

Artifacts from Delivering at the Speed of Trust

Discussion questions (handouts)

1. Sheet 1 - Activity Debrief

Q2: Did the process help your team accomplish the goal?

- “The process was the goal”

Q3: What challenges and/or blockers came up for your team?

- “Delays”
- “Finding the right person for approvals”
- “Understanding the task”
- “# of approvals”
- “No research/time to research the problem”

Q4: Did the activity resonate with your own experience?

- “Not enough time and resources”
- “Stressed up”
- “Lack of experience”
- “Lack of knowledge of the problem”

2. Sheet 2 - Activity Debrief

Q1: How did you feel during the activity?

- “Stress”, “set up”, “purposely blocked”

Q2: Did the process help your team accomplish the goal?

- “No - accomplished despite process good teamwork!!!”

Q3: What challenges and/or blockers came up for your team?

- “Time, stress, unknowns, approvals”

Q4: Did the activity resonate with your own experience?

- “PM framework”
- “Would like to fix problems”
- “No resources”
- “No tools/high expectations”

Slido responses

Question: How did you feel during the activity? Did the process help your team accomplish its goal? What challenges and/or blockers came up for your team? Did the activity resonate with your own experience? (If so: how?)

Answers:

- I did not feel like we were focused on our users. We just had tasks to get approved.
- I would love if the exercise could be available
- Drawing helps!!
- The drawings were a nice simulation of all the stupid side-tasks in part of policy making and delivery. Reformat your deck, make a memo, consult committee X
- This was a wonderful and engaging exercise. I will be adopting it for my organization.
- Impliquée et prête à identifier le problème et trouver des solutions !! Nous voulions respecter les règles et je réalise que nous aurions dû être plus curieux!!
- Stress, set up, delays, did not find the instruction paper
- Was really exhilarating
- I felt excited because my team was all in it with me addressing the issues. We had a lot of fun. I wish work felt like this more often
- Fluid, chaotic and reflective of real life current events scenario
- Make sure to not forget the end user (ppl lining up) in the process
- Confused. Uncertain. What process? They're all broken. What's the correct problem we're solving for? Why? Alignment is challenging. This is gov life.
- It was fun! But we followed instructions to our detriment (I.e didn't flip the sheets/ card over). Blocker included not knowing user needs, behaviours. We had to make assumptions about the real issue or problem space
- Great team collaboration..many different scenarios..made new connections..we all love icecream
- So fun and so chaotic - you totally simulated the experience of being a new agile team in a tradition program area We were challenged with not having all the information and needing to jump to solutions
- Language training!
- Felt like it reflects kinda real life
- I see you what you did now. Nice!
- Stressed overwhelmed
- We felt Good until we felt bad. The process we understood we were to follow was clear. The actual process made no sense. The activity did not resonate.
- Chaotic, fun, multidisciplinary Hit close to home Interesting team dynamics, divide and conquer Trust
- Fun! Yes More details about constraints and context Yes immersive
- Love ice cream!
- Stressed, not listened too, bossed around. Process not that helpful. The additional no-value added task. The unexpected tasks.
- Wonderful. We trusted each other, we shared responsibilities.

- Fun activity, but also confused as I think more about it
- Just a bit of confusion on what we were doing
- Energized; not understanding there was instructions was a blocker; confusion is the name of the game with large groups and especially crisis.
- Ready to tackle any problems. No discovery, which didn't feel good.
- No time to actually research the problem
- Loved it super fun
- Confused! Unclear instructions - but still fun
- We only got feedback on drawings, not the actual work
- Confused
- Felt rushed, stressed, engaged, excited Felt like the process was the goal, not sure we came up with the best solution Division of labour, finding right people to approve, mix of skill sets Absolutely, replicated the feeling of doing a task without enough information, time or resources
- Approvers were unpredictable
- Fun! Yes Competing ideas Yes - drawings were useless but mandatory
- We were confused by the instructions at first and had to loop back to do the first task as we had not read the full instructions.
- This felt just like real government work!
- Stressed, focused more on process than outcomes. We finished the task, but whether our recommendations will achieve the desired outcomes feels like a crapshoot.
- Hard to keep up with changing rules
- We felt rushed! The process did not help our team accomplish its goal. We spent more time on the drawings than on solutions.
- No, felt like the process was the goal
- Stressed, energized, oddly like this was my day job,

Teams' work

***Table numbers below are not reflective of actual assignment**

Tablecloth #1



1 - Supply and Demand affecting

Business owners
Customers

2

- Gov.

