

# ANNOTATED ARTIFACTS

## NORTHWESTERN UNIVERSITY MSC

PAYAL PATEL

### Leveraging Power and Influence to Impact Change

**HARVARD BUSINESS PUBLISHING** CHANGE MANAGEMENT SIMULATION: POWER AND INFLUENCE

**Payal Patel**  
CEO

**WEEK 68 OF 96**

**18 OF 20 ADOPTERS**

**CRITICAL MASS**

ORGANIZATIONAL PHASE OF ADOPTION

**1** - **2** - **3**  
**SUSTAIN**

CREDIBILITY  
**10 of 10**

**PREPARE:** **ANALYZE:** **DECIDE:**

This simulation has ended.

### Congratulations

You currently have **18** adopters of the proposed sustainability initiative within the management team at Spectrum, and have used **68 weeks** to do so.

As you may recall, your Change Efficiency Ratio (CER) is the number of advocates gained divided by the number of weeks used or **0.26**

Due to your change leadership skills, a critical mass of managers within the firm has adopted the sustainability for the initiative.

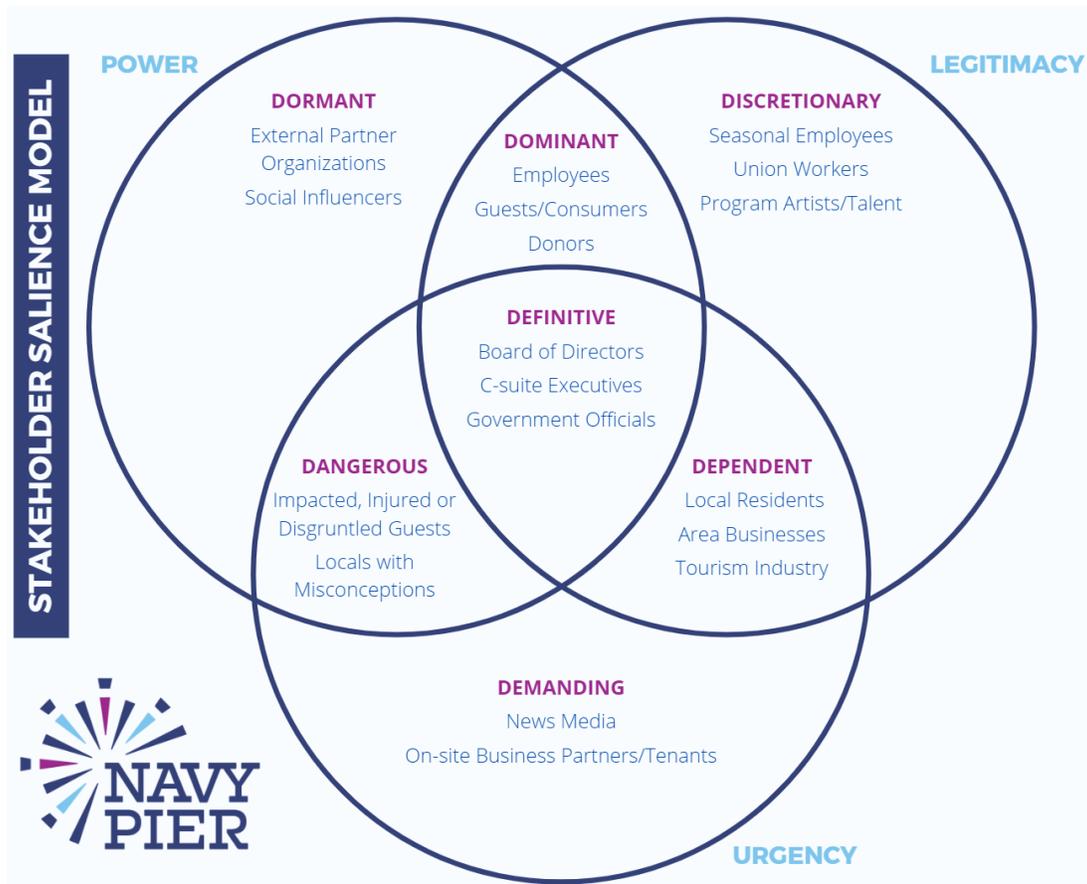
As a result, you have succeeded in bringing about an important organizational change and the future looks bright not only for Spectrum and the natural environment, but also for your career.

