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WALLBREAKERS®

LEADING CHANGE AND OVERCOMING RESISTANCE

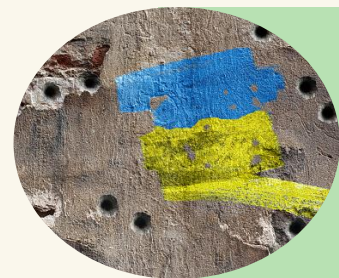
2023 CERTIFICATION COURSE IN CHINA



COMPANIES OPERATE IN A HIGHLY VOLATILE WORLD

**Siemens Combined Management Report 2023 **Diversity, equity, inclusion and belonging*

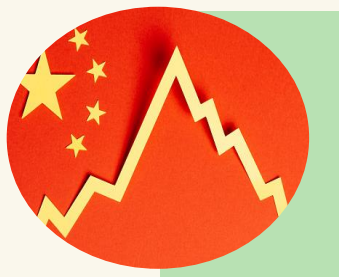
Major global disruptions*



War in Ukraine

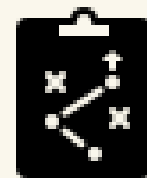


Corona virus pandemic

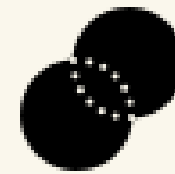


Economic slowdown in China

Examples of change scenarios



Strategic transformation



Merger & acquisition



Digitalization



Cultural change**
(leadership, DEIB etc.)

Navigating in volatility and crisis often requires change

CHANGE THROUGH INVOLVEMENT

**WALLBREAKERS®
CERTIFICATION COURSE**

MOST OF OUR WORK FALL WITHIN THESE FIVE AREAS:



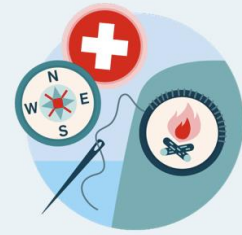
**STRATEGY
ACTIVATION**



CULTURE CHANGE



**LEADERSHIP
DEVELOPMENT**



SPECIALIST TRAINING



PUBLIC ENGAGEMENT

Our leadership simulations are available in eleven different languages and have been used by more than 40.000 managers internationally.

	Strategy	Change	Stakeholders	Team	Distance and culture	Performance	Resources	Portfolio
GAMECHANGERS®	✓	✓	✓					
WALLBREAKERS®		✓		✓				
BRIDGEBUILDERS®			✓	✓	✓	✓		
PLAYMAKERS®			✓	✓		✓		
TIMEKEEPERS®				✓		✓	✓	
STREAMLINERS®						✓	✓	✓

Workz is a Copenhagen-based change agency. It is a design consultancy working with change, involvement, leadership and learning.

We are passionately committed to helping organisations drive sustainable change by placing people at the heart of our work.

Through involvement and change leadership, we help organisations evolve and change direction in a sustainable way.

Through transformative conversations and playful experiences, we help people find meaning, learn, and change their mindsets.



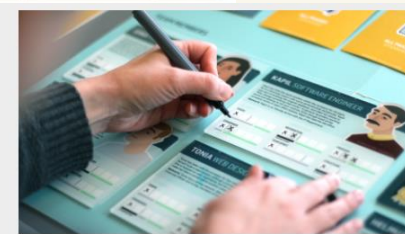
GAMECHANGERS®
Stakeholder management and strategy roll out



WALLBREAKERS®
Leading change and overcoming resistance



BRIDGEBUILDERS®
Global leadership across cultures and distance



PLAYMAKERS®
Leading teams to high performance



TIMEKEEPERS™
Project management and performance



STREAMLINERS®
Portfolio management and financial focus

WALLBREAKERS® LEADERSHIP SIMULATION

WALLBREAKERS®
CERTIFICATION COURSE

Every single day, organisations embark on change journeys. Some are looking to optimize internal processes, some are developing their competitive edge, while others just want to survive. **Still, most change projects fail.**