- Business employees

- Regulations

{ Non Dairy IC -

{ Non Icecream

incentives to farmers

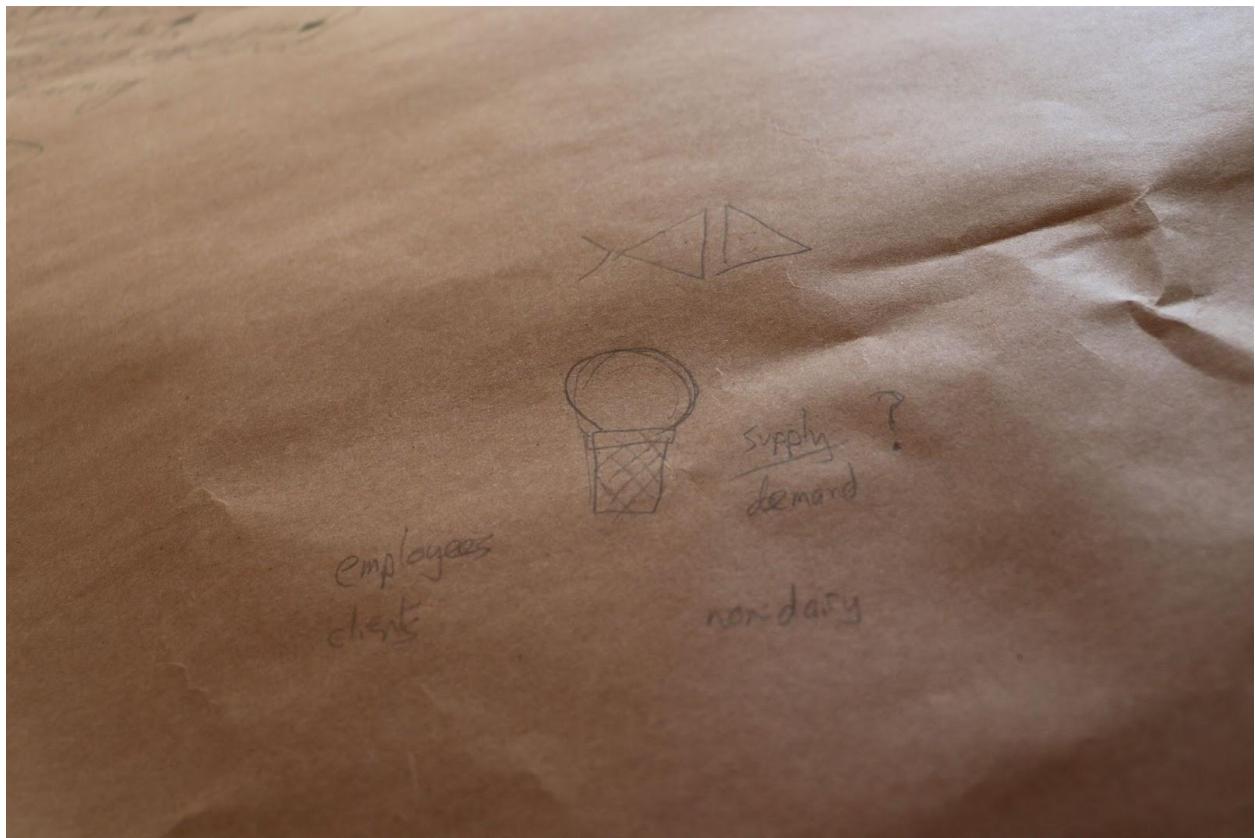
{ Non Icecream
incentives to farmers

Interviews

- Surveys with incentives

- Market Research

- User Research



- ③ Solutions
- ~~automated delivery~~
 - ~~dairy-free options~~
 - ~~Diversify offerings~~
 - Incentivizing farmers
 - Create other cool-down experiences

PROBLEMS

- Poor process - reactionary vs practical
- Demand too ↑
resources to support too ↑
- Global warming

