

# TRICorporation



## Leading the Business

A TRI Corporation Simulation

Organizations that emerge champion in their industry are backed by forward-thinking leaders. In an intensive, experiential learning environment, participants acquire the skills to create and drive strategy and innovation, build and develop teams, and deliver business results.

## COURSE DESCRIPTION

Leading the Business is an immersive, three-dimensional experiential exercise that tasks participants with managing an enterprise while making critical business decisions with major impact. Spanning three to five days, the program intersperses simulations with lectures, peer and trainer feedback, and debriefs to drive long-term learning. Using the three dimensions of traditional economic modeling, inbox/outbox leadership challenges, and one-on-one live role-play with faculty, participants work in groups to overcome obstacles and achieve intended goals, and emerge with the tools they need to lead and optimize a business. These simulations are very operationally focused and the economic models are complex.

### The Discovery Process & Program Development

A typical development cycle takes four weeks and 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

Organizations can opt to add a pre-course webinar to set participants' expectations for the experience. All participants prepare in advance with a simulation reading assignment and familiarization with the case economics. Upon arrival, a pre-course introduction lays out the simulation ground rules and introduces the economic model.

Participants are assigned to teams of five or six people. Typical cohort size ranges from 18 to 36 participants. Teams then meet individually to discuss the current state of the business, share impressions from the pre-course reading, declare a personal development objective, and define and assign roles within the simulation. Teams are given time to develop and document an executable strategy for the next 18 months of operation.

There are six simulation rounds, each representing a fiscal quarter. TRI incorporates visual, auditory and experiential elements in its simulations to accommodate participants' individual learning styles. Three types of simulation are employed in the Leading the Business course, creating a holistic leadership development experience as follows:

- Economic models demonstrate the major financial drivers of how a business runs. Participants develop basic business acumen, learning how to use income statements, the balance sheet and cash flow statements.

- Inbox/outbox simulations drive critical thinking based on real-world business challenges. These business challenges can be based on your organization's actual issues and inserted as vignettes into the simulation.
- Live role play with the TRI faculty allows us to insert emotional and rational situations into the program to challenge teams and fuel on-demand behavioral and cognitive learning. Our experienced faculty dynamically can increase the level of challenge to teams that are performing well and coach teams that are underperforming.

Interspersed between rounds are opportunities for leaders and subject-matter experts to address a variety of subjects in open plenary sessions.

### Business Reviews

Business reviews take place after two rounds of play and at the close of the simulation experience and are facilitated by senior leaders from your organization. In the first, a senior leader panel meets privately with each team to discuss the performance of their simulation business. This allows the senior leader to coach/teach participants about the importance of decisions aligned with strategy and help them develop an understanding of how outcomes are derived from the decisions made.

In the second business review, teams present in an open session with a senior executive panel and their competitors. This is one of the most critical sessions in the program, as it translates the simulation back to the participants' real-world business. The session acts as a mini assessment center, giving senior executives the opportunity to see key talent in action.

### Debriefs

At the conclusion of the last business review, the entire class convenes to discuss the performance of the competing teams. This gives participants an opportunity to compare and contrast leadership approaches -- value creation decisions, in particular -- and how they impact the competitive landscape and business outcomes. The session ends with the declaration of the top-performing teams on a number of different hard and soft criteria.

This debrief is followed by a discussion of how participants will implement their simulation learning in their real-world role. Team members set up informal post-program meetings to check on each other's progress, creating an ongoing support network.

Optionally, TRI can add individual or team action-learning project modules to the simulation experience to measure the ability of the participants to translate their simulation learnings to real-world applications. See our brochure on action learning for more details.

## PARTICIPANT OUTCOMES

- Increased awareness of their own strengths and improvement areas to enhance their long-term personal development
- Better understanding of business strategy formulation and execution through holistic learning about competitive landscapes, customer needs, business value chain, etc.
- Advanced business acumen in areas such as top-line growth, cash generation, bottom-line growth, and variance analysis, and their relationship to each other
- The ability to anticipate business environments through exposure to stressful situations that demand innovative and critical thinking, complex decision making, forecasting, risk mitigation, and dealing with unexpected circumstances
- Recognition of their role in championing the company culture and values

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### CUSTOMIZING WHERE IT COUNTS

Typically, the background case and the economic model are not customized in Leading the Business, but the role-play, leadership challenges, and the design and layout of the timing are customized as needed.

