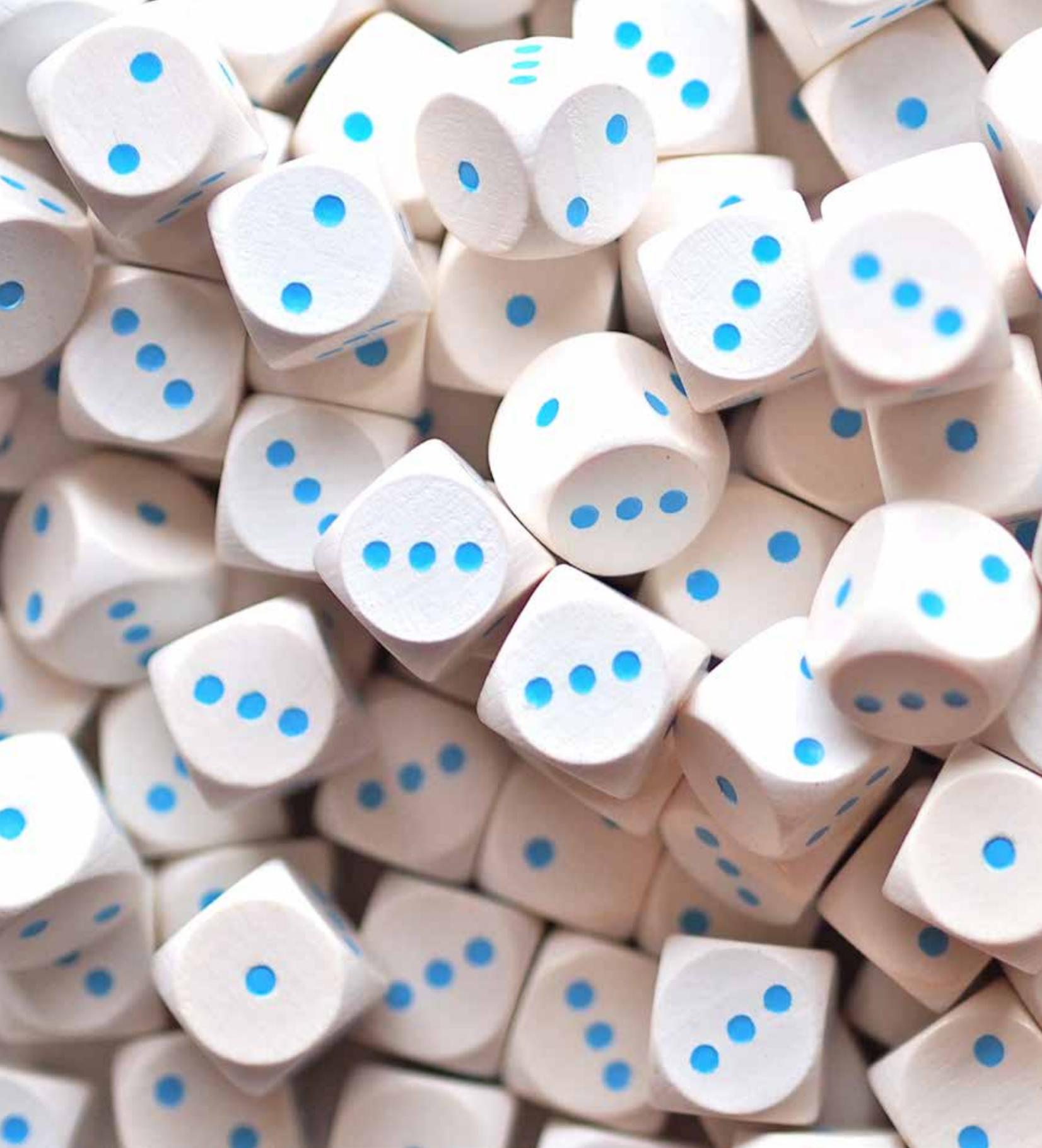




TABLE OF CONTENT

Workz – a Change Agency **page 4**

Strategy and innovation **page 6**

Roll-out and change communication **page 8**

Leadership development and training **page 10**

Culture change and communication **page 12**

Leadership Simulations **page 14**

Gamechangers™ **page 16**

Wallbreakers™ **page 18**

Playmakers™ **page 20**

Timekeepers™ **page 22**

Streamliners™ **page 24**

Bespoke Games **page 26**

Ways of Working™ **page 28**

Take Charge™ **page 30**

Engage and Deliver™ **page 32**

War Room™ **page 34**

Process Tools **page 36**

Seven Cs™ **page 38**

Bridge Builder™ **page 40**

Story Line™ **page 42**

Workz are... **page 44**



CHANGE THROUGH INVOLVEMENT

Many organisations are surprised to find that crucial aspects of their strategies are never implemented. Or that desired changes in culture and behaviour fail to materialise in practice. The chain leading from intention, to start-up and implementation, ending in anchoring and results, is often weak or outright broken.

We believe that an important cause of many change issues is a lack of involvement. In our experience, most people like change, but very few people like to be changed. We all want a meaningful work life, where we can contribute and make a difference, and where we experience a sense of community, trust and ownership.

This is why involvement is always central to our way of approaching change issues. It is all about creating solutions with people instead of for people. It is about creating active co-narrators, rather than passive onlookers. And it is about replacing passive dissemination with reflective learning.

We believe in the creative human being. In the following, we would like to tell you a little bit more about our approach services and tools. We hope you will enjoy.



WORKZ – A CHANGE AGENCY

Workz is a change agency that specialises in high-involvement. We help our clients succeed in their strategic changes.

We work with all aspects of the change process with an emphasis on co-ownership and an active involvement of leadership, co-workers and other stakeholders.

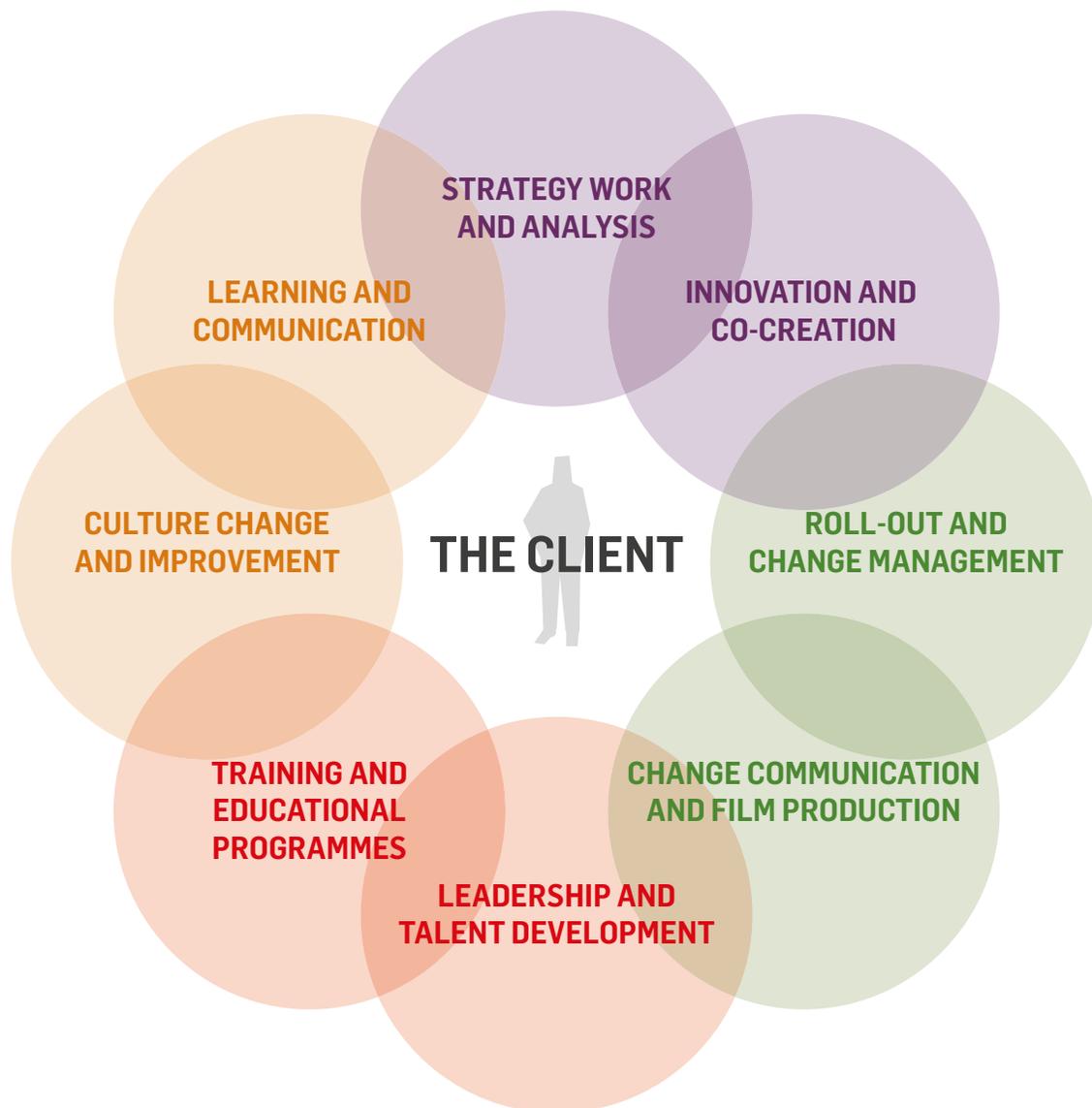
We contribute with counselling, facilitation, concept development and leadership development, often using film production, serious games or involving process tools as supporting elements in an integrated solution.