We would like to change that, so we designed **WALLBREAKERS®**

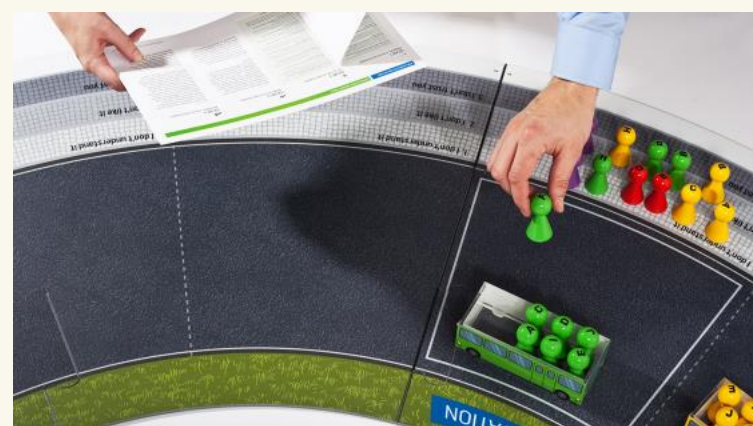
- A leadership simulation that trains implementation and anchoring of organisational change.



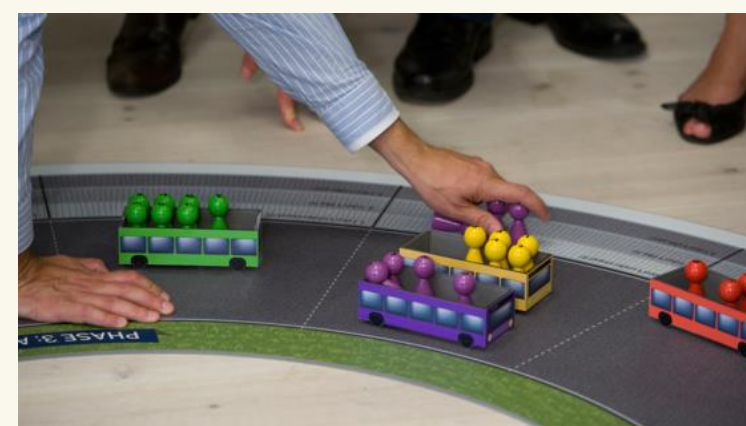
Game contents



As a big physical game **Wallbreakers®** invites the players to emerge themselves



Players select the pace of the change process



The objective is to bring the bus forward with as many employees onboard as possible

