

# Activities to Activate Agility



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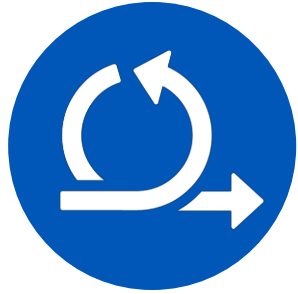


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# As We Transform How We Work...



**Iterative &  
Incremental**



**Innovation &  
Automation**



**Design  
Thinking**



**Agile Teams**



**DevSecOps**



**Skills Pivot**

# **We Must Evolve How We Interact Together**

**Extend transparency and trust**

**Collaborate with face-to-face communication**

**Empower and motivate people**

**.... the list goes on**

# Activity: Team First Warm-ups

## Description

Warm-up games require everyone's complete attention and improve qualities we want to build into our teams. When a team plays these warm-up games together they will remove obstacles to team success.

## Purpose

- Concentration & Focus
- Imagination & Creativity
- Listening & Communication
- Trust & Collaboration

## Suggested Warm Up Games

*Count To 20*  
*Colored Balls*  
*Gibberish Dictionary*  
*One Frog*  
*Mind Meld*  
*Rube Goldberg Machine*  
*Yes, And...*

## For More



**TEAMFIRST**  
DEVELOPMENT

Building Empowered Teams

<https://www.teamfirstdevelopment.com/warm-ups/>

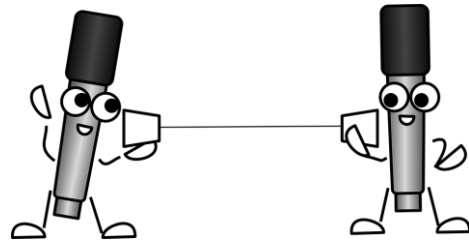
# What did we learn?

- ✓ Everyone has their own idea of the strategy
- ✓ Communication is not just verbal
- ✓ We can respect others through active listening

# Activity: Physical Telephone Game

## Description

The goal of this game is for the team to relay a sequence of movements through a line.



## Purpose

Practice & understand importance of

- Face to face communication
- Single source of truth
- Sharing mission and vision

## Process

1. Players stand in a straight line facing the back
2. Each person turns around in the line and demonstrates the sequence to the person standing behind them until it reaches the last player in line.
3. The last player demonstrates the sequence for the entire line to see. The first player shows the original sequence.

## Rules

- The sequence can only be repeated once so players must pay close attention.
- No talking is allowed during the game.
- Players remain facing backwards until tapped on the shoulder.

# What did we learn?

- ✓ Messages get lost in translation
- ✓ More handoffs equal more variability

# Activity: Ball Point Game

## Description

The goal of this game is for the team to pass a ball as many times as possible through each team member within the iteration timeframe.

The team gets a point for every time a team member touches a ball.

## Purpose

Practice & understand importance of:

- Estimation
- Teamwork
- Communication



## Process

1. Organize, Plan, & Estimate
2. Begin round
3. Review team points and defects
4. Repeat

## Rules

- Don't drop the ball
- Ball must have air-time between touches
- No passes to direct neighbor
- Each person must touch the ball(s)
- Each team member who has touched the ball(s) must not touch the ball(s) again until every team member has touched the ball(s)



# What did we learn?

- ✓ Estimation is about the conversation not the number
- ✓ Limit work in progress
- ✓ Teamwork makes the dream work
- ✓ Bigger isn't always better
- ✓ Divide and conquer

# Activity: The Marshmallow Challenge

## Description

The goal of this game is for the team to **build the TALLEST freestanding structure.**



## Materials

- 20 sticks of spaghetti
- 1 yard of tape
- 1 yard of string
- 1 marshmallow

## Rules for the Structure

- The entire structure must be on table
- The structure must be freestanding with only the materials provided
- The entire marshmallow must be on top of the structure
- The structure must remain freestanding until measured

## Rules for the Materials

- You can use as much or as little of the materials as you like
- The marshmallow can *not* be deformed
- The string can *not* be cut
- The tape can *not* be attached to anything other than the table or structure

# What did we learn?

- ✓ Experiment and test assumptions early
- ✓ Something that looks light and fluffy can be heavy to a weak foundation
- ✓ Done is better than perfect
- ✓ Good design is good business