We have Denmark's largest and most experienced design team in the field of leadership simulations and learning games, and we offer a wide portfolio of tools for training and development in such fields as change management, project leadership, strategy work and innovation.

We have a solid, cross-disciplinary foundation within organisational psychology, change management, innovation and design, as well as a toolbox that combines creative game-dynamics with the cinematic devices of communication and storytelling.

We have had the pleasure of providing solutions for the majority of Denmark's largest corporations, as well as a large portion of the public sector. Abroad, our concepts are used for high-involvement change processes in international corporations and by our partners in Norway, Sweden, Germany, France, Great Britain and the U.S., among others.

Workz A/S is an independent company, owned by a group of partners.





SETTING THE COURSE – STRATEGY AND INNOVATION

STRATEGY WORK AND ANALYSIS

Strategy is about navigating in a turbulent world. About setting a direction and combining visionary ambitions with a pragmatic respect for the art of the possible. A good strategy requires both insight and foresight. Where is the organisation today? And what possibilities and threats await beyond the horizon?

Strategy is about intention – the combination of why and what. What kind of solution does the organisation wish to bring into existence? And which problems do we endeavour to resolve? The best strategies are brief and simple, but it is a difficult art to set a sharp course in a turbulent world. At Workz, we are experts in navigating the complexity and making the strategy focused and sharp.

WE CAN HELP YOU WITH...

The good strategy process: Planning and facilitation of the strategy process, with involvement from internal and external stakeholders, towards a focused, simple and executable strategy.

Ecosystem-analysis: Uncovering the internal and external “ecosystems” of the organisation, including identification of strategic flows and potentials for development.

Foresight: Mapping of the strategic potential, where trend and scenario work is qualified through a war room simulation of possible market developments and competitor strategies.

From strategy to execution: Meaningful communication of the strategy as well as the planning of launch and execution.



BY AND INN

INNOVATION AND CO-CREATION

With our basis in designing involvement processes, we solve innovation challenges with user-insight, co-creation and executability as paramount values. Our approach is pragmatic, result-oriented and informal, with a basis in radical efficiency, disruptive innovation and service design. We use methods such as user journeys, personas and storyboarding.

Our interdisciplinary team combines a unique palette of innovation skills – from experienced concept developers and interaction designers, to experts in user analysis and innovation management, with experience gathered from some of the foremost Danish and international innovation communities.

For us, innovation work is closely linked to business development and executability. Therefore it is particularly important to have an involving approach where the concepts are quality assured through end-user involvement, and where ownership is created among the key people, who are going to be implementing the new solutions. One of our specialities in this field is high-involvement on a large scale, for example in conjunction with citizen involvement in the public sector, as well as active employer or member involvement in large organisations.

WE CAN HELP YOU WITH...

User insight and high-involvement: Insights into user needs through a combination of analysis and direct involvement with a basis in service design.

New concepts: Concept development as well as planning and execution of co-creation development processes with internal and external participants.

Innovation culture: Identifying barriers for innovation as well as development and support of an innovation culture within the organisation.

Innovation management: Planning and execution of training programmes and leadership development, with innovation management and management of innovation processes as the focal points.



ROLL-OUT

TO EXECUTE AND MAKE SENSE – ROLL-OUT AND CHANGE C

ROLL-OUT AND CHANGE MANAGEMENT

It can be difficult to set the correct course, but the hard work truly begins when the visions and ambitions are to be turned into executable plans and concrete actions. Our experience from countless change projects in a wide selection of the largest organisations in Denmark and Northern Europe has taught us that this is a task that demands persistence, pragmatism and a deep respect for the busy day-to-day life of the organisation.

Our assistance is often about clarification (many change projects have unclear goals), simplification (it is easy to overestimate how many initiatives the organisation is capable of handling at the same time), building momentum (the take-off is key) and involvement (in order to create a broad and active sense of ownership).

WE CAN HELP YOU WITH...

Change design: Planning and start-up of an implementation model and process, including organisational design, portfolio management and a plan of execution.

Kick-offs: Design, preparation and execution of leadership conferences and mass meetings with an emphasis on the connection between the overall execution plan and change communication.

Involvement and training of leadership: Involvement of executives and leaders, including the development and execution of training programmes that will prepare them to manage the change process and new leadership roles. Usually learning games and leadership simulations will be part of the training.

Employee involvement: Design, production and roll-out of high-involvement concepts that will effectively reach the employees of the organisation with presence, relevance and meaning.



COMMUNICATION

CHANGE COMMUNICATION AND FILMS

Change communication is about creating a clear connection between what must be done, why it is important, what it means for the individual recipients and how they can contribute. One needs to create meaning, identification and relevance.

Among other things, Workz has its roots in the film industry and we offer a strong combination of expertise in storytelling, rhetoric and manuscript development with solid production values in film production, graphic design and visual communication.

Unlike the traditional communication, design and advertising agencies, our solutions are closely linked to the core competences we have as a change agency (e.g. change management, HR and organisational psychology).

We solve strategic communications tasks in many of the largest Nordic corporations in a wide variety of sectors, such as pharma, service and finance.

WE CAN HELP YOU WITH...

Core story: Developing a strategic core story that will create a strong and focused starting point for the complete spectrum of communication activities.

Communication plan: Developing an effective and consistent communication plan that will support the ongoing execution activities.

Film production: Total delivery from script development and planning, to shooting and post-production. We have a specialised AV-team as well and our own production equipment and editing facilities.

Graphic design and visualisation: Visual support for the change communication, from logo design and visual identity to implementation.

Executive management communication: Speech writing and development of presentations, including performance training and personal direction as part of our film productions.



LEADERS

CREATING THE FOUNDATION AND ENSURING PROGRESS – L

LEADERSHIP AND TALENT DEVELOPMENT

We train the organisation's "leadership muscle" in order to increase its capacity to execute strategy. For us, leadership and talent development is about creating links between leadership roles, division of responsibilities and leadership culture. Through strengthening these links we prepare the organisation for dealing with current and future leadership challenges.

In our team we have a number of experienced organisational psychologists and experts in leadership development, who have previously been in charge of professional talent and leadership development in some of the largest organisations in Denmark. Furthermore, we have a great deal of experience in applying collaboration processes from film production in working with leadership development through intensive "Film Marathons", where the participants are challenged both in front of, and behind the camera.