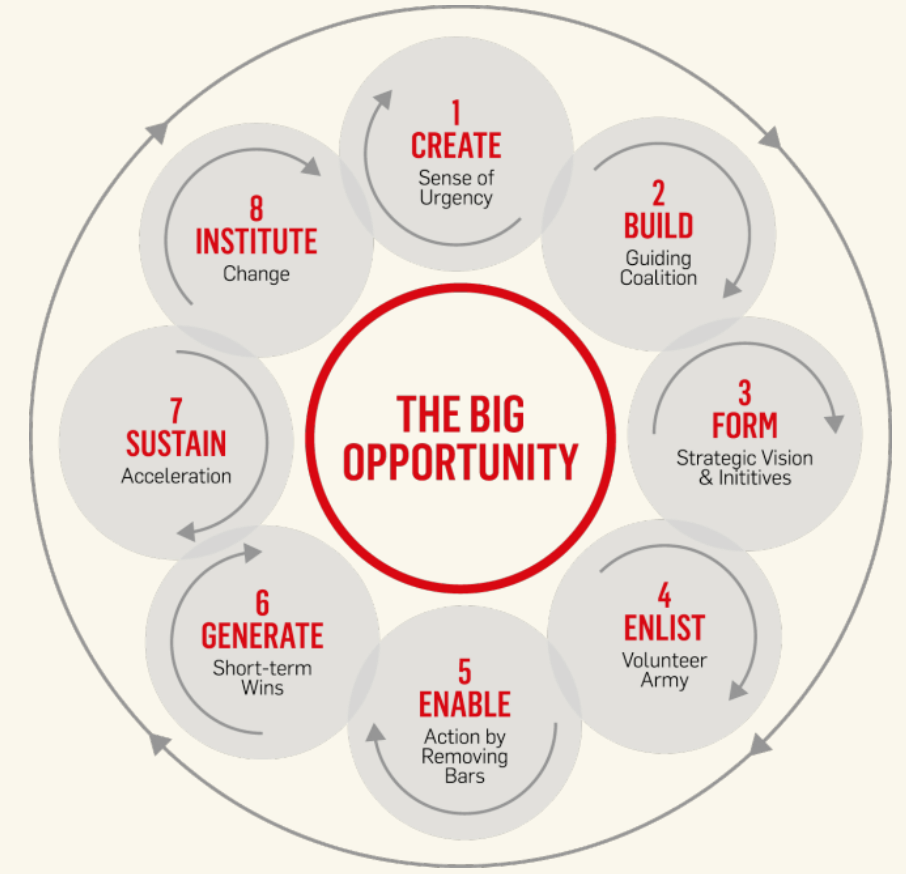
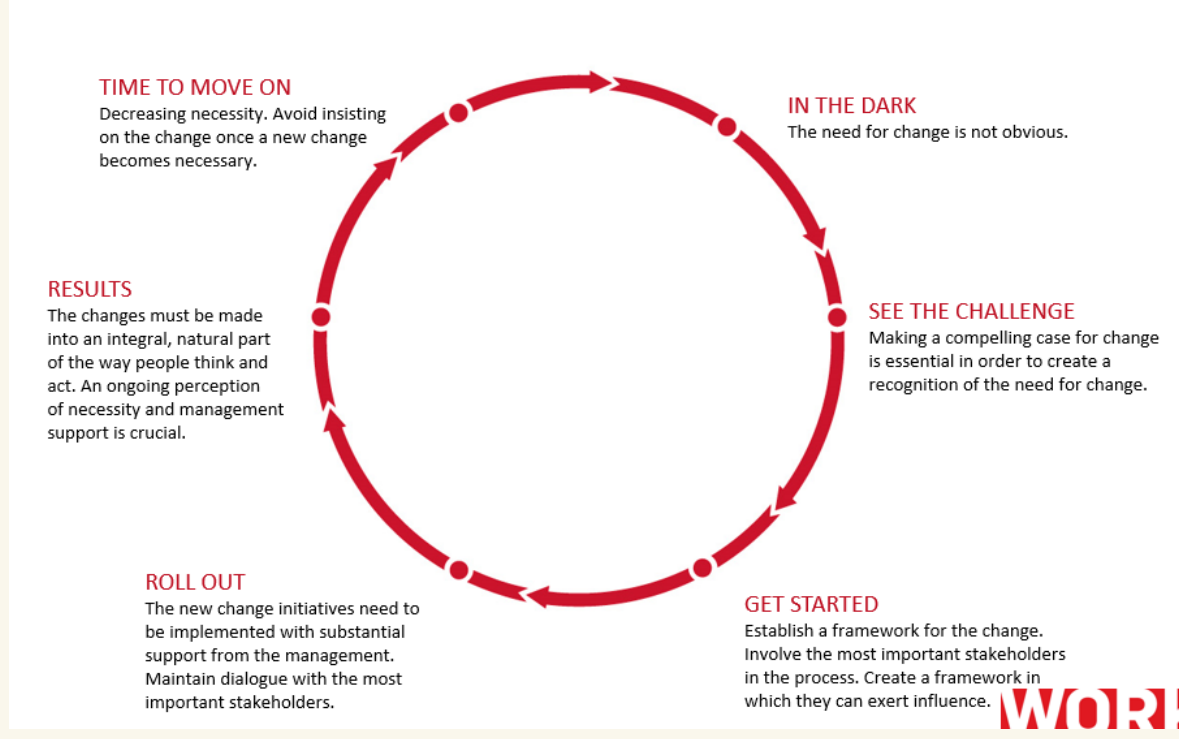


The Cycle of Change is the underlying metaphor of the game

"Wallbreakers® has worked as a perfect frame for understanding the dynamics in a change process, and of the importance of management knowing how to deal with the human dimension"

MAIN THEORIES BEHIND THE SIMULATION

Circle of Change – different phases of a change



LEVELS OF RESISTANCE

Resistance level 1: Level of information
"I don't understand it. I need more information, data and more ideas."
Cause of resistance level 1:

- Confusion, insufficient information
- Disagreement with the idea itself
- Insufficient time to deal with the idea

Resistance level 2: Emotional level
"I don't like it. I need to feel more certain. I need to feel safe."
Cause of resistance level 2:

- Loss of power, control, status or respect
- Feeling of incompetency, isolation
- Overworked, too many changes