④ WHO IMPACTED

- Canadians
- Cows
- Employers

- ⑤ ASSESS = user research
- ↳ taste test
 - ↳ survey
 - ↳ cost assessment
- ↳ Root cause analysis
- emotional toll
 - end goal
 - ↳ community
 - ↳ cool stuff

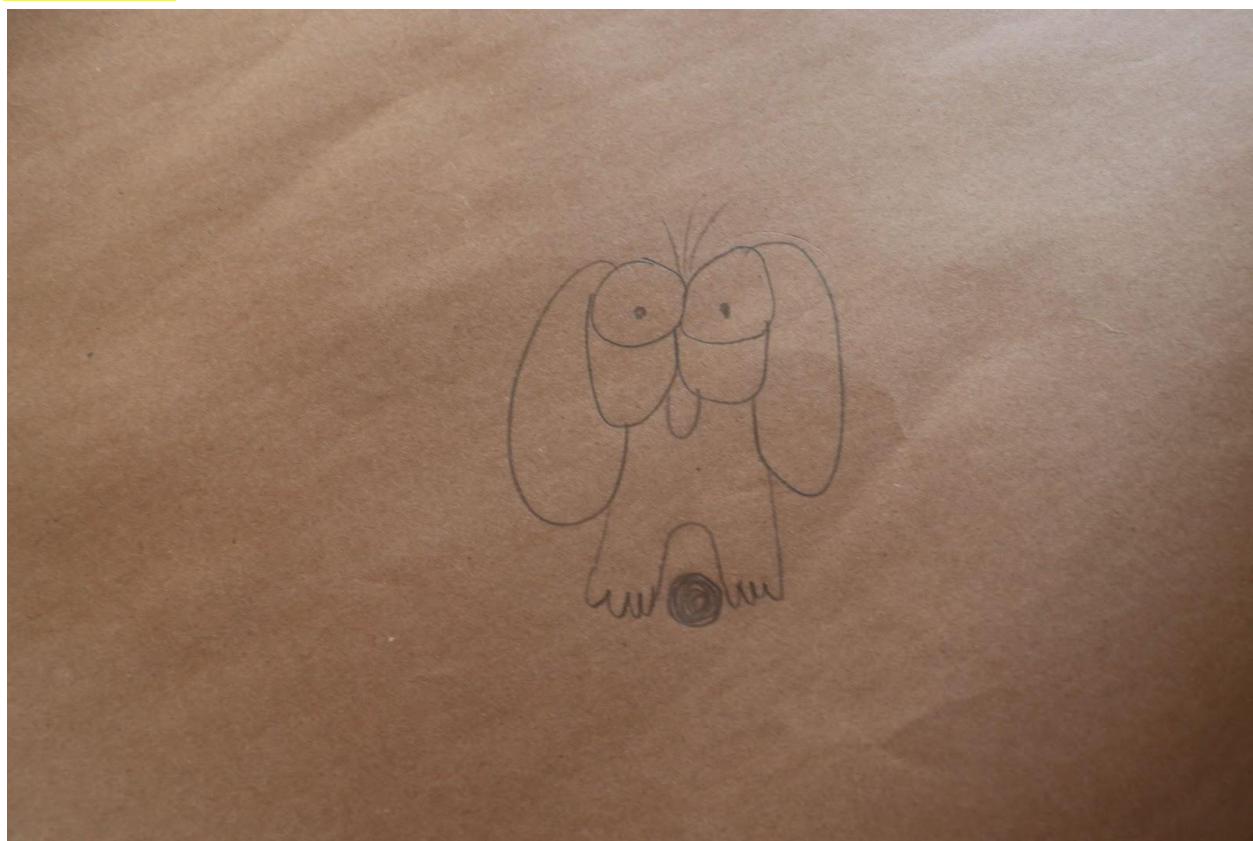
We are not
stuck in traffic
we ARE the traffic.

