

TRICorporation



Knowing Your Business

A TRI Corporation Simulation

Today's leaders must understand how their business operates at the enterprise level. Through experiential learning, participants gain insights on the holistic nature of decision-making and how the organization creates value for its shareholders and customers.

COURSE DESCRIPTION

In an intense, experiential simulation environment, participants make strategic decisions for the business while considering the impact to the financial wellbeing of the organization. Working in small teams constructed across diverse business functions, they engage in role play with senior leaders on critical leadership business challenges.

Interspersed between simulation rounds are a series of lectures, peer feedback, networking lunches, and debriefs. Each participant leaves the experience with many key learnings and a specific action plan to move his or her leadership capability forward.

The Discovery Process

A typical development cycle begins with a three-step discovery process to identify and align the program learning elements to current business realities. We meet first with your learning leaders to identify what analysis has been done to date and what the overall objectives of the program will be. Next, we identify key subject-matter experts within finance, human resources, operations, compliance, marketing, IT, and other relevant business functions and conduct a 30-minute interview with each. Finally, we summarize our findings and develop a straw man proposal for the creation of the learning exercise.

The Simulation

Participants (25 max. recommended for a pilot session) are grouped into teams of five to seven members from diverse business functions and units. The simulation takes each team through three “years” of a fictitious company whose issues mimic those of your own organization. The exercise includes role play at each stage with TRI faculty and your executives.

All teams start from the same point and outcomes depend solely on the decisions each team makes. The simulation begins with the reading of a short case on the current state of the business. For each of the three rounds (or years) that ensues, teams are presented with a business leadership challenge that includes both hard and soft business circumstances, and a selection of initiatives that have been customized through interviews with your key stakeholders. Of these, each team chooses the four initiatives that they determine will best move the business forward. Senior leaders meet with the team to discuss the framework of their solution. Role play takes place between participants and higher level executives – individuals who may or may not oversee the participants’ work within the organization.

Final team rankings are determined by how well each balances the financial and operations needs of the business and how well they deal with business challenges presented to them.

Debrief

Every simulation “year” ends with an in-depth debriefing session. This debrief includes a team self-assessment of its leadership and performance, and an assessment by faculty and company executives who delivered the role plays of each team’s success in managing the business leadership challenge presented.

The debriefing process also includes a peer review component. Team members meet in a private session where each participant is assessed – one highlighted achievement and one development opportunity – by every other member of the team. This feedback helps guide the creation of a development plan for each participant – an individual roadmap geared to expediting an individual’s professional progress within the organization.

PARTICIPANT OUTCOMES

- Experience formulating and executing business strategy
- Insight into the business value chain and how strategy fits into the big picture
- Business acumen in variance analysis, cash flow generation, profitable growth and building shareholder value
- Understanding how sales strategy and decisions impact financial results and business cash flow
- Exposure to situations demanding innovative and critical thinking, complex decision-making, risk mitigation, and dealing with unexpected hard and soft business circumstances
- Greater awareness of their own impact on the performance of the business
- New perspective on their own capabilities in a team context
- Action steps to work on gaps in their knowledge for long-term personal development

A Sample Slate of Challenges

ROUND 1: Employee Integrity Challenge

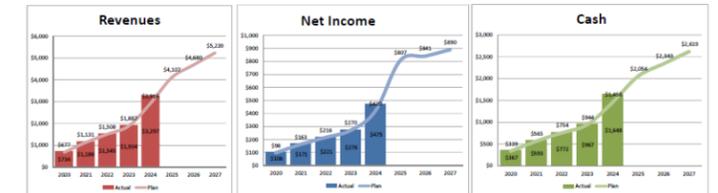
ROUND 2: Diversity and Engagement Challenge

ROUND 3: Customer Satisfaction Challenge

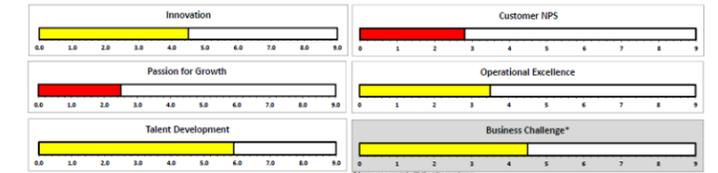
SAMPLE INITIATIVES: growth, simplification, end-to-end enterprise thinking, collaboration, training, new business origination, capital investment for growth, customer challenges, quality, people, business process, productivity, customer retention

Red Team Business Performance Scorecard

Financial Performance Score Card 2024



Business Key Performance Indicators



Sample team scorecard from debrief session

GENERIC VS. CUSTOMIZED

Knowing the Business is a generic business simulation that can be customized as **Knowing your Business** to mimic an organization’s real-world environment. Key differences between the two:

Knowing the Business (Generic)

- Develops basic business acumen
- Requires very little case customization for your environment
- Features role plays with executives selected from TRI’s pool of existing leadership issues
- Can be delivered immediately to your audience
- Program duration 1-2 days
- Development time: 2 weeks

Knowing your Business (Custom)