Resistance level 3: Trust level
"I don't trust you. I have to see it to believe it."
Cause of resistance level 3:

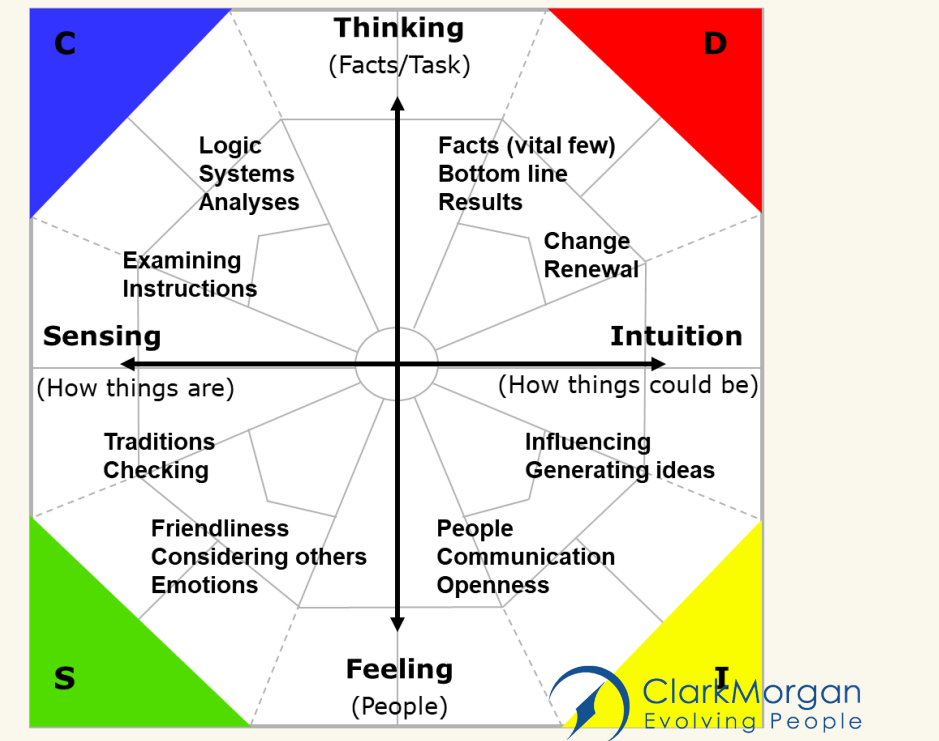
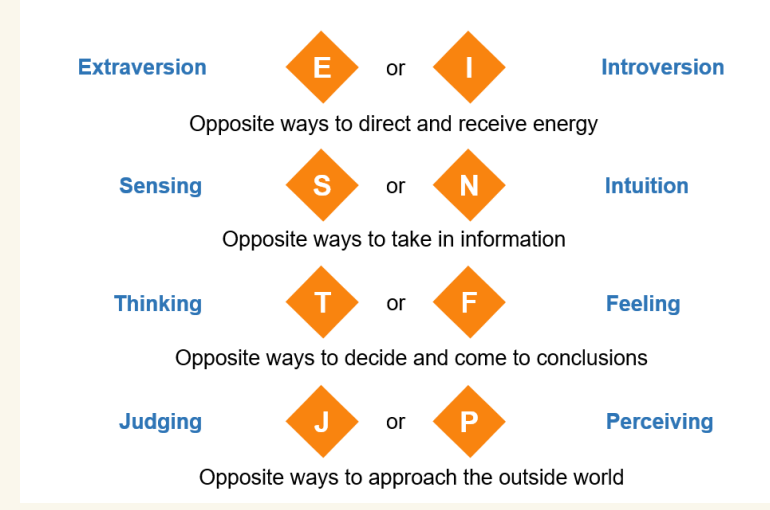
- Distrust based on previous events
- Differences in culture, gender or ethnicity
- Disagreement about values

Source: Rick Mauer, "Beyond the wall of resistance" (1996 & 2010).