#### Typical Theme Examples From Each of the Simulation Rounds

**ROUND 1:** Business review and strategic planning

**ROUND 2:** Review risk and strategy

**ROUND 3:** Finalize annual plan and success metrics

**ROUND 4:** Innovation and best practice sharing

**ROUND 5:** Risk assessment review

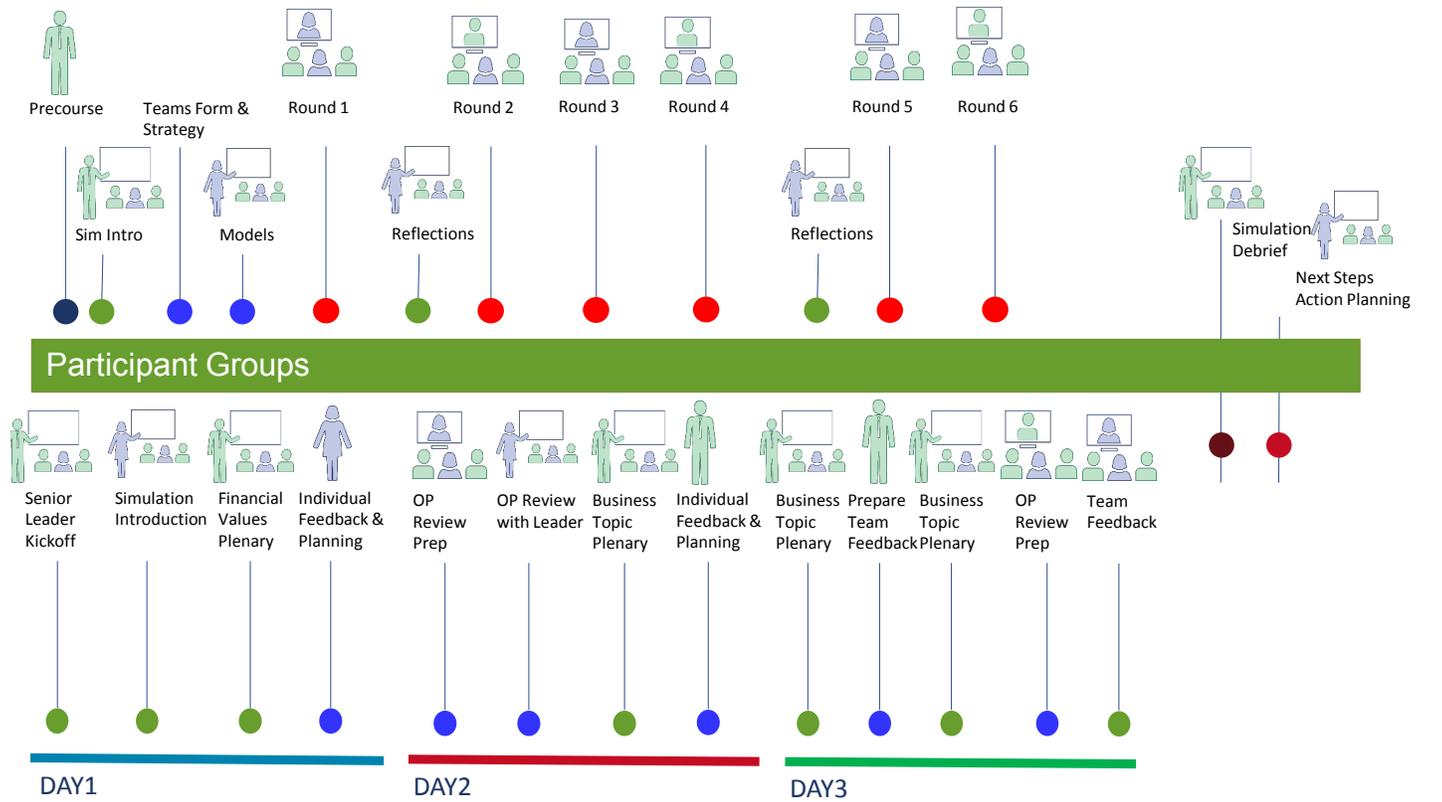
**ROUND 6:** Execution and meeting commitments

**SAMPLE PLENARIES:** Finance as the language of business; decision-making under uncertainty; using strategy to create shareholder value; strategic and critical thinking as part of decision-making; utilizing and development talent in the organization

# REQUIRED RESOURCES

| Room                                                                               | Equipment/Supplies                                                                                                                                 | Staff                                                                                                                            |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Main classroom</li> </ul>                   | <ul style="list-style-type: none"> <li>Projector and computer</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Faculty – two faculty members per 18 participants</li> </ul>                              |
| <ul style="list-style-type: none"> <li>Team breakout rooms</li> </ul>              | <ul style="list-style-type: none"> <li>Computers, projector, one landline phone, plus assorted supplies (flipcharts, pens, paper, etc.)</li> </ul> | <ul style="list-style-type: none"> <li>Executive op reviewers -- one per simulation team for each of the two business</li> </ul> |
| <ul style="list-style-type: none"> <li>Private faculty war/control room</li> </ul> | <ul style="list-style-type: none"> <li>High-speed color printers for simulation results; one landline phone per faculty member</li> </ul>          |                                                                                                                                  |

## SAMPLE 3.5 DAY TIMELINE



Timeline may vary based on expected learnings.

## TESTIMONIALS

“The most valuable training I have had in the last 20 years. The first 3 days has given me the knowledge to understand and appreciate what goes on behind the scenes of running a company. I can now appreciate in more detail the impact of getting your forecasting correct and I will be reiterating this throughout the sales organization.”

“Simply put, one of the most valuable professional learning experiences I have had in my career. I have been to other leadership development programs, have learned a lot from them, but none beat the simulation. I learned (and perhaps re-learned) several things:

- Everything is an investment and all investments should have an ROI, though some may be harder to measure than others
- Set goals and make tactical decisions in line with meeting them
- Negotiating is critical, and almost everything is negotiable
- Assess your competition, but don't obsess over them. Tweak your plan, but don't change it (unless you have nothing to lose)
- Direct, honest, respectful feedback saves time and minimizes the ‘storming’”