Our solutions draw on Workz's portfolio of leadership games and simulation tools that accelerate both commitment, learning and networking.

WE CAN HELP YOU WITH...

Leadership development: Leadership development is a facilitated process that helps management in creating clarity regarding roles and responsibilities in relation to the current strategy. We challenge and expand values, competences and expectations to management on different levels and create coherence and executability.

Talent development: Planning and executing talent programmes from program design to training and networking. Work on talents is closely linked to the strategic priorities, so that the talents become a key resource as change agents.

Talent development is an important investment for the corporations that are in fierce competition for the strong talents of the future. Our experience ensures integration between strategy, business and specific talent development needs.

HIP AND TA

LEADERSHIP DEVELOPMENT AND TRAINING

TRAINING AND EDUCATIONAL PROGRAMMES

We are experts in educational design and in the planning of training and educational programmes. And we really enjoy working as educators and facilitators.

Our approach combines modern didactics and high-involvement learning tools, and we always work to link learning points to the strategy and current challenges. From intensive training programmes in change management and strategy execution to longer academic and educational programmes within such fields as project management, portfolio management, service management, sustainability and sales training.

One of our specialities are solutions that work in international, cross-cultural organisations, as well as programmes that are aimed at groups of employees with a strong professional culture, who are sceptical of traditional education.

WE CAN HELP YOU WITH...

Leadership training: Designing and facilitating internal courses and educational programmes for executives and leaders. We make sure that the courses are linked closely to the company's strategy and the participants' own daily practices.

Onboarding: Introductory programmes for new colleagues as well as employees that move to new functions and positions.

Training programmes: Intensive training programmes that will equip leaders and employees for new tasks, workflows and systems.



ENGAGING AND ANCHORING – CULTURE CHANGE AND COMMUNICATION

CULTURE CHANGE AND IMPROVEMENT

“Culture eats strategy for breakfast” is a classic Peter Drucker quote. Organisational culture is, for better or worse, something that is very difficult to change. We respect the challenges of working with culture changes, and in our experience the key success factors are: 1) an active involvement of the employees and relevant stakeholders, 2) making sure that the change process is closely connected to the routines of work life and day-to-day leadership.

We work with culture, both when it comes to corporate values and roll-out of new brands, and when organisations wish to strengthen certain cultural elements, such as safety culture, innovation culture, customer focus, or service culture.

We also work with improvement culture, for example in supporting efforts within Lean, Six Sigma or Operational Excellence. We will help to plan and run programmes that will anchor your ongoing improvement efforts effectively into your company culture.

WE CAN HELP YOU WITH...

Customer focus: Strengthening customer understanding and customer focus as a basis for improved service as well as user-oriented business development and innovation.

Safety culture: Improving the day-to-day safety culture through uncovering undesirable behaviour through active involvement of employees, leaders and suppliers.

Improvement culture: Planning and running optimisation and Lean processes with a focus on creating and supporting a lasting improvement culture.



MUNICATION

EDUCATIONAL AND COMMUNICATIONS DESIGN

"Tell me, I'll forget. Show me, I'll remember. Involve me, I'll understand" wrote Confucius nearly 2.500 years ago. With a basis in high-involvement and a strong professional background in game design and didactics, we develop educational and communications concepts for use both internally within the organisation and externally.

We have a close collaboration with the leading research communities in the field and we have developed a long line of both digital and physical solutions for corporations as well as the educational sector, where we have a great deal of experience in communicating complex subjects to children and young adults.

WE CAN HELP YOU WITH...

Interactive communication: Development of digital communication concepts with relevant content and a high degree of user involvement – from development of virtual learning environments and information campaigns to the application of social media and mobile platforms.

Game-based educational materials: Counselling and development within digital and blended learning materials with involvement of game dynamics (gamification).

LEADERS

WE TRAIN LEADERS WITH SIMULATIONS AND GAMES

Learning games and simulations are potent tools. Complex and abstract subjects become simple and relevant and new insights arise through a shifting of perspectives. They also offer the possibility of gaining valuable experiences within a simulated framework, where it is only monopoly money and game pieces that are at stake. The participants develop a “scenario competence” that equips them to make better and more qualified decisions as leaders. The games also create a strong common point of reference that helps the organisation set the agenda and share knowledge across functions.

We have developed a series of simulation games that are used in leadership and talent development. The games have been applied by more than 10.000 leaders, and they exist in many languages, including Danish, English, French and German. We have a great deal of experience in putting together workshops and training courses, where the simulations can be integrated. By becoming certified you are able to facilitate the simulations internally in your organisation by yourself or for client organisations as a consultant.

Our leadership simulations are all created like physical board games. We have opted out of purely digital solutions, because in our experience, and that of our customers, something important is lost when screens are put between the participants. The physical presence creates a special

room for learning with a presence and authenticity that does not translate well onto e-learning and virtual platforms.

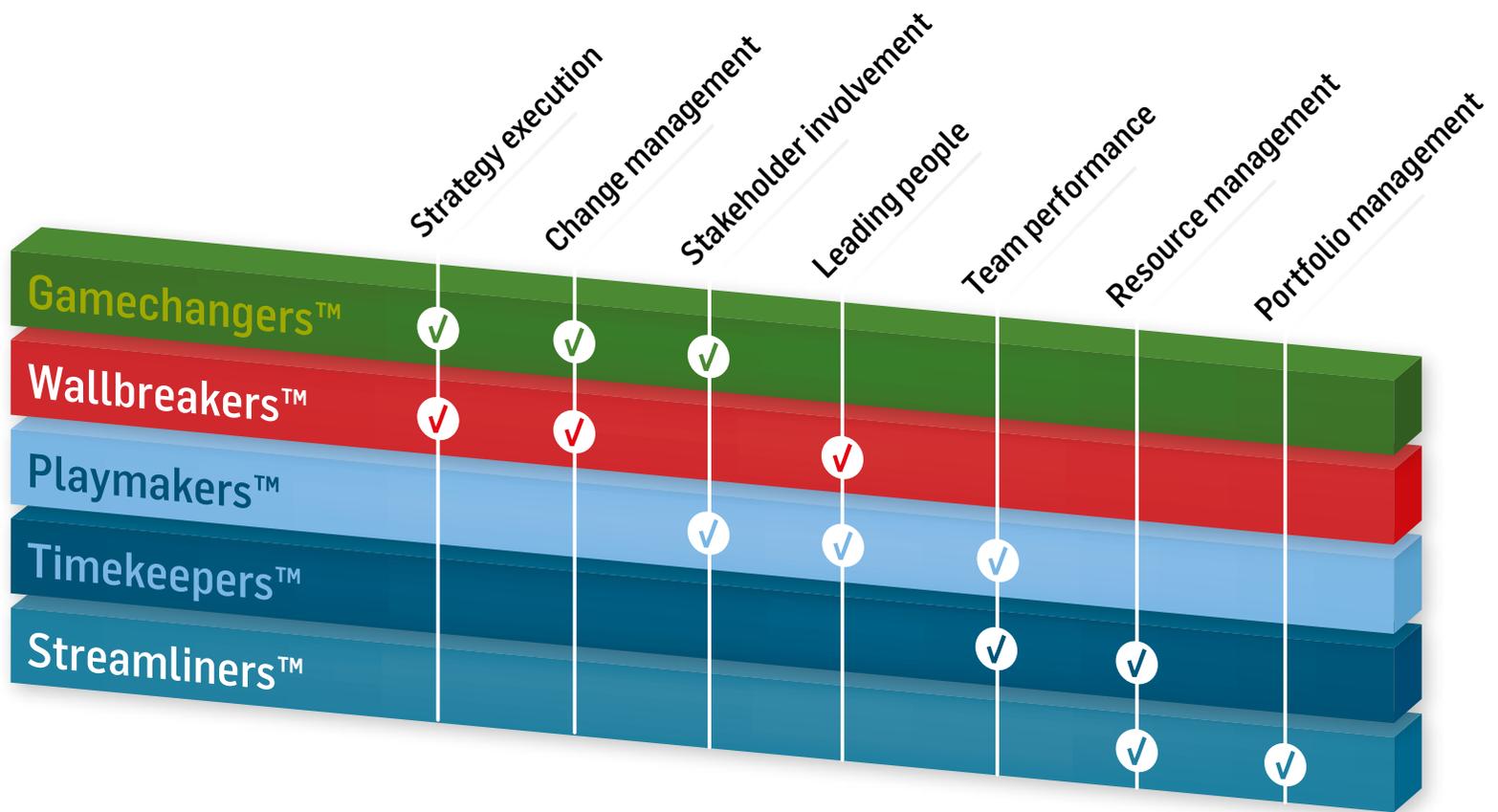
Our leadership simulations are used for three different purposes:

For competence development: As a learning concept in training programmes for leaders and talents focusing on strengthening personal leadership competences. Applied in this context, we usually combine the leadership simulations with other forms of education, individual coaching/ follow-up, as well as profiling tools such as DiSC.