# Activity: Personal Pizza Game

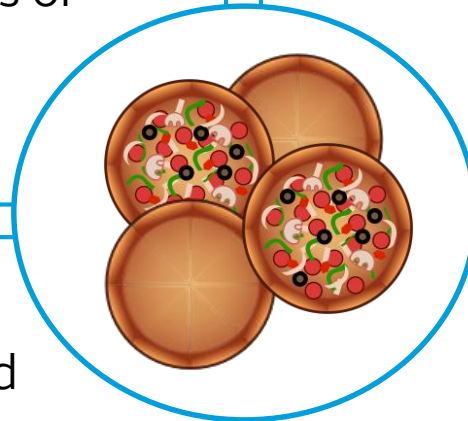
## Description

The goal of this game is for the team to “bake” as many delightful pizzas for a diverse audience in the most economic way possible within the timeframe without wasting ingredients or improperly cooking.

## Purpose

Practice & understand importance of

- Customer focus
- Minimizing waste



## Process

1. Each team organizes workspace and materials
2. Construct and cook pizzas to specification
3. Get customer feedback
4. Calculate net value of pizza sold/unsold
5. Repeat

## Rules

- A cheese pizza has crust, sauce, cheese and can be sold for +\$3
  - A specialty pizza has at least 2 additional toppings and can be sold for +\$5
- A slice must be baked for exactly 30 seconds, incomplete, undercooked, or burnt pizzas pizza costs -\$2

# What did we learn?

- ✓ Quality counts
- ✓ Stop starting, and start finishing
- ✓ Focus on optimizing your delays
- ✓ There can be too many cooks in the kitchen

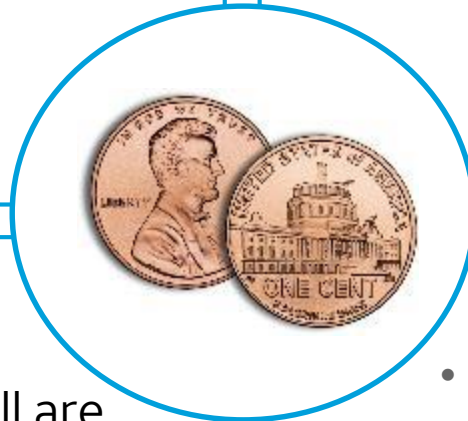
# Activity: Penny Game

## Description

The goal of this game is for the team to pass all pennies through the team as quickly as possible while recording time and heads/tails results.

## Purpose

Practice & understand importance of “Small batches go through the system faster, and with less variability”



## Rules

Round 1:

- Each person flips each coin, once all are done, pass all the coins to the next team member and so on

Round 2:

- Each person flips a coin then passes that coin to the next person and then flips the next coin and so on

## Process

- Designate a time keeper
- 1 person begins with all coins
- Play round
- Record results

# What did we learn?

- ✓ Small batches go through the system faster,  
and with less variability
- ✓ Pull is better than push

# Activity: Candy Factory Game

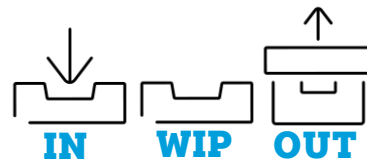
## Description

Teams will be challenged to complete work within the timebox for each iteration. Teams should strive for accuracy and precision. Expect the unexpected.

## Purpose

Practice and understand importance of:

- Commitment
- Collaboration
- Responding to change
- Dealing with time/space constraints



## Process

1. Each team receives candy container requests from a client
2. Team fills as many container cups to match request
3. Review results with client
4. Repeat

## Rules

- Set up Inbox, WIP, and Outbox for each team.
- Place supplies into Inbox each turn.
- Work is only done in WIP box
- Completed items must be in Outbox by time limit.



# What did we learn?

- ✓ Know your role
- ✓ Don't wait; communicate
- ✓ Work with the customer as often as possible
- ✓ Collaboration over contracts

# Activity: Paper Airplane Game

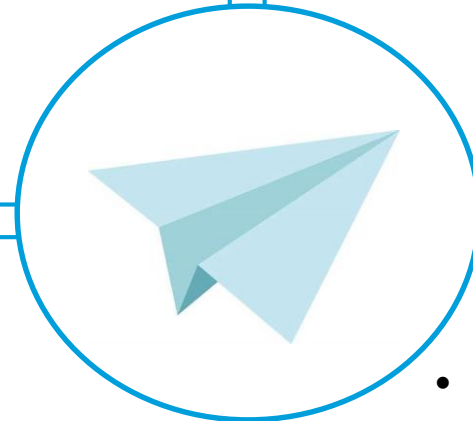
## Description

The goal of this game is to build and fly as many high quality paper airplanes as possible that will takeoff and land within the designated landing zone.