The change management simulation my class and I participated in as part of the Foundations of Strategic Communication course was one of my favorite exercises. It assessed our ability to analyze organizational stakeholders and apply communications strategies, collaborative leadership and well-informed decision making in order to successfully implement organizational change. I completed this activity individually, and learned quite a bit about myself in the process. I discovered early in the simulation that organizational change cannot simply be mandated by management; in order for it to be truly effective and meaningful, it requires collaborative leadership and a strategic approach to the use of power and influence. Using Kotter's 8-Step Change Model that we learned in class, I was able to think more strategically and make better decisions as the CEO of the organization. In the end, I was able to successfully reach critical mass by converting 18 out of 20 employees into adopters of the company initiative in less than 96 weeks and without negatively impacting my credibility score.

Course learning outcomes include:

Thinking holistically about an organization's strategic communication; Developing and implementing strategies to engage stakeholders.

## Managing Crisis and Complexity in a Multi-Stakeholder Organization

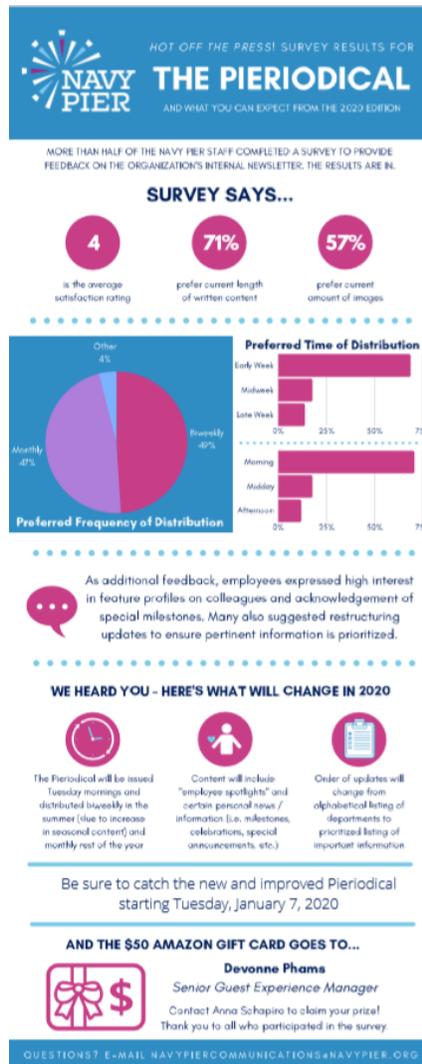


As I continue to strengthen my crisis management and strategic communications skills, the stakeholder saliency model exercise we conducted in the Foundations of Strategic Communications course proved to be a valuable activity in identifying and analyzing key internal and external stakeholders in order to mitigate potential risks—especially in the event of a crisis. A key learning I noted after a recent crisis at my current organization, Navy Pier, was that we needed to create customized communication strategies for certain critical stakeholders rather than deploying a “one-size-fits-all” message to all stakeholders. I used this class assignment as an opportunity to revise Navy Pier’s strategy by assessing the power, legitimacy and urgency of the organization’s many stakeholders through this individual activity. Utilizing the stakeholder saliency model as a mapping device, I was able to identify and group each stakeholder according to its respective attribute(s). In the future—and especially during a crisis—I will be able to reference this model and tailor communications strategies accordingly.

Course learning outcomes include:

Identifying and assessing the importance, urgency, and power of stakeholder groups; Creating policies and practices that mitigate risks from internal stakeholders on strategic communication strategy.

## Curating Meaningful Data and Driving Innovative Solutions



In the course, Using Data to Make Informed Decisions, I was challenged to think about organizational problems more analytically and present data-driven solutions using appropriate research methods. One of the projects included creating an infographic that offered the target audience meaningful data and presented a solution based on that data. At Navy Pier, we were looking for ways to improve the organization's new internal communications resource and increase its average open rate. So, I created and administered an organization-wide survey to gain insights into employees' preferences in design, format, date and time of distribution, etc. This infographic, which I completed individually, articulates the results of that research and reflects the changes we are going to make in 2020 based on the information we gathered. The tool proved to be effective and valuable, with many employees expressing a positive sentiment.

Course learning outcomes include:

Understanding fundamental research methodologies; Interpreting and analyzing data and information; Successfully communicating data-driven messages to target audiences.

## Communicating Elegantly and Effectively during a Crisis



### Zephyr Airlines Statement Friday, December 6, 2019

Zephyr Airlines extends its heartfelt gratitude for the patience and cooperation of its customers, partners and employees throughout the data breach investigation, and continues to empathize with those who were impacted. Please know that we are doing everything in our power to mitigate the issue, and are working even harder to regain your trust.