OUTLINE OF THE SIX LEADERSHIP STYLES

	Commanding	Visionary	Relational	Democratic	Pace setting	Coaching
Also known as	Coercive, Directive	Authoritative, Charismatic	Affiliative, Bonding	Participative	Forerunner	Supportive
Essence	Demands immediate action	Mobilises people towards a vision	Creates emotional bonds and harmony	Builds support and ownership through involvement	Drives high tempo and expectations	Helps people develop and grow
The style in a phrase	"Do this!"	"Come with me"	"How do you feel?"	"What is your opinion?"	"Do as I do. Now."	"Try this."
Underlying emotional intelligence competencies	Drive, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team, leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick-start a turnaround or with problematic employees	When changes require a new vision or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help employees improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

The MBTI® Preference Pairs



WALLBREAKERS® LEADERSHIP SIMULATION CERTIFICATION PROGRAM OVERVIEW

Nov.23th-24th in Shanghai

Pre-work (1 weeks before certification session)

- Self-study on main theories of **WALLBREAKERS®**

Day One (9:30-17:00)

- Welcome and warm up
- Main theories introduction of **WALLBREAKERS®**
- Presentation and expectations
- The use situations of **WALLBREAKERS®**
- Intro to **WALLBREAKERS®**
- Learning: Playing the Start-up phase
- Learning: Playing the Implementation phase
- The extended process – Intro to mini games
- Summing up and requests for Day 2

Day Two (9:30-17:00)

- Reflections on Day 1
- Theories in **WALLBREAKERS®**
- Practice: Planning the facilitation
- Practice: Playing the Anchoring phase
- Securing transfer to daily contexts
- Design: Your first **WALLBREAKERS®** workshop
- Design: Facilitation & games
- Facilitating **WALLBREAKERS®** virtually
- Odds and ends - **WALLBREAKERS®**
- End of **WALLBREAKERS®** certification

Gathering Dinner for China Certified Facilitator Community (Nov.23th 18:00-20:30)

MASTER TRAINERS

**WALLBREAKERS®
CERTIFICATION COURSE**

SVEND ASK LARSEN

Game Designer & Experienced Facilitator



Professional background

- Svend is a Senior Consultant and Partner at Workz. As a learning game designer with a Learning-game research background, he has been one of the driving forces in developing the leadership simulations Wallbreakers, Playmakers and Bridgebuilders.
- He is also an experienced process consultant working from a background in systemic psychology and has extensive experience in designing and facilitating learning experiences - games, workshops and full leadership programmes within general leadership, change management, project management and strategy execution.
- As a consultant he has worked with a number of global companies including Daimler, ISS, Continental, Spotify, Beiersdorf (Nivea), PVH (Tommy Hilfiger/Calvin Klein) and many more.

Fields of expertise

- Very experienced instructional designer within organizational- and leadership development including Strategy execution, Change management, Project- and Portfolio management
- Facilitation of training seminars in leadership and management
- Game based learning design and - facilitation specialist
- Experienced coach and process facilitator

Degrees and certifications

- Psychology and Business Studies, University of Roskilde, Denmark
- Korn-Ferry - Leadership Architect Certification
- Peopleway – High Impact Learning specialist (learning effect measurement)
- Wiley – Everything DISC Certification
- Workz - Wallbreakers Change Simulation Master Trainer
- Prosci - Change Management Practitioner Certification

Language ability

- Fluent in Danish and English.
- German - Light reading and basic communication

Added Value

- Supporting leaders in seeing new perspectives and try out new approaches
- Helping people bridging the “knowing – doing” gap and making learning actionable and tangible

3 Characteristics

- Energetic, Big-picture oriented and always working with end-user needs in mind



Richard Su

Experienced China Practitioner



*** Learning Experience**



*** Working Experience**



WALLBREAKERS® LEADERSHIP SIMULATION CERTIFICATION PROGRAM PROCESS

Target Group in Corporate & Organization

- Learning & Development Professionals
- HR Professionals
- OD and Business Professionals
- Trainers, Coaches and Facilitators

Max 14 seats in Class



Rights for Certified Facilitator

- Have access to additional resources for material download
- Will receive two or three newsletter a year and invitations for 10 events a year.

Global + China Community

Investment for Certification Program

- Program Price: RMB18,800/person (incl. VAT 6%)
- Register, Make Payment and Accept the Legal Terms and Conditions

Global Unified Price

Contact Information (Wechat)

- Marie Xiao: NMI2021

Contact Information (Email)

- marie.xiao@clarkmorgan.com

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WELCOME TO JOIN!

WORKZ