## Purpose

Practice & understand importance of

- Cross functional teams
- Removing silos, handoffs, and bottlenecks



## Process

1. Set up teams
2. Announce policies
3. Build paper airplanes that adhere to policy
4. Inspect and adapt
5. Repeat

## Rules

- Must come to Supply Management to receive paper
- Airplanes must be submitted to Q/A for inspection prior to launch
- Air Traffic Control is the only team that can launch

# What did we learn?

- ✓ Cross functional teams are more efficient
- ✓ You know the most about how you do your work
- ✓ Kill a dumb rule

# Now, you can utilize the power of play

## **Stimulates the Brain and Improves Function.**

People learn best when the learning activity is interactive, fun, and engaging.

## **Refreshes Your Mind and Body.**

Play provides us with energy, adrenaline, and positive feelings that directly benefit our mental and physical health.

## **Ignites Imagination, Creativity, and Innovation.**

Playful activities activate our creative minds, and increase our imagination which helps us create new things, learn new skills, and problem solve.

## **Improves Emotional Intelligence and Builds Interpersonal Connections.**

Playing alongside others requires teamwork, cooperation, empathy, perspective taking, communication, boundary-setting and supports building and maintaining relationships.



# Activities to Activate Agility

People		3-40
Teams		n/a
Team Size		n/a
Time		1-5
Rounds		n/a
Length		n/a
Space		Any
Materials		None

## Team First Warm-Ups

Warm-up games require everyone's complete attention and improve qualities we want to build into our teams. When a team plays these warm-up games together they will remove obstacles to team success.

### Learner Experience:

*Count To 20 – how can we communicate when we can't say anything, don't interrupt*

*Colored Balls – we have multiple distractions always at our fingers, but we need to be ready and able to focus when our name is called*

*Gibberish Dictionary – sometimes it takes teamwork to be creative, build trust that you can rally around trying new things*

*One Frog – simple patterns can get very complex over time and a group's success relies on our ability to stay aligned*

*Mind Meld – it's difficult to get people on the same wavelength but when it does its magic*

*Rube Goldberg Machine – a shared experience is about the journey not the destination, individual components when left to their own will become selfish, we must think of the entire system and help the ball get to a destination*

*Yes, And... - it's important that we build on the progress others are making and foster trust, nothing shuts down creativity and lowers moral like a well-timed "No", "Well, Actually" or "But"*

### Facilitator Instructions:









Describe the warmup you want to do e.g. Count To 20

Anyone starts by saying 1. Someone else says 2 and so on. If two people speak at the same time everyone says "aww" and the team starts back at 1. This is difficult but very rewarding when you finally get to 20.

For more instructions about Team First Warmups visit [www.teamfirstdevelopment.com/warm-ups](http://www.teamfirstdevelopment.com/warm-ups)

Activity 1

# Activities to Activate Agility

People		5-100
Teams		1-4
Team Size		Equal
Time		5
Rounds		1
Length		5
Space		Standing
Materials		None

## Physical Telephone Game

The goal of this game is for the team to relay a sequence of physical movements through a line.

**Learner Experience:** eliminating handoffs in communication, gaining alignment, and the importance to hear direct from the source true intentions, mission, vision

### Facilitator Instructions:

Organize the participants into equal single-file lines. Participants stand in a straight line facing the back. The facilitator provides a unique sequence of physical movements to the first person in line. Subsequently each person turns around in the line, taps them gently on the shoulder to have them turn around and demonstrates the sequence to the person standing behind them until it reaches the last participant in that line. The








last participant in their respective line demonstrates the sequence to the first participant for the entire line to see and they confirm or deny whether that is correct, either them or the facilitator shows the original sequence as a comparison.

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#### Acceptance Criteria

- The sequence can only be repeated once so players must pay close attention.
  - No talking is allowed during the game.
  - Players remain facing backwards until tapped on the shoulder.
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# Activities to Activate Agility

People		5-50
Teams		1-10
Team Size		5-9
Time		5-20
Rounds		3-5
Length		2
Space		Standing
Materials		Minimal

## Ball Point Game

The goal of this game is for the team to pass a ball as many times as possible through each team member within the iteration timeframe. The team gets a point for every time a team member touches a ball.

**Learner Experience:** Showing differences in large team vs small team coordination and communication, self-organizing teams can handle most items more effectively, dealing with cross-team collaboration, determining velocity/capacity and managing work in progress for a timebox.