In an effort to prevent future data breaches, Zephyr is taking the following steps to protect its data and systems moving forward.

1. We will secure all data, not just our systems. This will be done in three ways:

- Data Encryption, which converts information into another form. Then the only way to read the data is to decipher it with a unique key. Modern encryption uses algorithms that make it extremely hard to crack.
- Tokenization will replace data with unique symbols that retain all the information without compromising it. When the token is processed through the right tokenization system, it reveals the actual data.
- Data de-identification separates personal identifiers such as name or social security number with its related data, making it hard for hackers to figure out which data belongs to each individual.

2. Manage access to critical data.

We are implementing an Identity Access Management (IAM) technology to ensure the right users are securely accessing the right data. This allows us to authenticate, authorize, and evaluate users according to policies and rules.

3) We will regularly test ourselves for breaches.

Companies like Google, Facebook, and Microsoft have taken penetration testing a step further by creating [bug bounty programs](#). We will now start to implement these programs through Pinkerton and independent hackers to find vulnerabilities or other bugs that affect the security of their systems.

4) We are going to ask our employees for additional support.

Everyone is susceptible to making a mistake that could lead to a horrible data breach. We are now taking proactive steps to create a culture of cybersecurity awareness and providing extra protection to mitigate these employee mishaps.

5) We are helping employees avoid data security errors in two ways:

- Educating employees with comprehensive and constant security training.
- Implementing [two-factor authentication](#) will add another layer of security on our employees' devices by requiring people to verify their identity in two ways, such as a password and an SMS code. This eliminates the concern of an employee losing a device or inadvertently sharing their password.

Zephyr Airlines is committed to creating a culture in which all of its employees are passionate, proactive and vigilant in protecting client data. We will continue to work to improve our systems and enhance our measures to ensure the safety and security of our staff, partners and customers.

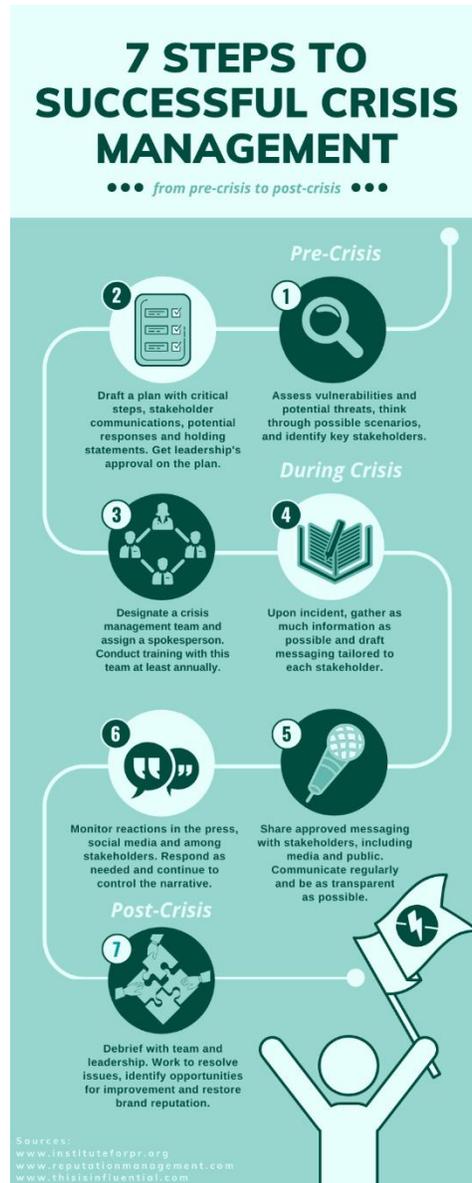
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During the program's winter in-residence, the cohort participated in a comprehensive crisis simulation that entailed navigating a data breach at an airline company. This hyperactive and strenuous exercise tested our ability to manage complex situations, lead collaboratively, make quick and sound decisions as a group, and devise a plan for timely and effective communication with key stakeholders in order to successfully diffuse the crisis. I completed this activity in a group with three other classmates. While the exercise presented several challenges to our team, in the end, I believe we were able to complete the simulation with minimal damage to the company's brand due to our ability to work through the problems together, mitigate threats and successfully communicate the extent of the crisis and subsequent repercussions to stakeholders. The final statement we drafted represents much of our key learnings and reflects the core tenets of an effective crisis communication, including accountability, empathy, transparency and commitment to making improvements.