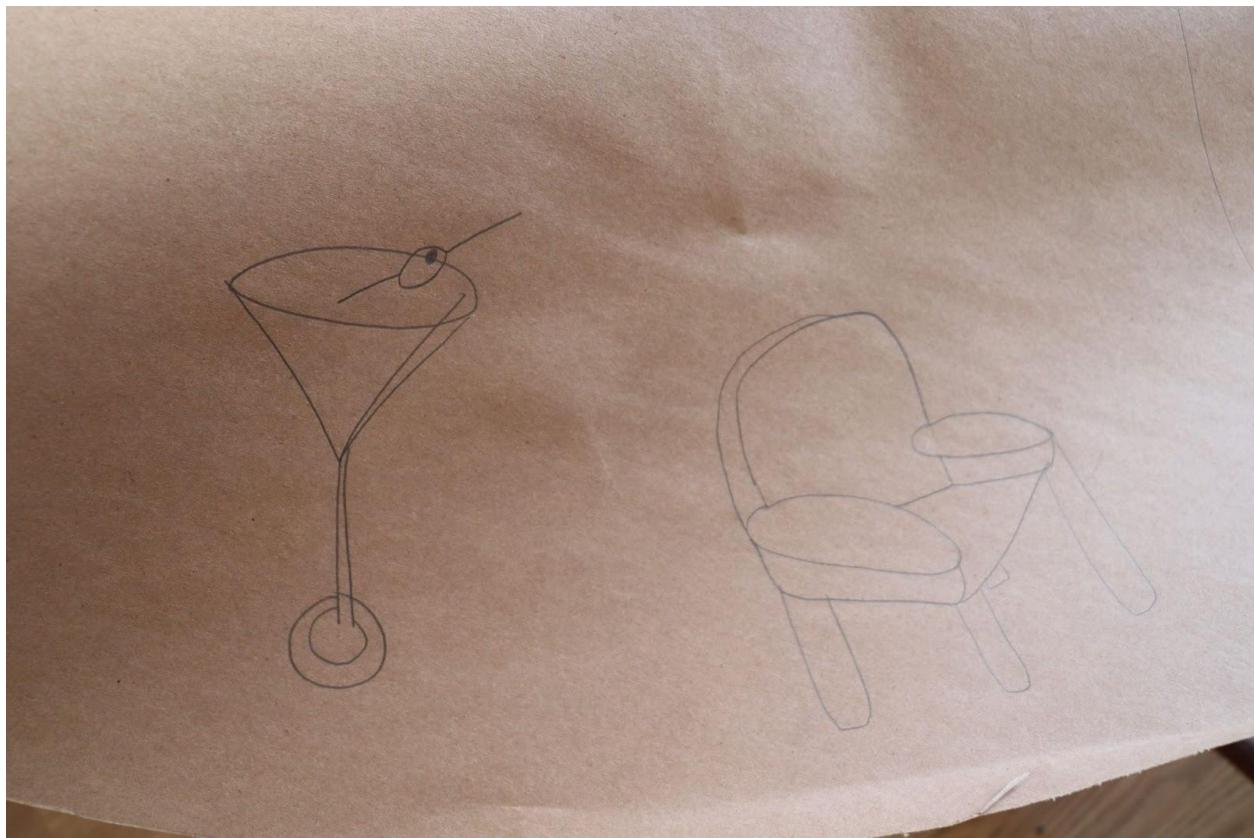
- ① - Ice cream melting → not
- people everyone
who needs ice cream served.