For supporting change: As support for a specific change process where the games provide a strong common foothold. On the one hand a common frame of reference and a common language is established, and on the other, the game process contributes in developing and qualifying implementation plans and leadership actions.

For leadership and organisation development: As a lever for leadership and organisational development, where the focus is on leadership values, areas of responsibility and strategy support. In this context our leadership simulations can help bring together a group of leaders and create a mutual basis for action, for example with a focus on better cooperation, building a project culture or a stronger customer focus.

HIP SIMUL



GAMECHANGERS



GAMECHANGERS™

STRATEGY EXECUTION AND
STAKEHOLDER ENGAGEMENT

*"Gamechangers creates precisely
the dialogues I had hoped for"*

*- Thomas Jahrl, Partner,
Svenska Konsulthuset*

Gamechangers focuses on how you can engage and affect stakeholders to ensure the success of large, cross-organisational initiatives. The leadership simulation teaches you to both firmly and flexibly navigate parallel agendas, and to build up the necessary level of organisational trust.

MUST WIN BATTLES

Implementing Lean, rolling out sustainability, or building up a new sales platform can be the obvious right choice for a corporation. Yet the execution often fails. This is because cross-organisational strategic initiatives often are so extensive that it becomes necessary to fundamentally change the way people work and the way a department collaborates with other departments. This requires a leader who is able to build coalitions and create trust – in the strategy, in the future, and in him or herself as a leader.

KEEPING THE MOMENTUM

In Gamechangers the participants are trained in using various influencing styles and models for conflict resolution. They learn to ensure momentum by identifying, understanding and engaging the people that are necessary as ambassadors and active co-players. We focus on how you can spot and act on resistance and the circumstances that can counteract the strategic initiative. Furthermore, the participants are given an opportunity to reflect on when it is wise to be flexible, and when it makes sense to stand firm.

CHANGERS

THE GAME

The participants are given the responsibility to execute a strategic change in a fictitious organisation. Their task is to make people with different motives and agendas work for the strategy.

During the game, participants are measured in their ability to create results and relations. At the same time they must adapt the strategic initiative to a series of competing agendas, and relate to a top management, which has shifted its focus to other important tasks.

In its first phase, the game is about building and using ones network within the organisation. This is done by communicating with and engaging stakeholders, as well as choosing actions that will fit their current situation.

The second phase is about creating results, maintaining the momentum and integrating the initiative into the relevant systems and daily routines of the organisation.

THEORY

Gamechangers is based on acclaimed theories and models in negotiation, conflict resolution, influencing styles and change management. Sources include Richard Shell, Thomas-Kilmann, John Kotter and Stephen Bungay.

APPLICATIONS

- As a start up for the roll-out of strategic initiatives.
- For anchoring strategic initiatives.
- As tailor made training for leaders and specialists.
- As part of a general program for leader development

FACTS

- Played in groups of 3-5 participants with up to 20 participants per game.
- Can be played in 4-7 hours or be integrated into a 2-3 day module.
- Can be facilitated by Workz or by your own consultants (certified by us).
- Available in English.

Read more at eng.workz.dk/gamechangers



WALLBREAKERS

WALLBREAKERS™

LEADING CHANGE

“The game has been a perfect framework for understanding the dynamics at play in a change process, and for the importance of a leadership that looks after the human aspects”

- Torben Petersen, Senior HR-consultant, Danfoss

Wallbreakers is a leadership simulation that is used to create awareness and heighten capabilities when implementing change. It focuses on the change circle, resistance to change and motivational factors, and on how to convert resistance into understanding and support.

CHANGE CREATES RESISTANCE

Most large change processes lead to frustration, resistance and decreased productivity. This is a natural part of all change processes.

Whether the change has a successful start-up, implementation and anchoring depends on how well the leadership handles the human aspects of the change process.

TRAINING IN CHANGE MANAGEMENT

Wallbreakers focuses on how determined work with change management can create the motivation necessary for the change to actually be implemented.

The game gives the participants the possibility to rehearse some of the most difficult leadership disciplines and reflect on which styles of leadership work the best in the different phases of a change process. The metaphor and process of the game creates a link to the crucial changes the participant themselves are responsible for in their daily work.



THE GAME

The game is built around a realistic case and the participants work in groups of 3-6 people. Together they must solve a series of complex leadership challenges, while simultaneously leading a group of employees through the start-up, implementation and anchoring of a large change process. Among other things, the participant will work with change intensity, prioritising of resources, communication and handling the individual needs and personalities of the employees.

THEORY

Wallbreakers is based on acclaimed theories on personality types, leadership, organisational culture and change processes. Sources include Myers-Briggs, Rick Maurer, John Kotter and Daniel Coleman.

REFERENCES

Thousands of leaders and employees have already played Wallbreakers. Danske Bank, Arla, DR, ISS, TDC, CSC and Danfoss are among the corporations who use Wallbreakers in their work with change management.

APPLICATIONS

- For leaders, project managers and employees involved in change processes.
- As part of general leadership development.
- As a part of large changes, for example the implementation of Lean.

FACTS

- A game can be played by 8-24 people.
- Several games can be run in parallel.
- Takes 1-1 ½ days to play.
- Can be facilitated by Workz or by your own consultants (certified by us).
- Available in Danish, Swedish, English, French and German.
- Can be adapted to fit your specific needs.

Read more at eng.workz.dk/wallbreakers



PLAYMAKERS™

TEAM COOPERATION AND STAKEHOLDER INVOLVEMENT

“The game teaches the participants that it's not enough to be a skilled expert, you also need to be able to handle stakeholders, communication and motivation, while at the same time managing time, quality and resources. This is why we also use Playmakers to discuss leadership theory and personal behaviour”.

*- Allan Vestergaard,
Koncern HR Organisation,
Management and Process Optimisation,
Region Midtjylland*

Playmakers is a leadership simulation that focuses on the leadership aspects of project management. A tool for learning how to handle stakeholders, motivational factors, team cooperation, expectations and shifting agendas in project management.

SEVERAL LEVELS

Project managers are often faced with a dilemma. They are responsible for delivering a product with given parameters for quality, time and budgets. They have team members, who must deliver, but who they are not formally responsible for as leaders. And they themselves answer to a steering committee that may continually change the goals and direction of the process. At the same time they must handle stakeholders with opposing agendas, who can influence the project negatively. This often causes the project manager to lose implementation momentum.

MOTIVATION

Good project management requires project managers who are able to act strategically and who know something about leadership. With Playmakers you learn to handle crucial success factors such as balancing expectations, managing stakeholders, motivation, conflict resolution and communication. The game focuses on the fact that project management is about more than budgets, resource allocation and time management. Furthermore, it creates a common frame of reference, where you are able to discuss your challenges with other project managers in a safe environment.