Course learning outcomes include:

Articulating connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program (Managing Complexity, Collaborative Leadership and Elegant Communication).

## Visualizing Steps for Successful Crisis Management

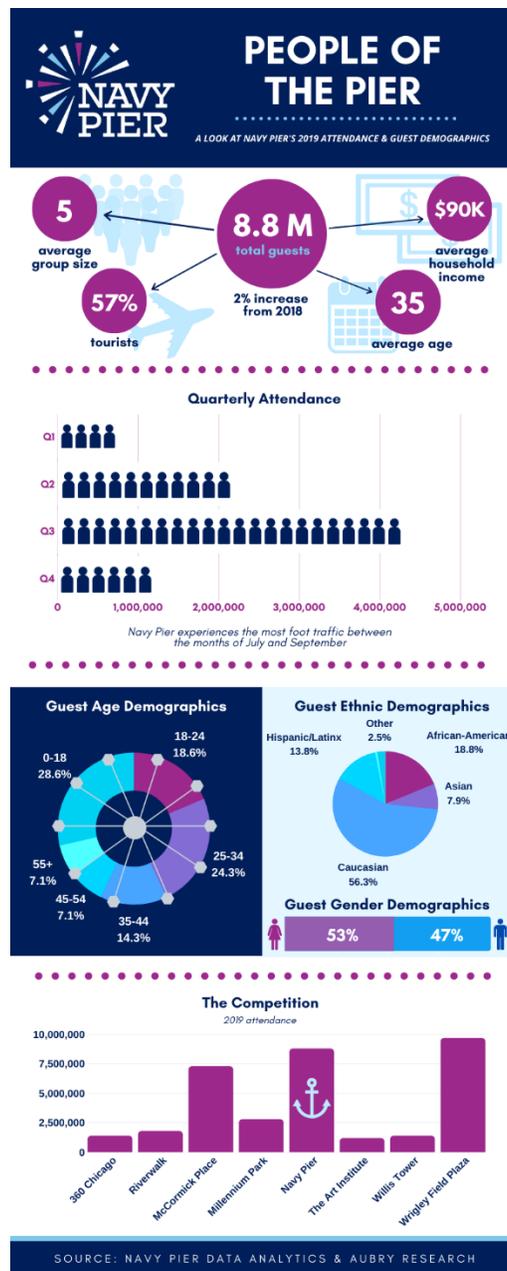


In the Information Design course, I was able to refine my skills of curating and transforming data into compelling visual pieces to help audiences better digest and process key information. As part of an individual class assignment, I created a visualization of steps for successful crisis management. Upon conducting thorough research and acquiring credible and valuable information, I identified seven critical steps—from pre-crisis to post-crisis stages—to help crisis managers position their organizations and clients for the likelihood of a favorable outcome. Using the design platform, Canva, I created a visual that features a step-by-step roadmap to success, with icons and elements that best corresponded with the copy below each step. I also decided to use a combination of the mint and sage green color palette to align the piece with my personal brand. Ultimately, I was able to accomplish my goal of creating an enticing and aesthetically appealing visualization of my data to relay important information on my chosen subject matter.

Course learning outcomes include:

Securing and preparing data for visualization, choosing a relevant visual framework to represent that data, and using principles of visual design to maximize comprehension, retention and appeal of those designs.

