



*Transforming IT Professionals into Business Leaders*

## **STEP UP!™**

*How change leaders strategize, influence and succeed in the world of internal politics*

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STEP UP!™ is a facilitated learning board game for organizations faced with fast-paced change and disruption. It is delivered as a 1-day hands-on workshop by highly-acclaimed Leaders Beyond faculty member Edmond Mellina, who is well known to graduates of both our Advanced IT Leader and Emerging IT Leader programs. Edmond is president and co-founder of ORCHANGO and is internationally recognized for his expertise in nimble change management in the age of digital disruption.

### **Learning Objectives**

- Gain a deeper understanding of what it really takes to successfully execute change in today's fast-and-furious business environment.
- Adopt critical mindsets and guiding principles to be nimbler as a change leader/professional in the age of digital disruption.
- Boost your effectiveness as a transformational leader or change professional by adding highly practical, nimble and unique tools to your existing change management toolbox.
- Multiply your ability to work with and through the politics of change.
- Invest your limited time, energy and influence more strategically to drive change, maximize your organizational impact and propel your career.

Leaders Beyond is pleased to offer STEP UP!™ in collaboration with ORCHANGO.



## About the Program Leader



### **Edmond Mellina**

*President, ORCHANGO; former CIO, Delta Hotels*

Edmond gets powerful messages across with his highly dynamic speaking style and engaging stories. He is internationally respected for his expertise in nimble change management for the age of digital disruption. For over 25 years, he has partnered with public and private sector clients in Europe, North America and the Middle East to build their change capabilities while helping them win in an increasingly digital world. Edmond was CIO at Delta Hotels when Expedia disrupted the hotel business; and VP Corporate Development & General Manager USA for the technology business of Envoy Communication Group when design and marketing agencies started to become digital.

## About Leaders Beyond

Leaders Beyond education programs provide mid-level and senior IT professionals with the critical skills and knowledge they require to position themselves as true business leaders. We take you beyond the traditional scope of IT, enabling you to provide measurable and immediate value that contributes directly to the overall success of your organization.

Students gain the real-world advantages of learning from accomplished business leaders using a highly interactive case study-based approach:

- Critical skills to address real-life business challenges.
- Ability to understand, collaborate and engage with anyone at any level of the organization.
- Knowledge and insight to make a measurable and immediate impact on business outcomes.

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## About STEP UP!™ – A simulation that feels all too real!

Learning the ORCHANGO Method™ for **nimble** change leadership

STRATEGIZE. INFLUENCE. WIN.

Compete to come out on top by tackling widespread resistance and internal politics.

STEP UP!™ is a facilitated learning board game (“serious game”) for organizations faced with **fast-paced change** and **digital disruption**.

The game challenges competing teams to take on a tricky change & innovation situation. The objective is to drive a successful campaign for change within the U.K. division of Korbus Global – an international B2B company. There are plenty of obstacles, internal politics and twists that simulate the real world. How will the players pull it off?

The characters and dynamics in STEP UP!™ are based on a real-life workplace scenario. Players learn how to apply [The ORCHANGO Method™](#) to build and sustain momentum for change while drawing parallels with their own real-world challenges.

The result is a learning experience that threads **nimble** change leadership into the players’ “DNA” and the organization’s culture.



**MARY RATIONALE**  
Director,  
Business Development, InfoBIZ

Mary reports to Anthony Fiefdom. She worked her way up the InfoBIZ division since joining the company following her internship, which she did under Anthony’s supervision. Mary is a member of Korbus Global’s Business Development Council. Originally from Scotland, she is an accomplished player of the Great Highland Bagpipe.



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**GIORGIO CATALYST**  
Executive Director,  
Change & Technology

Giorgio reports to Tom Newhead. He is a change management expert with a strong technology background. Prior to moving to London, Giorgio was working in Italy for a large insurance company. Although he has worked in several industries, Giorgio has no previous experience in Korbus’ sector. He is a big soccer fan.



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**ANTHONY FIEFDOM**  
Senior Vice President,  
InfoBIZ

Anthony reports to Tom Newhead. He has been working at Korbus U.K. for 16 years. A shrewd businessman, he is the driving force behind InfoBIZ’s dominant market position in the U.K. Anthony works long hours, seven days a week. Once in a while, he takes time to play a round of golf... with customers.



