



The Maxx

AUDIENCE

Leaders and managers from all functions of the organization

Challenge yourself to become a better leader

Program Benefits

The Maxx is a deep-drill business simulation in which participants step into leadership roles within a struggling, Disneyesque organization composed of theme parks, retail outlets, and online shopping channels. Participants, together with their colleagues, face daunting challenges as the Maxx leadership teams navigate their company through three tumultuous simulated years. They vie to win against their competition by generating the highest share price, incorporating net income, return on equity and sustainability.

Throughout *The Maxx*, participants have a 'mirror' held up that allows them to see their own leadership behaviors in action. They gain understanding and appreciation for the impact of their business decisions and behavior. Learning outcomes include:

- Building shareholder value
- Demonstrating leadership best practices (emotional intelligence)
- Optimizing and leveraging talent
- Creating an organizational culture that motivates employees and fosters high performance teamwork
- Developing enterprise-wide initiatives that outperform the competition/managing organizational change
- Making difficult strategic decisions about the future direction of products, customers, markets, and brands.

Program Description

Upon entering the Maxx environment, participants' first challenge is to meet with their colleagues to select their Maxx leadership roles. They base this on an organization chart that outlines the roles ranging from senior to frontline management. Then the Maxx leadership teams are swept into the Maxx story as their facilitator provides them with an animated, engaging briefing. Teams must then plan their initial strategy and operate their company for the upcoming 'year' (one hour of action). This first component ends with a debrief that explores the parallels to participants' own organizational lives—attempting to be successful within an environment of information overload, urgent deadlines, tough decisions and crises.

The Maxx teams receive the results for Year 1 including financial statements, organizational climate and culture scores, and analyst feedback. They then meet to develop a winning strategy to implement over the coming two years. Participants must share leadership, reach agreement, implement strategy and manage change, while deepening their understanding of their customers, managing shareholder expectations, and creating a great organizational culture. Of course, participants must also navigate inevitable surprises, challenges and crises along the way.

At the end of the third year, *The Maxx* concludes with all competing teams having made remarkable improvements in their results. The final debrief and program close set the stage for participants to identify, explore and plan the application and transfer of key personal leadership insights that are related to real life organizational themes embedded within the program design.

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Implementation/Customization

The Maxx is typically implemented as three half-day sessions (12.5 hours total). It is appropriate for 23-100 participants. The simulation is most effective when used as a powerful experiential learning cornerstone within a multi-day management or leadership development program. *The Maxx* is readily customized to incorporate and focus on client organizations' own leadership competency frameworks.