THE GAME

Through three phases, the participants must lead a fictional project that changes character as unforeseen problems arise. The participants are divided into groups and must relate to the long term management as well as the acute crises and leadership challenges. Playmakers trains the participants in analysing, recognising and handling the dilemmas of project management.

THEORY

Playmakers is based on acclaimed theories on personality types, team cooperation and group dynamics. Sources include Daniel Coleman, J.R. Katzenbach and Bruce W. Tuckman.

APPLICATIONS

- For training of leaders, project managers and steering committees.
- As part of a general course for project managers.
- As a standalone training course in project management.
- As a part of organisational development.

FACTS

- A game can be played by 3-5 participants.
- Several games can be run in parallel.
- Takes 4-6 hours to play.
- Can be facilitated by Workz or by your own consultants (certified by us).
- Available in Danish and English.

Read more at eng.workz.dk/playmakers



TIMEKEEPERS™

PLANNING AND RISK MANAGEMENT

“In a service oriented corporation such as ISS, it's important to have a constant project momentum. Our project managers must be able to maintain the big picture and the focus on the goals on projects that are carried through under constant changes and in a tough competition for resources. We use Timekeepers to train them, so they know how to react when the unexpected occurs.”

*- Bo Klemmensen, Excellence Manager
Business Development,
ISS Facility Services A/S*

Timekeepers is a leadership simulation that focuses on the management part of project management. It is a tool used to train project managers in risk management and in balancing between long term planning and ad hoc control.

RISKS AND INSECURITIES

One of the most central tasks of project management is planning and resource management. But the conditions of projects often change underway. They can be affected by changes in the organisation, new demands from the customer, changed market conditions or changes in the composition of the project team. This requires project managers that are able to manage risk, and who are able to make plans that are robust and flexible at the same time – also when the unexpected occurs.

TRAINING IN PROJECT MANAGEMENT

Timekeepers provides the participants with a safe space, where they are able to train in management methods and management competencies. The game trains the participants in planning and resource management and in how one, as a project manager, prepares for the internal and external risks that can threaten a project. The game is constructed so that the players are given immediate feedback on their actions. This creates a space for reflecting on the challenges they encounter in their daily work as project managers.

PERKS



THE GAME

Timekeepers is built around a specific case. The participants work in groups of 3-5 people who share the role as project manager. Each group must make sure that their team completes a number of tasks. During the game the groups must respond to unexpected events, while they are continuously scored on their ability to meet deadlines and budgets, deliver at the expected quality level, and ensure goodwill for the project within the organisation.

THEORY

Timekeepers is based on acclaimed theories on project management. It is not a requirement that participants are certified project managers or that they have worked with tools such as Critical Path, PERTH, Gantt charts etc.

REFERENCES

Timekeepers has been used to train project managers in Dansk IT, ISS and DSB IT. It is an integrated part of KMD's project manager education.

APPLICATIONS

- As a part of organisational development.
- For education and training of new project managers.
- For creating a common frame of reference among project managers and project participants.
- As a team exercise when implementing new project management models.

FACTS

- A game can be played by 3-5 participants.
- Several games can be run in parallel.
- Takes 4-6 hours to play.
- Can be facilitated by Workz or by your own consultants (certified by us).
- Can be played with adapted or tailor-made exercises
- Available in Danish and English.

Read more at eng.workz.dk/timekeepers

STREAMLINERS™



STREAMLINERS™

FINANCIAL FOCUS IN PORTFOLIO MANAGEMENT

“The game has been a success. It has created a committed discussion and a high energy level. We couldn't have achieved this with PowerPoint. Among our various training activities, this is by far the most popular, and it's the one where I've seen the most aha-moments among the participants”

*- Henrik R. Mortensen, Change Manager,
COWI*

Streamliners is a leadership simulation that trains highly specialised employees and project managers to work with a financial focus. It focuses on how to integrate portfolio management, resource allocation and economy.

BLIND TO ECONOMICS

Specialists and project managers are often so intensely focused on delivery and quality that they become blind to the economic dimension of their projects. To them it's usually about trying to live up to the constantly shifting demands of the clients, delivering the challenging task on time, or to land the prestigious project at any cost. To avoid sub-optimising on a project level, it is crucial to teach them how to think in terms of business economics.

THE RIGHT PRODUCT PORTFOLIO

Streamliners is about being able to create and manage a project portfolio so that it will create as much revenue as possible. You must bring all relevant resources into play at the right times. The expensive senior employees must be used where they can do the most good, and you should outsource those tasks that can be solved more cheaply by freelancers. It's all about having the guts to say no to some projects and taking the time to risk manage others, e.g. by hedging against currency fluctuations or demanding a more thorough description of deliveries. It is also about ensuring that part of the payment is due before the project is finished, so cost-heavy projects do not cause liquidity issues.



THE GAME

In streamliners you play the role of a department competing with other departments on creating the largest revenue over a given time period. You choose between projects that are either local or international. They are either high risk and high revenue or comparably modest projects that produce less revenue. Different actions are performed underway, which can lessen the risk of unforeseen expenditures. At the same time, the participants are responsible for constantly securing liquidity in order to pay both the permanent staff and freelancers.

REFERENCE

Streamliners is originally developed for the engineering consulting firm COWI. They work in an industry with small margins, high risk, and large complexity, and the game has been used to train their project managers.

APPLICATIONS

- For experts, project managers, portfolio managers and project leaders.
- Assists in creating a greater understanding of business and economic responsibility.
- As a prelude to working with new systems and principles.

FACTS

- A game can be played by 4-5 participants.
- Several games can be run in parallel.
- Takes 3-5 hours to play.
- Can be facilitated by Workz or by your own consultants (certified by us).
- Content can be adjusted to fit the challenges in the specific corporation.
- Available in English.

Read more at eng.workz.dk/streamliners

BESPOKE

WE OFFER BESPOKE GAMES THAT CAPTURE COMPLEXITY IN

How do you roll-out a new brand to 16.000 employees in 17 countries?

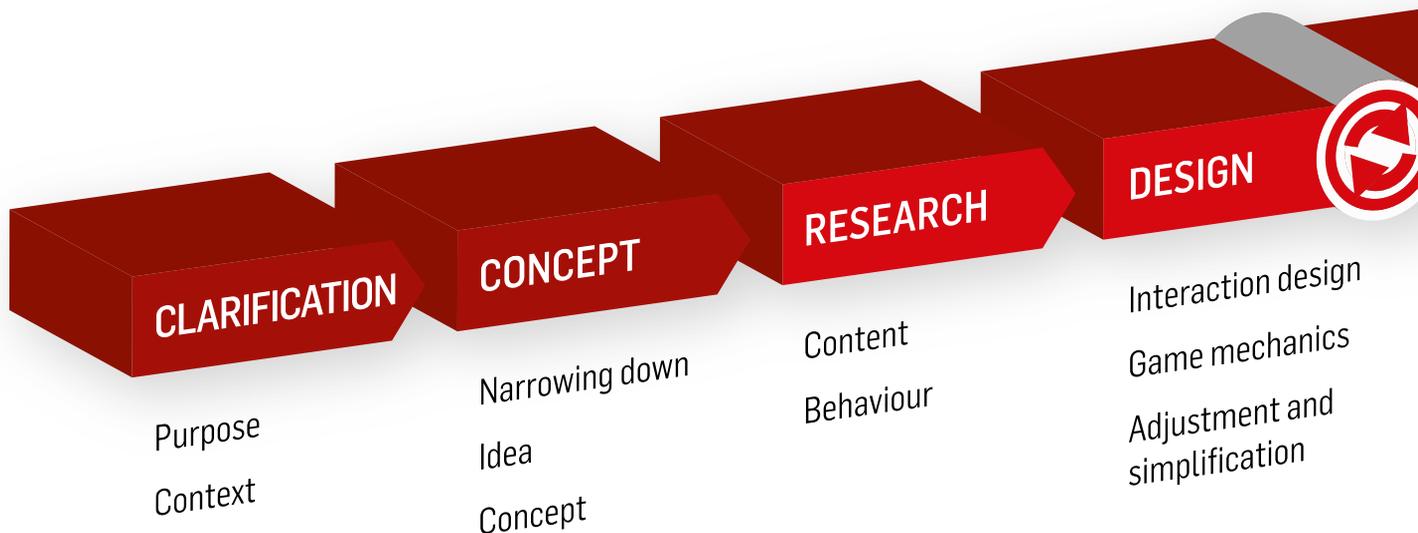
How do you strengthen the understanding of markets and strategy among the top 300 executives?