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The 1-day version of the STEP UP!™ game covers the foundational elements of the ORCHANGO Method™:

1. The **ORCHANGO Metaphors & Guiding Principles™**;
2. The **Change Stethoscope™** to monitor commitment-resistance on the fly;
3. The **STEP UP!™ Game Plan, Tools and Techniques** – including the **Ladder of Commitment-Resistance™** to work with (and through) the politics of change.

### More info

- ① <http://orchango.com/learn-step-up-game>
- ① <http://orchango.com/method-for-fast-paced-change/>

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## In the words of senior executives



This learning game has made a tremendous contribution to building our organization's change capabilities. In team sports (for example soccer) it is hard to learn how to play if you never watched a game before.

The same is true in change management. **With STEP UP!™, the participants had a great opportunity to simultaneously watch and play the [nimble] 'change management game'.** This built a strong foundation for the rest of our action-learning journey as an organization.

STEP UP!™ vividly presented the reality of being in the fog during the early phases of a change project. This was a key message which otherwise would have been very difficult to teach and learn. Furthermore, the game equipped the learners with effective strategies, methods and tools to clear the fog and build momentum towards change.

**With its story-line and characters, STEP UP!™ brought to life the tools** especially the Ladder of Commitment-Resistance and its six rungs. **The game immersed the participants in a simulation that felt all too real:** they could immediately think of real people who personify the various rungs of the Ladder; they could relate to the events and challenges.

Also, the characters provided us with neutral labels for people's attitudes towards change. For example, a leader can now capture someone's lack of commitment by saying: 'We have a Nick Duran here'. The people working on the change will know exactly what that leader means – and, more importantly, what to do about it.

**Thanks to the common language and the tools we acquired through the STEP UP!™ game, we work better together and drive change more effectively throughout the organization.**

— *David Scriven, Vice President responsible for strategy & change, Technical Standards & Safety Authority (TSSA)*



When I participated in the STEP UP!™ game at the Travel Insurance Council of Ontario's **Board of Directors retreat**, I knew this would be something that my team could benefit from. [...] **The game is so effective as a starting point** because people's minds are open. It's a theoretical company and there is no reason to get defensive or prickly about questions around the existing situation and change. **It was very effective, as expected.** You have a very disarming way of communicating while getting a very powerful message across.

**It's excellent!** I look forward to us really diving into our change problem."

— *Richard Vanderlubbe, Founding CEO, tripcentral.ca and Corporate Director, Travel Insurance Council of Ontario (TICO)*



## The ORCHANGO Method™ for fast-paced, ongoing and disruptive change

### #NIMBLE TOOLKIT FOR TODAY'S WORLD

Most organizations continue to rely on step-by-step change management methodologies developed in the mid-to-late 90s, when the pace of change was still relatively slow and controlled (e.g. Prosci's ADKAR, Kotter's 8 Steps; Anderson's 9 Phases; etc.). It doesn't work anymore.

Agile is better suited to our era of digital disruption. But to thrive (and survive), organizations need to raise the bar even further when it comes to change management!

Time and again, the ORCHANGO Method™ for #nimble change leadership has proven amazingly effective when fast-paced, ongoing and disruptive change is the norm.

### STETHOSCOPE-LIKE EFFECTIVENESS

Our tools share three key characteristics with the ER doctor's stethoscope: Readily available; Simple yet effective; and Catalyst for action.

That is because the ORCHANGO Method™ has been specifically developed by and for change leaders operating in fast-paced environments – i.e. when ongoing and disruptive change is the norm. Our unique tools, guiding principles and techniques are super effective and easy to apply in today's fast & furious business world.

BTW – one of our most critical tools is actually called... the Change Stethoscope™.

### EMBRACED BY THE KEY CHANGE & INNOVATION PLAYERS

The folks at the forefront of change & innovation — i.e. the technical or operational leaders and professionals in field or head offices — are quick to embrace the ORCHANGO Method™.

They learn the essentials of our method through the STEP UP!™ game, a simulation that feels all too real! They can go deeper by participating in one of our advanced learning programs, which integrate classroom- and action-learning in a powerful way. Our advisory & coaching services are designed to further support those tasked with executing challenging and critical transformations.

### BOTTOM LINE

Change & innovation that stick!