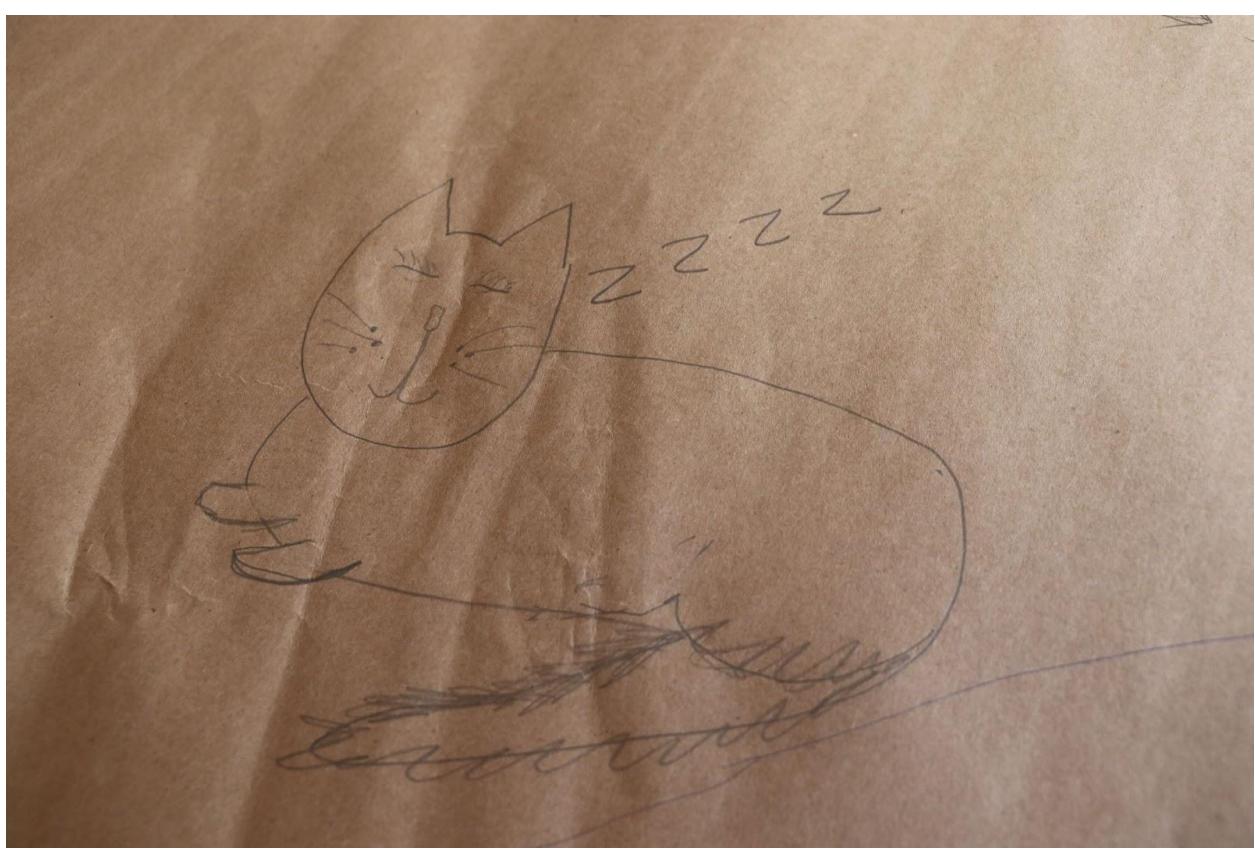
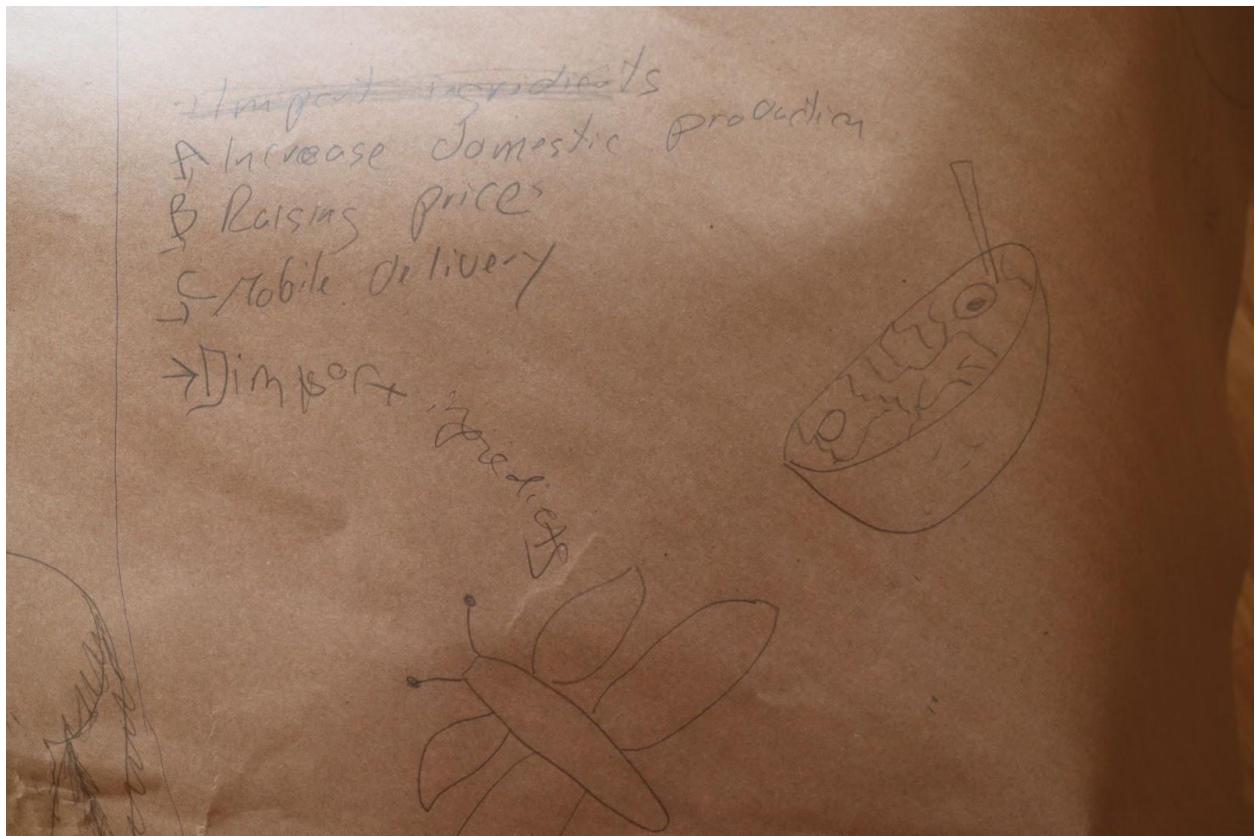
- ② Delivery + Increase affected

