



Experience flow optimization, customer interaction and innovation



Facilitators Guide

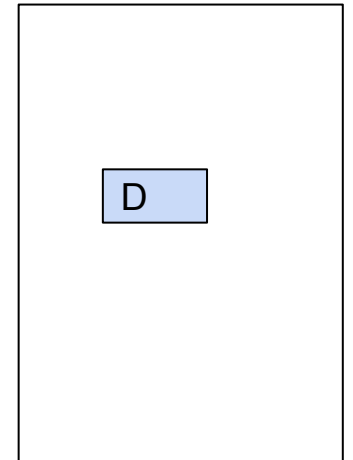
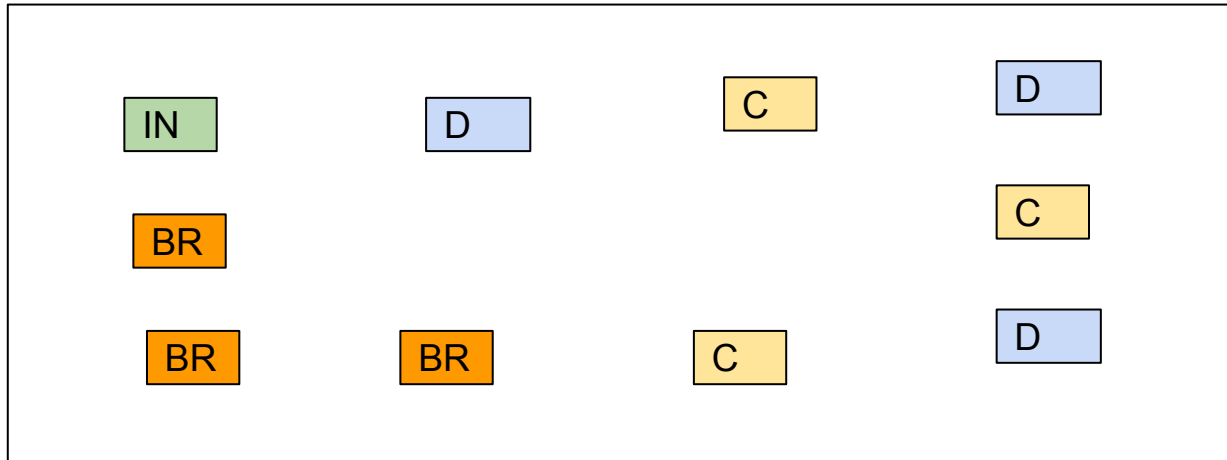
Material required

- PostIt notes (7 packs)
- A pack of A4 paper (100 sheets)
- Pens (11)
- Computer
- Projector/display
- Role description (print one set)
- Animal cards (print 3 decks)
- Scoreboard (print one)
- Facilitators Guide (print one for each facilitator)

Note: Each role description has the material required printed in the lower right corner, e.g. “Animal cards, Pen”

Suggested room layout

The purpose is to maximize the unsuitability of the layout to prevent cooperation and flow. Place the Business Responsibles (BR) far away from the Designers (D). The Designers shall be placed far from each other (one of them in another room) and far from Integration (IN). Integration shall be placed far away from the Customer (C).



Before the game

1. Place the role descriptions and the respective material they need in the room(s)
2. Present the game (the slide deck called Presentation)
3. Form groups of 14 players
4. Let the participants read the role descriptions
5. Show the delivery flow slide and ask the participants for a show of hands so everybody know who has what role.
6. The designer for Tails goes to sit in an adjoining room
7. Set the [stopwatch](#) to 5:00 minutes. Click "Super Fullscreen".

Play one round of the game

1. Start the stopwatch to begin the game.
2. Make sure all participants carry out their roles as intended.
3. From round 2 and onwards, make sure that the agreed changes are carried out and nothing else.
4. Finish when the time is up. Call back the Tail designer from the adjoining room. Ask the Customers and Business Responsibles to carry out their post-game instructions.

Before the next round

1. Facilitate a short retrospective. Go through all roles. Focus on how it felt.
2. When Business Responsibles are done with their profit / loss calculations have them present the result.
3. Ask the group to come up with two improvements for next round. Have them work with the template in the printed scoreboard to describe the problem, consequence, cause and what to change.

Note: Any reasonable changes to the instructions are allowed but not to let the customer know which animal is being delivered, select which animals to draw from the deck of cards or to deliver the same animal many times.

4. Make sure the whole group agrees and understands what to do differently next round. Clarify that everything else remains the same.

Problems to discover

Hints for the participants when working with
improvements

Feedback from customers

- If you don't talk to the customers you don't know what they need and how much money you can make or lose depending on the quality of animals.
- Svansen pays only for animals that live in Sweden, \$nålmården only for animals that do not live in Sweden and Arken Zoo only wants animals that live in water.
- Hint: Have a dialogue around what it is that makes an animal possible to be correctly identified. Discuss how this value can be created at Wild Animals Ltd and verified before delivery.

Multitasking and handovers

- All designers work for three customers. They are encouraged by the respective project managers to prioritize their customer over the others. The context switching may be a challenge here.
- All designers deliver only a part of the animal. However the whole animal becomes really difficult to identify when patched together by parts not compatible with each other.
- Hint: Can the whole animal be designed by one and the same person?

Workplace

- People that need to work together and communicate do not sit close to each other. Many people are running across the room to deliver their work.
- The Tail designer sitting offshore often gets separated from the information flow. This can sometimes create a blockage which hinders all other body parts so be made into a complete animal and delivered.
- Hint: Ask how the physical layout of the flow should look like to optimize the communication and delivery flow.

Learning

- There is no learning built in to the process
- No time is allocated to competence development although this would improve the throughput of animals correctly identified.
- Hint: Simulate competence development by letting one designer take a 2-min break during a 5-min playing round and thereafter (in that round and all subsequent rounds) be allowed to search the Internet for good pictures of animals.
- Hint for many parallel playing groups: Let the teams benchmark each others improvements between the rounds

Scope - time - quality

- The project managers are instructed to make sure a large number of animals delivered. Quality is not mentioned even though it is the ability of the customer to identify the animal that decides if you make or lose money.
- Hint: Build understanding of how scope, time and quality relate to each other. If scope and time are prioritized then quality will suffer. Prioritize quality and keep the time-box constraint. See how the number of correctly guessed animals changes.
- Hint: Consider including quality assurance in the instructions.

Mindset for change

- Build a mindset where it is OK to challenge the instructions and change them for the next round.
- Hint: Have the group focus on the two most important problems and not discuss too long.
- Hint: A success factor in playing the game is to have short discussions and quickly try the new changes in a new playing round. When you change something as complex as flow then reality feedback from trying something tends to be more valuable than reasoning about what might happen for a certain proposed improvement. Speed of iteration beats quality of iteration.