



## EXAMPLE SIMULATION AND DEVELOPMENT CENTRE

This is the facilitators brief and delegates brief for a simulation designed around the needs of a client who is large supermarket chain who wished to assess the development of their Section Managers who aspired to become Department Managers.

In addition to the facilitators pack, the client received all the necessary information and paperwork to enable them to run the three day event, including the booking and briefing of the actors, the booking and management of the venue and the management of the first centre to ensure that the client was enabled to run subsequent centres on their own.

Each delegate was assigned a “coach” who was a person from the company who worked with them to help them assess their own performance against the competencies and identify the areas where they needed to improve or acquire new skills.



# FACILITATOR'S BRIEF



## Introduction

This simulation has been designed to enable the participants and their coaches to determine what development needs individuals have in relation to the competencies required from a Middle Manager. Each of the competencies has been covered in a variety of different ways and coaches are given an outline brief, which will enable them to see how well their “coachee” is performing.

## Overview of what happens

The group of eight will be broken down into two groups of four. Each group of four will consist of the same four managers:

- Production Manager
- Head of Quality Control
- New Product Development Manager
- Sales and Marketing Manager

You assign one of these roles to each member within each group of four. This will mean that you will have two of each manager. They will become this person for the whole of the simulation.

You then introduce the simulation to the participants and go through the programme with them. You start by giving them an overview of James’ Jams Ltd, and explain how they are expected to work. You let them know that the purpose of the three days is for them to assess their development needs in relation to a post of Department Manager. At the end of the simulation, individuals, working with their coaches, will have identified what their development needs are and will have designed a plan to help them meet these needs.

## Materials and Resources

To enable you to conduct the simulation you have the following included in this pack:

- **SIM 1** -1 Programme
- **SIM 2** -1 Delegate’s Task
- **SIM 3** -1 Delegate’s Brief
- **SIM 4** -1 Summary Business Plan
- **SIM 5** -1 Organisation Structure Chart
- **SIM 6** -1 Simple Financial Statement
- **SIM 7** -1 Production Figures
- **SIM 8** -1 Customer List
- **SIM 9** -1 Current Salaries
- **SIM 10** - -1 Farm Production Figures
- **SIM 11** - -1 Report Outline
- **SIM 12** - -1 Numerical Reasoning Activity
- **SIM 13** - -1 Information for Numerical Reasoning Activity
- **SIM 14** - -1 Delegate’s template for numerical reasoning activity



- **SIM 15** - -1 Answers to Numerical Reasoning Activity
- **SIM 16** - -1 Set of Actor's Briefs
- **SIM 17** - -1 Coach's Brief
- **SIM 18** - -1 Learning Review
- **Three cover sheets** – 1 for the delegates' pack  
1 for the actors' pack  
1 for the coaches' pack



### 16 Desk packs consisting of:

- Stapler
- Selection of pens / pencils
- In trays / out trays
- Selection of stationery
- Calculator
- Highlighter pens
- Scissors
- Glue
- Ruler
- Executive toy

### In preparation

To prepare for the simulation, you will need to photocopy enough copies of everything so that each participant can have a relevant set of papers for themselves. The initial delegate's pack will consist of **SIM 1 – SIM 11**. This will enable them to start their development centre. For the numerical reasoning exercise you will need to initially give them **SIM 12 – SIM 14**. When they have completed the exercise for themselves, you may give them **SIM 15**, which is a copy of the answers. You will also need to copy enough of **SIM 18** The Learning Review which you will need to give to each delegate to enable them to identify their development needs.

**SIM 16** is the brief for the Actors and **SIM 17** is the Coach's brief. The delegates do not need to have copies of these, so make sure they are **NOT** included in the delegates pack. Both Coaches and Actors require a complete set of documents which need to be sent to them well in advance of the Centre to enable them to make notes about their own roles.

You will also be supplied with "desk accessories" for each participant. You will need to set up the room with eight desks and distribute the accessories evenly so each delegate has their own space and materials to use. The intention of this is to simulate the workplace as closely as possible to enable the learners to become immersed in what they are doing and take on the role of the manager they have been assigned.



## How do I do it?



### Introduction

When delegates arrive, ask them to introduce themselves to you and to each other. You can either do this in an informal way as people arrive, or you can wait for them to be all together and use an icebreaker. Next introduce the simulation to them in an informal way over a cup of coffee. Give them the first part of the Delegate's Pack and go through the programme with them to ensure they understand what will happen over the three days. At this stage, they do not need to read any more of the information within the pack. Answer any questions they may have and put them at their ease. Take them on a tour of the building before lunch and show them where things are including refreshments and dining room.

### Desk, Company Review and Report

After lunch, introduce the session by giving delegates a few minutes to examine the contents of their desk and ensure they know where everything they might need is. Break them into two groups of four and assign a manager's role to each individual.