### Facilitator Instructions:

Introduce the game by demonstrating how to count a point by tossing the ball. Read the rules, note these will not change but the verbiage allows for innovative approaches and multiple teams and balls. Ask all the participants to stand up and then they should be allowed to self-

organize around the room. Facilitator should watch for defects (rule violations) and only answer a few questions related to the rules or process.

Iteration 1: Begin the game as an entire group with 1 ball

Iteration 2: Increase the difficulty by adding 2 more balls to the whole group but the rules have not changed so the group must figure out how to pass multiple balls, get everyone to touch them each, and keep track of the points

Iteration 3: Keep the amount of balls the same but change team structure by splitting into small teams. The rules have not changed so now teams must still pass multiple balls to each person while being physically separated. Now teams need to communicate with other teams to coordinate each ball being passed around.

Iteration 4: Give each team a ball to start so they have more local control over the situation. Same rules.

### Process

- Organize, Plan, & Estimate
- Begin
- Compare score(s) to estimation
- Repeat

### Rules

- Don't drop the ball
- Ball must have air-time between touches
- No passes to direct neighbor
- Each person must touch the ball(s)
- Each team member who has touched the ball(s) must not touch the ball(s) again until every team member has touched the ball(s)



### Shopping List:

- Pack of 12 stress balls (approx. \$8.00)

## Activity 3



# Activities to Activate Agility

People		5-50
Teams		1-10
Team Size		5-9
Time		5-10
Rounds		1
Length		5
Space		Tabletop
Materials		Modest

## The Marshmallow Challenge

The goal is for participants to attempt to build the tallest freestanding spaghetti structure with a marshmallow on top.

**Learner Experience:** teamwork, cross functional skills, testing assumptions early, and a strong foundation is essential to improving results.

### Room Setup:

Each team/table gets:

- 20 sticks of spaghetti
- 1 yard of tape
- 1 yard of string
- 1 marshmallow

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#### Rules for the Structure

- The entire structure must be on table
- The structure must be freestanding with only the materials provided
- The entire marshmallow must be on top of the structure
- The structure must remain freestanding until measured

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#### Rules for the Materials

- You can use as much or as little of the materials as you like
  - The marshmallow can *not* be deformed
  - The string can *not* be cut
  - The tape can *not* be attached to anything other than the table or structure
- 






#### Shopping List:

- 1 box of spaghetti (approx. \$1.00)
- 1 roll of tape (approx. \$2.00)
- 1 roll of yarn (approx. \$3.00)
- 1 bag of jumbo marshmallows (approx. \$2.50)

### Facilitator Instructions:

Read the rules for the end structure and using the materials. Measure the structures at the end to determine the winner

# Activities to Activate Agility

People		5-50
Teams		1-10
Team Size		5-9
Time		5-20
Rounds		3-5
Length		2
Space		Tabletop
Materials		Many

## Personal Pizza Game

Properly bake as many pizzas to be sold as soon and as often as possible and you usually have limited supplies, so you can't afford to waste time or resources.

**Learner Experience:** delivering with quality and delight, reducing waste, and optimizing process.

### Room Setup:

For each team/table provide items to serve as platters, pizza crust, toppings. Select an empty table, counter space, or cart to designate as the shared oven.

### Facilitator Instructions:

Roleplay as the owner of a small by-the-slice shop you need to sell as many pizzas as soon and as often as possible and you usually have limited supplies, so you can't afford to waste time or resources.




### Shopping List:

- 50-100 small 6-7 in paper plates (24ct approx. \$2.50)
- 50-100 yellow 6.5 in napkins (50ct approx. \$2.50)
- 50-100 red 6.5 in napkins (50ct approx. \$2.50)
- Fuzzy ball and pipe cleaners (kit approx. \$10)

### Alternative Configuration:

This activity is recommended to be done with reusable small round paper plates for pizza crust, Red and Yellow napkins for sauce and cheese, and a package of fuzzy objects and pipe cleaners for toppings per table. Alternatively, one can also use different colored construction paper (brown/white, red, yellow, various) if you'd prefer to recycle materials after the activity.

# Activities to Activate Agility

People		5-50
Teams		1-10
Team Size		5-9
Time		5-20
Rounds		3-5
Length		2
Space		Tabletop
Materials		Minimal

## Penny Game

The goal is for participants to attempt to fill container cups with candy in a constrained workspace, under a short time span, with vague or convoluted requests.