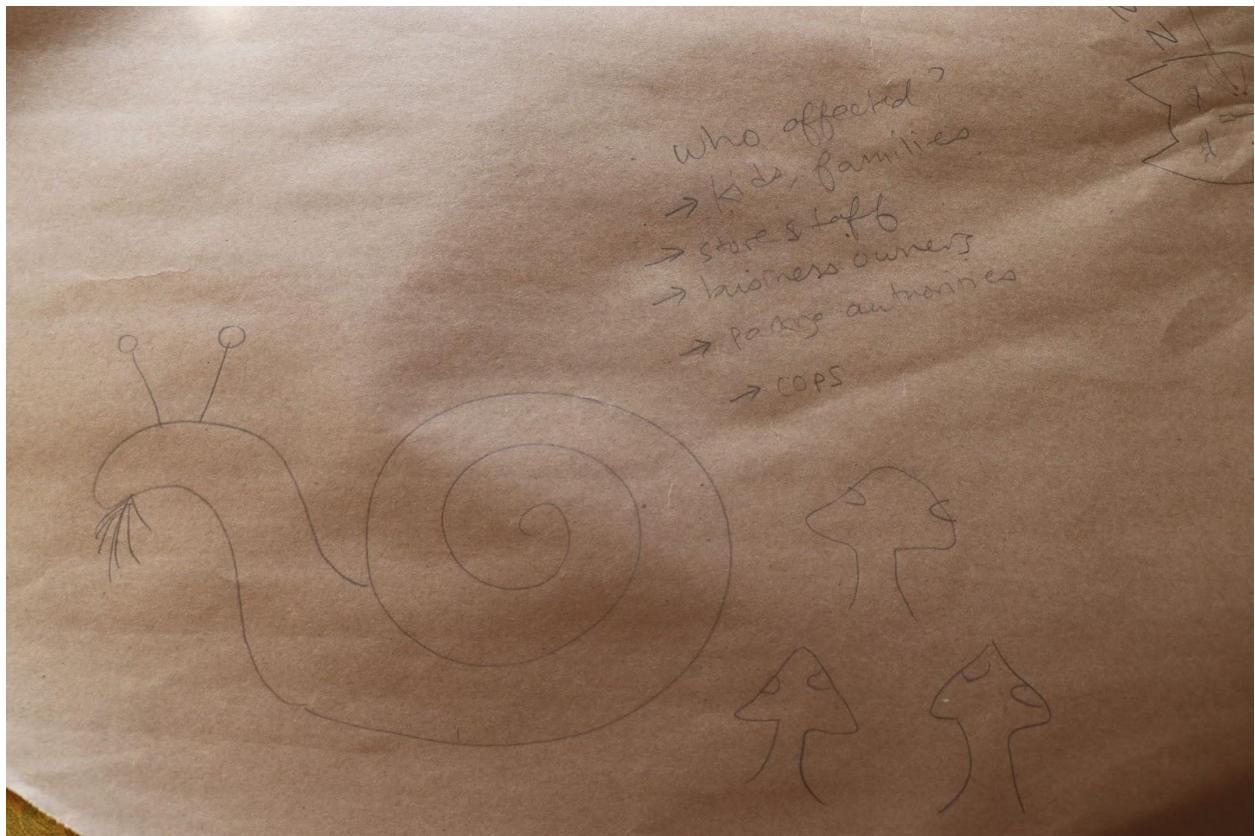
ice cream truck
on site.