Ask them to open their Delegate's Pack, and read the information that is contained in **SIM 2** Delegate's Task. Make sure they understand what is required from them, answer any questions and let them know they have the rest of the afternoon to complete their report (until 6.00pm). Let them know that during this time, they may receive a visit from their member of staff who might need to discuss some issues with them. Tell them that they should agree a course of action for their employee to undertake.

### Actors

The Actors will be visiting their "manager's" between 3.30 and 6.00pm. They are briefed to spend about half an hour with their manager discussing and reviewing their problem. Because there are two of each manager, the actor will need to undertake each meeting twice – ie once in each group. This means that the timings need to be worked out carefully to enable this to happen. The following suggestions are made:

Employee Name	Manager	Group	Time
Bob	Production Manager	A	3.30
Bob	Production Manager	B	4.30
Terri	Head of Quality Control	A	3.30
Terri	Head of Quality Control	B	4.30
Mitch	New Product Development Manager	A	4.00



<b>Mitch</b>	<b>New Product Development Manager</b>	<b>B</b>	<b>5.00</b>
<b>Harry</b>	<b>Sales and Marketing Manager</b>	<b>A</b>	<b>4.00</b>
<b>Harry</b>	<b>Sales and Marketing Manager</b>	<b>B</b>	<b>5.00</b>



At the end of the first day allow delegates to ask any questions related to the format of the rest of the programme and then let them know they are free until the previous morning when you expect them back by 9.00am. Let them know when their coaches will be arriving so that they can meet them informally. Remind them that they need to arrange a meeting for the next day with their employee. The purpose of this meeting is for them to review how well their employee has performed in relation to the actions agreed during their previous meeting.

## **Second Day**

### **Learning Review**

The second day starts with a learning review during which delegates are asked to assess their own performance from the previous day's learning and to start identifying their individual development needs. You will need to hand out **SIM 18** and allow them 30 minutes to complete the initial questions.

### **Group work on report and preparation of presentation**

Explain to the delegates that they will now work together to finalise their report and prepare a presentation of it to their coaches. They will work in the two groups of four from yesterday and share information and their findings, which will enable them to prepare their presentation. Answer any questions they may have and let them know they have until 11.00am to finalise their presentations.

Explain that each individual is expected to take part in the presentation and the total time they have for it is 20 minutes. This gives them five minutes each.



## Presentations to coaches



Organise each group of four coaches to listen to the presentation from their group of four. Tell the coaches to make notes about their particular delegates' performance and content to enable them to feedback to them after the presentation. They should be looking to see how well the information has been interpreted and shared and what key points have been identified. The coaches could also consider the style of the presenters to give them feedback on this as well. Suggest to the coaches that they use the coach's notes to help them identify what to look for.

## Individual feedback from coaches

Allow each individual to meet with their coach for feedback. This should be on their performance to date. Tell learners that they should also discuss the learning review of their own performance that they carried out first thing this morning. Together with their coach, they should be able to add to the list of development needs they have started to identify.

## Numerical exercise

Distribute the following documents to participants:

- **SIM 12** - 1 Numerical Reasoning Activity
- **SIM 13** - 1 Information for Numerical Reasoning Activity
- **SIM 14** - 1 Delegate's template for numerical reasoning activity

Remind them that they already have a copy of the current salaries (**SIM 9**), which they will need to complete the exercise. Tell delegates that although getting the exact right answer would be good, this exercise is about numerical reasoning, so the way they go about the exercise is important. If they don't complete the exercise, it doesn't matter, it is more important to understand what to do and how to go about doing it.

This is an individual exercise and should be observed by their coaches who should be encouraged to make notes to feedback to the individuals during their individual coaching session after lunch.

When the allotted time of 30 minutes is up, distribute the answer sheet (**SIM 15**) to individuals for them to compare their answers.

## Preparation for individual coaching interviews

Allow delegates 30 minutes to prepare for their coaching interview. During this time, they should complete more of their learning review and consider how they can make best use of their time with their coach in order to help them assess their performance and development needs. This time should be informal and individuals may wish to use alternative venues to prepare. This should be their choice.

## Coaching Interview / Individual Feedback from Coaches

The coaches will meet with their allotted individual and will discuss with them their performance and review their learning with them



## Minus chart



Minimum of six months prior to event	Book the venue Book equipment required  Book coaches Book actors  Inform potential delegates
Three months prior to the event	Confirm venue / agree set up Confirm actors Meet with actors for initial briefing Meet with coaches for initial briefing
One month prior to event	Send out coaches pack Send out actor's pack Send letter confirming venue etc to participants
One week prior to event	Undertake photocopying of delegates packs (see "facilitators brief" for more detailed information) Buy or commission purchase of "desk" packs Liaise with venue to ensure all is in order Liaise with coaches to ensure they are all aware of their role Liaise with actors to check on any last minute problems
First day of the event	Arrive early in the morning to ensure you can deal with any problems that arrive Check catering arrangements and times for refreshments Check room layout and equipment functioning Follow the instructions in the Facilitators Brief