How do you get all of the business areas of a corporation to integrate sustainability into their business development?

How do you educate families with young children in more than 20 countries about clinical trials and why they are important for the development of new treatments?

You use a bespoke game concept.

In all modesty, we have a world-class game design development team. We have worked professionally in this field for more than 20 years. We draw from experience from over a hundred projects, which enables us to design an accurate solution both quickly and efficiently.

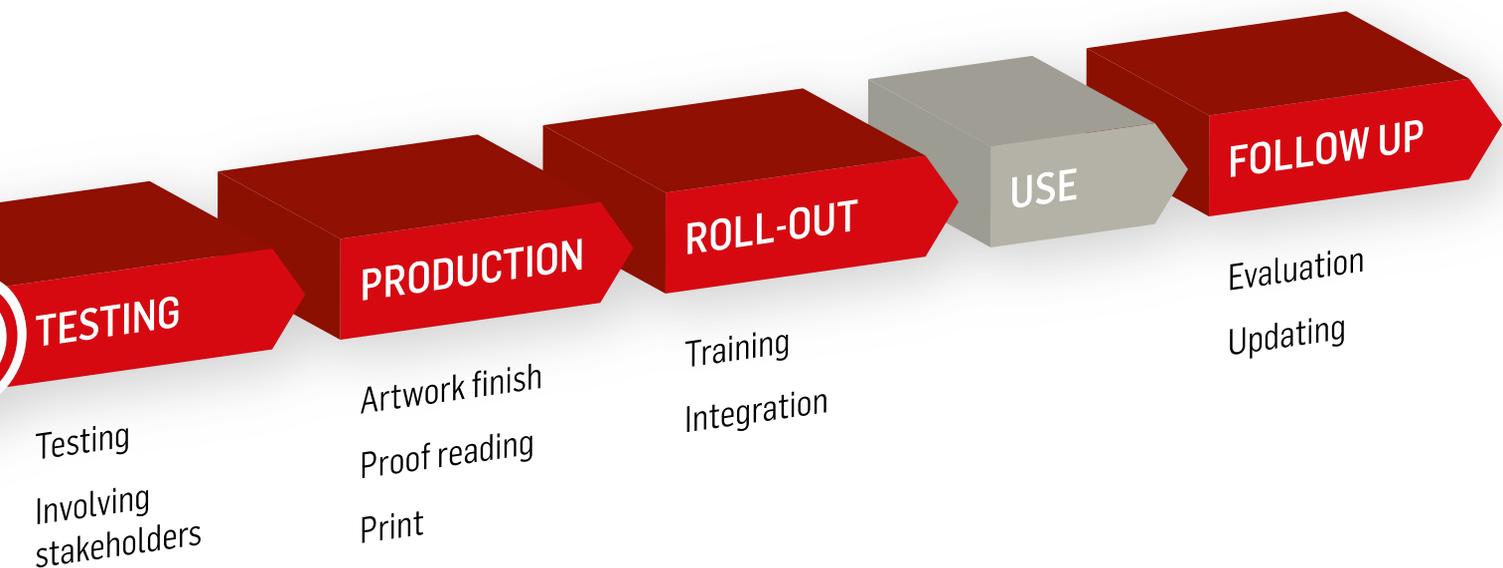


GAMES

IN A SIMPLE DESIGN

We develop printed, digital and mixed solutions, which all create commitment, set agendas and strengthen learning and knowledge sharing. And all of our game concepts are designed with respect for the available resources as well as the practical implementation.

A well-designed learning game offers an attractive combination of high and consistent professional gains, a great deal of commitment, and an effective roll-out, with a high degree of scalability.



TAKE CHARGE

TAKE CHARGE™

TURN RULES INTO CULTURE

“ In Ecco we have used the game to anchor our core values. The game has been played in 18 countries and it has been used by all of our managers. Each time it has inspired fruitful dialogues and good ideas about what can be done differently in the future.”

- Torben Petersen, Organisation Development Manager, Group HR, ECCO Sko A/S

Take charge is a dialogue tool that helps employees take charge for inappropriate workplace behaviour. The tool sets the stage for dialogue, and for participants to suggest solutions for problems that may be difficult to find the time or courage to talk about during everyday workplace routines.

OPINIONS LEAD TO ACTIONS

Most companies have general strategies and guidelines for the daily work routines. However, employees find it hard to adhere to these standards if they are not perceived as present and relevant. Whether it is about customer service, sustainability, professionalism or safety, there will be dilemmas and grey areas where employees run the risk of making bad decisions. The cause of these decisions may be uncertainties regarding management's goals and priorities. Furthermore, experienced employees might feel that rules and guidelines are developed by people with less experience and practical insight. Sub-cultures can also exist, where employees feel that loyalty towards colleagues is more important than the company's rules and values. To stop or prevent this you must alter the opinions and values that lead to bad decisions and irresponsible behaviour. This kind of change needs serious employee involvement.

IMPORTANT DISCUSSIONS AND INSIGHTS

Take charge is a dialogue tool that helps companies and organisations to frame constructive dialogues and seek important new insights. It offers the participants a change of perspective e.g. taking the role of a customer or a supplier, and discussing the dilemmas that may arise from their daily work culture. Take charge creates a forum where par-



Participants can share examples of good and bad behaviour and talk openly about issues that may be difficult to bring up during daily life at the workplace. Take charge creates common language and alignment. The tool helps ensure that employees take personal responsibility for solving problems, and share knowledge about the company's desired behaviour.

CONCEPT

Take charge is a game concept where the content is custom made to fit the specific challenges of the client organisation. As we produce the content we make sure to involve all relevant stakeholders. The game materials include a selection of dilemma cards that the participants must consider. The tool can be used in the whole organisation, e.g. large events with many participants or it can be used in a few selected departments. The tool is simple and easy to use and it can be facilitated by a local manager.

REFERENCES

Workz has used this tool to design processes for Ecco, DSB, ISS, FOA, DONG Energy and many more.

APPLICATIONS

- To involve a large number of employees at a single event.
- To make employees take more responsibility for creating a good workplace culture.
- To improve customer service, workplace culture, CSR, etc.
- To support change processes.

FACTS

- A simple and efficient tool to facilitate reflection and change.
- Takes 2-4 hours and is played in groups of 5-6 participants
- Can be played by a whole department or business unit.
- Easy to facilitate and only needs a short introduction.
- The content is bespoke to fit the specific challenges of your company



WAYS OF WORKING™

CONNECTING STRATEGY ANCHORING TO
EVERYDAY WORKPLACE LIFE

" The cards are based on the concerns we expected would arise from the project. Rather than overhearing our employees whisper at the water cooler about the annoying new system, we wanted to bring the issues out into the open and have an open dialogue. "

- Søren Stig, Senior Director, Maersk Line

Ways of Working is an anchoring tool that creates clarity about new work routines and responsibilities. The tool is usually used as part of the implementation and anchoring phase of complex programmes where managers and employees must understand and relate to changed everyday routines.

OVERWHELMED BY CHANGE

The implementation of strategic change in large organisations can seem overwhelming. Leaders and employees must adhere to new rules, often including new IT systems, new business processes and a new governance model. Many experience great uncertainties, as they feel that nothing is like it used to be. It is not enough to be well versed in the new IT systems if the basic work routines have not changed to fit the new standards. And nothing will work as intended if the company's leadership culture does not support the new structures. The various aspects are mutually supportive and dependent on each other.