## Creating a Compelling Data-Driven Story

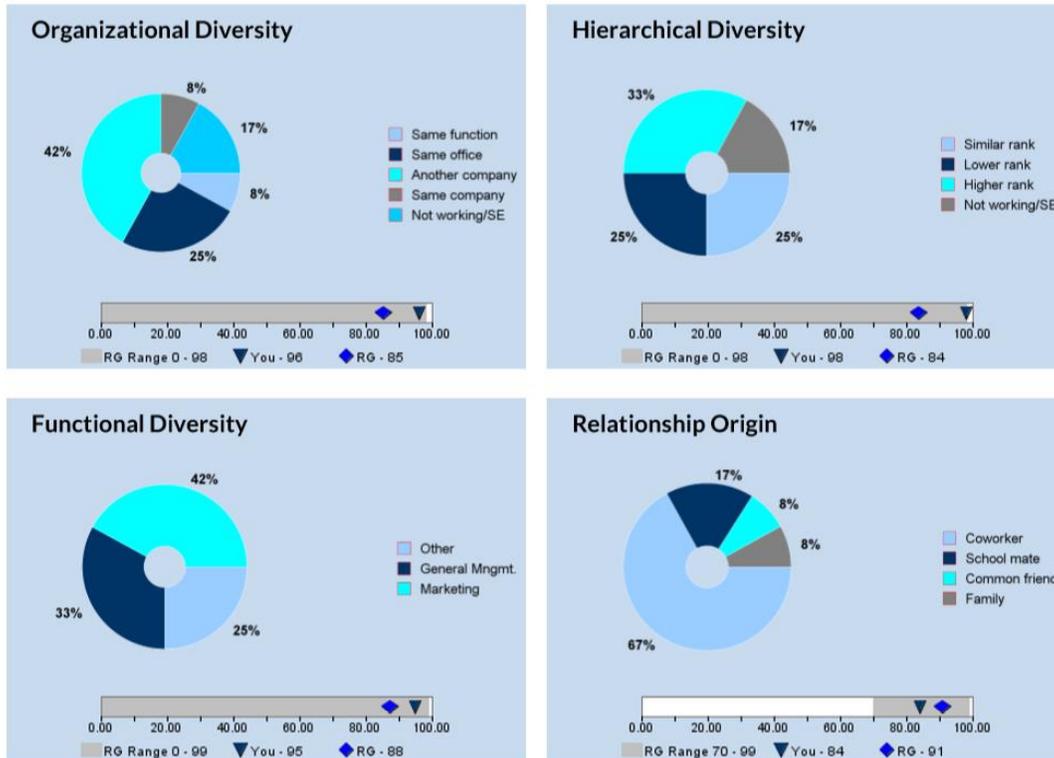


As part of my final project in Information Design, I created a detailed infographic to help tell the story of Navy Pier's 2019 attendance and demographic information. Each year, my department is charged with presenting this data to the organization's leadership. It is typically shared in the form of spreadsheets and PowerPoint presentations. However, upon acquiring new creative skills in this course, I decided to use this opportunity to design a more visually appealing piece to tell a compelling story about the "people of the Pier." First, I cleaned up the data from our spreadsheets, extracted only the most pertinent information, and created charts and graphs via Canva. I also used color inspiration from Navy Pier's logo to design a piece that is on brand, and incorporated symbolic elements—such as the Ferris wheel and ship anchor—to provide further brand recognition. The infographic strongly resonated with the intended audience and generated positive feedback.

Course learning outcomes include:

Securing and preparing data for visualization, choosing a relevant visual framework to represent that data, and using principles of visual design to maximize comprehension, retention and appeal of those designs.

## Analyzing and Leveraging Social Capital



As part of the Understanding and Leveraging Networks course, we were assigned to complete the NEXOS Social Capital Survey, which produced a personal report on the social capital of our networks. This exercise helped us analyze and understand the dynamics of our existing networks and determine what adjustments we may want to consider to diversify or expand our networks. I completed this activity independently and received a comprehensive report that detailed the depth, structure and influential power of my network. The report included various charts and graphs to help me visualize my current social capital, such as the pie charts displayed here, which offer insights into organizational diversity, hierarchal diversity, functional diversity and relationship origin of my immediate network. Upon evaluating these graphs, I decided that I wanted to expand the functional diversity and relationship origins within my network for the sake of opening myself up to new opportunities and perspectives. This helped guide my strategy for identifying and recruiting my personal board of directors.

Course learning outcomes include:

Creating, maintaining and dissolving network ties; Gaining the conceptual tools and techniques to assess an existing network and specify how it should be rewired to achieve any desired individual or organizational goal.

## Identifying and Implementing Best Practices for Multi-Stakeholder Crisis Management and Communication



As part of my applied research project for the MSC Capstone, I conducted comprehensive research and developed a case around Navy Pier's Fourth of July crisis to help the organization identify and implement best practices for multi-stakeholder crisis management and communication in the future. My research method included personal interviews and qualitative data analysis, followed by literature review of existing research around the stakeholder salience model, attribution theory and two-way symmetrical model. I then used that research to advise the Navy Pier leadership team on an effective multi-stakeholder crisis communication, ultimately recommending a strategic communication assessment, customized plan and training development, crisis training and simulation and revised plan execution. The recommendations were outlined in a 28-page research paper and a 9-minute presentation, which included the title slide shown here. I completed this project independently and shared it with the Northwestern University MSC faculty for feedback.

Course learning outcomes include:

Demonstrating the ability to assess complex organizational environments and achieve communicative goals;  
Addressing complex challenges by collaboratively leading teams across disciplines, distances, and sectors.