**Learner Experience:** working directly with a client, understanding customer needs, communication, and negotiation. Each iteration the instructor acting as the client should introduce more effort, complexity, and doubt to the “requirements” and show anti-patterns in communication and collaboration (e.g. vague requests or asking for too much) while working with the teams.

### Room Setup:







Each team/table will need 10 pennies, a timer, and pen + paper.



#### Shopping List:

- 1 roll of 100 pennies (\$1.00)

# Activities to Activate Agility

People		5-50
Teams		1-10
Team Size		5-9
Time		5-20
Rounds		3-5
Length		2
Space		Tabletop
Materials		Many

## Candy Factory Game

The goal is for participants to attempt to fill container cups with candy in a constrained workspace, under a short time span, with vague or convoluted requests.

**Learner Experience:** working directly with a client, understanding customer needs, communication, and negotiation.

### Room Setup:

Use tape to create 3 marked areas per table, place approx. 20-25 small plastic container cups (with lids), and small individually wrapped candies per table.

#### Process

- Each team receives candy container requests from a client
- Team fills as many container cups to match request
- Review results with client
- Repeat

#### Rules

- Set up Inbox, WIP, and Outbox for each team.
- Place supplies into Inbox each turn.
- Work is only done in WIP box
- Completed items must be in Outbox by time limit.

### Facilitator Instructions:

Each iteration the instructor acting as the client should introduce either more effort, complexity, and doubt to the “requirements” and show anti-patterns in communication and collaboration (e.g. vague requests or asking for too much) while working with the teams.

Iteration 1: Provide a simple but vague ask

Iteration 2: Provide a complex, convoluted and vague







Iteration 3: Provide a complex but less vague request



#### Shopping List:

- 1 large bag (or 2 small) of red or green mints (approx. \$5.00)
- 1 large bag (or 2 small) of starburst (approx. \$8.00)
- 1 large bag of jolly ranchers (approx. \$9.00)
- 50-100 mini cups with lids (50ct approx. \$5.00)
- 1 roll of tape (approx. \$2.00)

# Activities to Activate Agility

People		5-50
Teams		4-9
Team Size		3-9
Time		10-15
Rounds		3
Length		3
Space		Mix Use
Materials		Minimal

## Paper Airplane Game

The goal is for participants to build and fly as many high-quality paper airplanes as possible that will take off and land within the designated landing zone.

**Learner Experience:** being handcuffed with governance/oversight, process controls, handoffs, and a lack of trust and how killing a dumb rule can lead to improved results

### Teaming:

- 3-6 Paper Airplane teams
- 1 team of Air Traffic Control (that matches # of Paper Airplane Builders)
- 1 team of Quality Assurance (that matches # of Paper Airplane Builders)
- 1 team of Supply Management (that matches # of Paper Airplane Builders)
- e.g. if there are 3 Paper Airplane teams, the team size of Air Traffic Control, Q/A, and Supply Mgmt. should each be 3 participants.

**Room Setup:** Using tape on the floor, 1) create a runway takeoff line from where the pilots will toss from, 2) create a landing strip/zone || or U shaped that serves as a successful flight (planes that fall outside the landing zone do not count in the final score as they did not fly straight or far enough)

### Facilitator Instructions:

Facilitators gives each team a barrier to success (enforced by Air Traffic Control, Quality Assurance, and the Supply Management team) that appears to have good intentions e.g. “Team can only request 1 piece of paper at a time to prevent waste”, “Team must use napkins since it is pre-folded paper and will save time”, “team must use cardboard since it is durable and secure so that must make better planes”

Facilitator should provide suggested policies for Supply Management to enforce but can establish additional policies if necessary. Supply Management may also add additionally add policies e.g. “Requester must do 2 spins before paper can be provisioned to ensure requesters truly need to incur cost”

Round 1: Each team must comply with stated policies

Ask for feedback on what can be done to improve

Round 2: Instruct Supply Management to reduce policies of the facilitator’s choice based on feedback

Round 3: Remove most policies, Q/A, Air Traffic Control, and Supply Management are integrated into teams

### Process

- Set up teams
- Announce Policies
- Build paper planes that adhere to policy
- Inspect and adapt
- Repeat

### Suggested policies

- Must come to Supply Management to receive paper
- Airplanes must be submitted to Q/A for inspection prior to launch
- Air Traffic Control is the only team that can launch



### Shopping List:

- 1 box of printer paper
- 50 napkins (approx. \$2.50)
- 1 roll of tape (approx. \$2.00)

## Activity 8