MAKE THE COMPLEX CONCRETE

Ways of Working makes complex matters concrete and creates clarity about what is considered okay or not okay when moving forward. Doubt, uncertainty and misunderstandings are cleared up through a game process in which the participants work with selected themes through a number of dilemma situations.

The game is designed in a way that makes it easy to run. It is also easy to create content to fit the target audience and use situation. Way of working has been used in a number

WAYS OF WORKING

of international organisations. It has been developed in way that makes it efficient, relevant and engaging, even when participants have different cultural and professional backgrounds.

CLEAR MESSAGES

Ways of working builds on a series of dramaturgical tools, and it works as an effective way to strengthen the leaders' ability to communicate in a clear and meaningful way throughout the change process. It enables the leaders to explain and discuss all central aspects of the new work structures in a constructive way that leaves no room for doubt. Through concrete examples we link the content closely to the organisation's core story and the general intentions behind the new work routines.

CUSTOM CONTENT

Way of Working is a tried and tested game concept that has been used by hundreds of managers and employees inside and outside of Denmark. The written content is custom made to fit the specific change process in dialogue with the client. This also goes for the graphic design that is aligned with the visual identity of the client company and its change communication programme.

APPLICATIONS

- To support the rollout of new IT systems.
- To create clarity about new leadership roles, responsibilities and governance models.
- To support necessary changes in culture, such as customer focus, improved service and sustainability implementation.

FACTS

- A typical workshop takes 2-4 hours where the participants work in groups of 3-5.
- The game can be facilitated by local managers.
- A set of game materials will typically include 15-50 large cards and game instructions. The game packages are easy to send by mail.
- Ways of Working can be translated into many languages.



ENGAGE & DELIVER

ENGAGE AND DELIVER™

LOCAL ANCHORING OF GLOBAL MESSAGES

“ We needed a game that our leaders could roll-out in the organisation without previous training that wasn't too simplistic. From the beginning Workz raised the bar, and it was a great pleasure to work with them. I think they were especially good at reducing the game's complexity.”

*- Marianne Bach, Senior Manager
Arla Brand Team*

Engage & Deliver is an effective tool that serves to anchor a central message. The game engages employees in finding local solutions to company challenges, in a way that inspires them to become ambassadors of a shared message.

ANCHORING ACROSS THE WHOLE ORGANISATION

Even the most well thought out strategy or the strongest brand presentation runs the risk of being watered down as it is rolled out in the organisation. Central messages may lose momentum as they are translated into local solutions, or they may be perceived as out of touch with the local conditions. The challenge is to give people the freedom to come up with local solutions without stepping outside of the global framework. This does not only secure local ownership – as employees are actively involved in developing solutions, the new solutions also get integrated into local culture and routines much more effectively.

A STRUCTURED PROCESS

In Engage & Deliver, co-creation and game mechanics are used to spread new messages, and to secure that these are perceived as relevant across the whole organisation. The participants are presented with best practice examples and they are challenged to help each other develop local initiatives, which support the new messages in the daily work. The game mechanics reward them for identifying local potential, reemploying solutions from other departments and generating new ideas that support the company's central ambitions.



CUSTOM CONTENT

Engage & Deliver is a fixed and tested framework, but design and content is bespoke to fit the specific messages and changes that need to be implemented. Engage & Deliver is designed as a game with five phases: Ambition, Inspiration, Exploration, Ideas and Selection.

First the participants choose between a selection of ambitions, then they draw inspiration from initiatives that are already working in other parts of the organisation. They explore local improvement potential and work out new solutions aligned with the company's strategy, values and brand. The participants work in groups, evaluate each other's ideas and select initiatives that they want to develop in further detail locally. Engage & Deliver is a simple design and a local manager will, with a little bit of preparation, be able to run a workshop without assistance. The workshop is typically run for a whole department simultaneously.

REFERENCES

The original version of the tool was developed for Arla. It has been used internationally by approx. 16,000 managers and employees as the company rolled out their brand message 'Closer to Nature'.

APPLICATIONS

- To strengthen the employees' sense of ownership with regards to the strategy, values and brand.
- To find local solutions that align with a global framework.
- To spread awareness about best practice across the whole organisation.

FACTS

- One game is played by 4-8 employees.
- Duration: 3-6 hours.
- It is possible to run many games simultaneously.
- We recommend that you run a whole department at the same event.
- The game can be facilitated by local managers.
- It is easily translated into many languages



WAR ROOM

WAR ROOM™

STRATEGIC MARKET UNDERSTANDING

“ As an analyst you must be aware and not just passively draw lines out into the future. [...] The War Room game helps us remember that our world may be affected by quantum leaps and curious events that could twist a market situation up to 180 degrees.”

- Lone Byder, Executive Manager at KIA (Competition, Information and Analysis), TDC

War Room is a game-based market simulation that helps participants uncover, explore and experiment with the strategic challenges of the organisation in a range of future scenarios. The simulation touches on the impact of global trends, technological development and changes in the behaviour of competitors, customers and business partners. The game strengthens the organisation's shared understanding of its business and the market, and it supports strategy work and stimulates knowledge sharing.

SCENARIO COMPETENCIES

War Room draws on a range of scenario planning methodologies. It is always custom made to fit the need and market situation of a specific company. A simple economic simulation mechanism is integrated into the game design. This mechanism shows the consequences of the participants' actions through performance indicators such as value market share, customer satisfaction, earning capacity, brand awareness, e.g.

As a central element, the participants get a chance to change perspective as they must relate to the changing market situation in the role of a competitor or external stakeholder. This change of perspective inspires new insights and strengthens the participants' ability to grasp and handle future developments in the market. The ability may be described as “scenario competence”.

M



APPLICATIONS

- To strengthen the company's understanding of the market and its competitors.
- The simulation is used in strategy work or by the organisation's business development or market intelligence departments.
- To provide a more widespread market and business understanding. This could be as a part of a leadership conference or as part of a talent programme or an onboarding programme.
- To qualify innovation and strategy processes through enacting and testing a range of alternative strategic choices.
- As a dialogue tool for involving customers and business partners as you focus on building strategic partnerships.

FACTS

- A typical War Room session lasts from three hours to a whole day.
- It can be used to arrange an intensive workshop for 12-24 participants or as a part of a leadership conference with hundreds of participants.
- The game can either be facilitated by Workz or trained internal facilitators.
- The content is bespoke for a specific company in any preferred language.

PROCESS

WE DESIGN PROCESS TOOLS THAT ENGAGE PEOPLE

Good tools matter. And the old yellow post-its or flip-over charts have their limitations. If you work with involvement, development and innovation, the right process tools may make the difference between success and failure when it comes to engagement, progress and results.

As experienced process designers and facilitators, we know how important it is to have the right 'process gear'. That is why we have developed a range of visual process and development tools rooted in game mechanics, interaction design and innovation methodology. Some of these tools support idea generation and problem solving while others contribute to analysis and interpretation of data.

The tools can be used in a wide range of ways – from intimate strategy development processes to large employee seminars with hundreds of participants, and even larger involvement processes with thousands of participants. We offer generic tools that, if needed, can be supplemented with specialised solutions. The following tools and concepts are often used in combination. All are designed by Workz, but they are usually customised to fit specific involvement needs.

TIMEBOX™ - KEEPING TRACK OF TIME

A software application that is used simply for keeping time when you facilitate workshops, conferences and large meetings. You can download the application for free at www.workz.dk/timebox. The application runs on both PCs and Apple computers.



TOOLS

REFLECTION JOURNEY – DOCUMENTATION AND PERSPECTIVE

A personal reflection tool that works as a specially designed notebook, which helps participants at large meetings and conferences remember and qualify impressions and ideas, and put them into perspective.

DIALOGUE POSTERS – GET YOUR IDEAS OUT IN THE OPEN

Special-made paper posters (placed on tables like tablecloths) that help participants and facilitators structure dialogues and processes at workshops and conferences. It is a perfect tool for involving many participants actively at the same time in a well-structured and focused process. The participants write on the posters, and all contributions are documented throughout the process.



