

GROUP DYNAMICS AND LEADERSHIP WHEN THE STAKES ARE HIGH



EXPERIENTIAL LEARNING

Organizations looking to develop effective leaders need more than a concept to guide them. They must provide well-structured experiential learning opportunities that enable leaders to develop and hone the specific skills required for success.

Simulations are a proven experiential learning activity. Aligned with an organization's business strategy and goals, simulations have the power to deliver:

- Greater retention and application of new skills
- Highly engaged learners invested in learning and its outcomes
- Stronger links between individual learning and business goals
- Straightforward assessment of results

Simulations, when deployed strategically and with sufficient organizational support, offer high-return leadership development results that can significantly amplify the impact of learning.

Making Complex Decisions Under Challenging Conditions

Harvard Business Publishing's Everest team-based simulation uses the dramatic context of a Mount Everest climb to help participants better understand group dynamics and leadership. This multimedia, multiuser simulation presents teams with a series of problem-solving and decision-making challenges and focuses on how teams make complex decisions when critical information is distributed unevenly among members and when members have partially conflicting goals.

Learners play one of five different roles on a team of hikers attempting to reach the mountain's summit. During the simulated six-day climb, each hiker is faced with health-, weather-, and resource-related challenges. How well each team member shares information and makes sound decisions determines whether the climbers make it to the next camp and survive the climb.

EXPERTS

The *Everest: Leadership and Team Simulation* is authored by:

- Michael A. Roberto,
Professor, Harvard Business School
- Amy C. Edmondson,
Professor, Harvard Business School

USE OCCASIONS

The Everest simulation is ideally suited for two leadership development situations:

- As part of an existing Harvard Business Publishing leadership development solution
- As a stand-alone session to meet a specific organizational leadership development need

MODERATION OPTIONS

- Leverage vetted and experienced moderators from Harvard Business Publishing's Resource Network to lead engaging debriefs, contextualizing the concepts to your organization.
- Use our moderator training program to prepare your moderators to deliver the simulation's live debrief.

SUPPORT

Simulations deliver the best results when set in the context of a broader development program. Our Learning Services team can help you develop a design and implementation plan that meets your needs and objectives. We also provide engagement management resources to help you manage the delivery process and coordinate scheduling for our moderators or training for yours.

LEARN MORE

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LEARNING OBJECTIVES

Understanding Group and Leadership Dynamics

The Everest simulation has five main learning objectives:

- 1 To learn about building, participating in, and leading effective teams
- 2 To learn how teams can solve problems and make decisions more effectively in difficult situations when members have different information and opposing interests
- 3 To examine how teams can improve the way they make decisions
- 4 To explore how leadership approaches—in particular, the process choices that leaders make—affect team performance in situations characterized by time, pressure, and competition
- 5 To examine how teams and their leaders deal with potential trade-offs between short-term task completion and longer-term team effectiveness



SIMULATION TIMELINE

LEARNER PREWORK → 30 MINUTES
SIMULATION → 120 MINUTES
LIVE DEBRIEF → 90 MINUTES