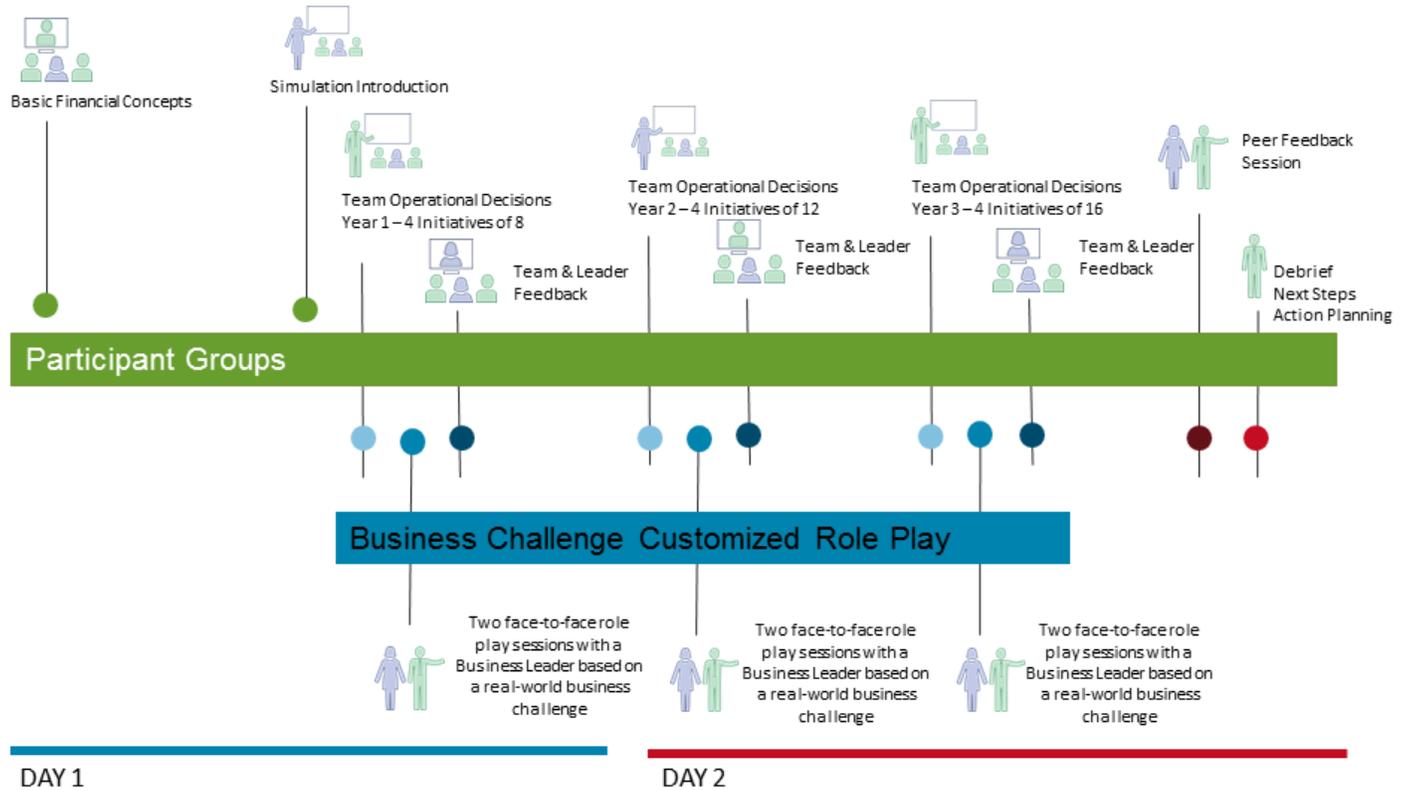
- Mimics your real-world business
- Involves extensive customization of the case
- Includes interviews with subject matter experts
- Features role plays that are customized to mimic your real-world leadership issues
- Program duration 2 to 2-1/2 days
- Development time: 3 months

Generic Versions by Industry

TRI carries generic versions of the simulation tailored to a constantly expanding list of industries. These can be focused on a single division or, by merging cases, multiple divisions. A sampling:

- Medical product manufacturing
- Solar technology manufacturing, software and service
- Large conglomerate (industrial, financial, consumer, technical, natural resources)
- Financial services compliance
- Consumer food products
- Software (license, cloud, services)

SAMPLE 2-DAY TIMELINE*



* Timeline may vary between a custom and an OTS simulation and expected learnings.

REQUIRED RESOURCES

Room

- Main classroom
- Private faculty room
- Team breakout rooms*

Equipment/Supplies

- Projector and computer
- One high-speed color printer per faculty member
- Computers (optional – can be included to run a financial model); assorted supplies, e.g. flipcharts, pens, paper, etc.

Staff

- Faculty – one faculty member per 30 participants
- Executive role players – one per simulation team

* Breakout rooms are optional but preferred. If they are not used, the main classroom should accommodate teams with at least five meters between team tables.

TESTIMONIALS

“TRI Corporation’s business simulation isn’t just about numbers and financial calculations. They understand the importance of leadership and building a simulation that allows participants to experience the ‘real world’ challenges that come along with making business decisions. We’ve received amazing feedback and it has helped our participants apply what they’ve learned about themselves as leaders, and how to work effectively within and across teams to influence positive change. And that combination is what will truly drive business results.”

Tracy Dodd, Vice President, Talent Development
CA Technologies

“We find the simulation to be a highly effective tool where people find themselves ‘Aha!’ moments. It is interesting to see how quickly teams form, meet deadlines and quickly make decisions. Teams with members who hardly know each other rally around winning. It is intense.”

Liana Mackey,
Supply Chain Talent Management Program
Dell