SEVEN CS

SEVEN Cs™

MAPPING THE STRATEGIC POTENTIAL

“ The simplicity and logic of Seven Cs and especially how it is facilitated by Workz really makes the facilitation seem invisible ... in a good way. The process then becomes about the content and not the tool or the facilitation itself. We became aware of where we should focus our efforts in the continued development work.”

*- Henriette Ladegård-Pedersen,
Programme Consultant,
DR (Danish Broadcasting Corporation)*

Seven Cs is a process tool that our consultants use to support collective strategic analysis of an organisation and its operations. It is a tool that maps current strategies, innovation potential and the barriers to development.

FOCUS LEADS TO BLINDNESS

Modern organisations are good at creating and maintaining focus. A strong focus makes it possible to accumulate unique knowledge, which makes it possible for organisations to deliver quality products and services. Focus is a necessary prerequisite for competing successfully in a global market, but at the same time focus creates blindness. And blindness to changes in the surrounding environment may end up hurting the organisation and its business.

MAPPING OF THREATS AND POTENTIAL

Seven Cs is a simple and flexible tool that helps participants achieve clarity about the organisation's situation. It enables the participants to view the organisation and its surrounding environment in new ways that unveil hidden threats, opportunities and potentials.

Seven Cs involves and engages relevant internal stakeholders in a solution-oriented analysis. This does not only provide them with overview and insight, it also helps them create a common language about possible future actions.



FROM BLINDNESS TO AWARENESS

Seven Cs encompasses organisation analysis on many levels. It visualises the difference between mapping the current reality and the future potential, mapping the known as well as the unknown. Through this process the participants become aware of their own blind spots and of how changes in the surrounding world create new possibilities and potentials. The process tool involves the organisation's own internal stakeholders in a way that enables them to experience their own organisation in a new light.

APPLICATIONS

- Seven Cs is targeted towards companies and organisations that wish to strengthen their development processes.
- The tool can be used as a part of innovation processes, strategy development and culture change processes.

FACTS

- A set of materials can be used by 2-9 participants, and it is possible to run several sets simultaneously.
- Duration: 1-5 hours, depending on the specific situation.
- Seven Cs is partly based the Russian psychologist Lev Vygotsky and his work with ZPD (Zone of Proximal Development).
- Seven Cs can be used as a stand-alone workshop or it can be integrated in a longer process.
- Seven Cs can be facilitated by Workz or by your own facilitators (certified by Workz).



BRIDGEBUILDER

BRIDGEBUILDER™

DEVELOPMENT THROUGH INVOLVEMENT

“Workz has delivered competent input for our value process work in COOP Non-foods. It has given us a range of tools and concepts for the continued work with our internal value process.”

*- Henrik Schmidt, Manager,
COOP Nonfoods*

Bridgebuilder is an involving process tool that our consultants use in processes aimed at idea generation and qualification, as well as knowledge sharing and problem solving. The tool is made for testing, discussing and taking on challenges at workshops with up to several hundreds of participants.

INPUT, FEEDBACK AND CRITICISM

When existing processes need improvement, when strategies need to be developed, or problems need to be solved, it is a huge challenge to gather input, feedback and criticism from all relevant sources in a format that supports constructive development. It requires a structured process, which leaves room for discussions and trying out new ideas.

DEVELOPMENT THROUGH INVOLVEMENT

Bridgebuilder is a simple and intuitive process tool that supports processes where many stakeholders need to be involved. It creates a process where knowledge and input are shared in order to produce high quality results. By using Bridgebuilder you create a framework where everyone has room to share their opinions and where both positive and negative input are put forward, treated and documented.

INSPIRED BY THE DOGMA MOVIES

Most ideas turn into better solutions if they are tested at an early stage. Drawing inspiration from the Dogma movies, Bridgebuilder cultivates good ideas by presenting barriers that challenge the participants to think along new lines, and gain new perspectives on relevant issues. A good idea



BRIDGEBUILDER

can always be improved, and the process tool focuses on overcoming barriers in a quest for even better ideas. Bridgebuilder supports your work with idea development qualitatively as well as quantitatively.

A GAME-BASED TOOL

Bridgebuilder is a game-based tool where stickers are used to visualise and structure knowledge and ideas. Based on carefully selected themes and issues, the participants put problems, questions, answers and solutions into play. They work together in small groups.

The tool works through changes in perspectives and group rotation between tables in order to shed light on issues from all angles. In the end you have a documented process that makes it possible to follow threads of ideas, arguments and results. It is easy to gather all inputs for further development.

REFERENCES

We often use Bridgebuilder as a part of processes where we need to involve a lot of people simultaneously. We have used it to run workshops for the Ministry of Education, Copenhagen Municipality, Spar Invest, Lederne, COOP, ISS and many others.

APPLICATIONS

- To involve many stakeholders in a development or implementation process.
- For idea generation among employees, members, citizens, etc.
- Can be used as a stand-alone workshop or as part of longer process.

FACTS

- One set of materials can be used by 9 participants.
- Several hundreds of participants can work simultaneously.
- Duration: 1-3 hours.
- Easy to use after a short introduction.
- Can be facilitated by Workz or by your own facilitators.

STORYLINE



STORY LINE™

COLLABORATIVE PROCESS MAPPING

"Workz used Storyline as part of a service design project about the merger of the Emergency Medical Service and the Emergency Room in our region. Senior doctors, doctors, nurses and patients helped each other map a series of complex patient trajectories. In this way they were made aware of how they viewed the existing processes and where they saw the potential for innovation."

- Henrik Sprøgel, Head of the General Practitioners Section, Region Nordjylland

Storyline is a simple and visual tool that our consultants use for process optimisation. The tool helps create an overview and a framework for user involvement and adds idea development and flexibility to the process development.

MAKE THE COMPLEX SIMPLE

Many organisations work intensely with Lean and process optimisation, but without a good overview it is impossible to work with process development in a constructive way. Mapping quickly becomes too complex for everyone but the person who made the spreadsheet or the flowchart. This goes for optimisation, waste reduction, streamlining of decision processes, service design as well as product development.

MAPPING AND VISUALISATION

Storyline is a visualisation tool that is used for involving and engaging stakeholders and employees in process optimisation. The tool can be used to facilitate the necessary dialogue and create a common language about the process. Storyline sets the stage for user involvement and for knowledge, experiences and inputs from different stakeholders to be shared and used in an innovative way. Barriers and inappropriate ways of working become visible when the tool allows participants to play with different process flows and observe what happens when everyone agrees to change workflows or to spend resources in a different way.



A CHAIN OF ACTIONS

Storyline consists of puzzle pieces in different sizes and with different symbols. The large pieces are used to map the process while the small pieces are used to represent details and stakeholders. The pieces help participants break the process down into smaller parts that can easily be attached, pulled apart and reattached to create an overview and inspire new insights. The pieces make it possible to begin by defining the goal, and then move backwards and define the specific processes and details that need to be worked on.

Mapping the process is important but the participants' dialogue as they share perspectives is equally important.

REFERENCES

Storyline has been used in a range of different contexts: to improve service design through a mapping of patient trajectories through the Emergency Medical Service in Region Nordjylland. To help Roland DG plan a remote storage facility in Russia. To help Novozymes identify ways to increase sustainable practices in their supply chain. As a coaching tool in ISS's project management education courses. And to create a common ground as managers and employee representatives planned a series of layoffs in their local municipality administration.

APPLICATIONS

- The tool can be used by everyone who wishes to work with process optimisation in an involving way.
- For analysis, evaluation and development and for project planning, service design and user involvement.
- The tool works ideally for creating overview, sharing experiences, idea generation and for having a dialogue about process flows.

FACTS

- Simple, visual and intuitive.
- After a brief introduction everyone is ready to start mapping.
- It can be used for short meetings or as a part of longer development processes.
- One set of materials can be used by 2-6 participants, and it is possible to let several groups work in parallel with different sets.

WORKZ ARE...



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