Tablecloth #2



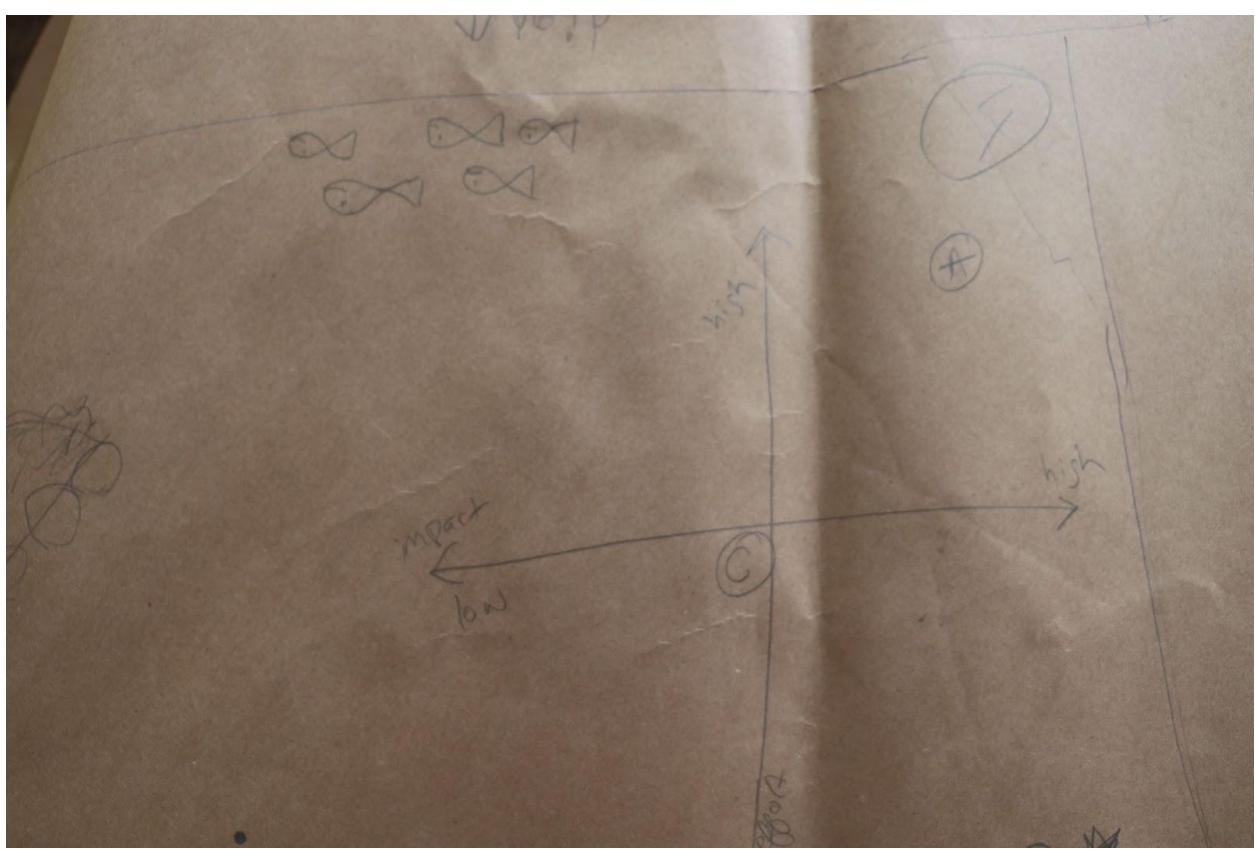
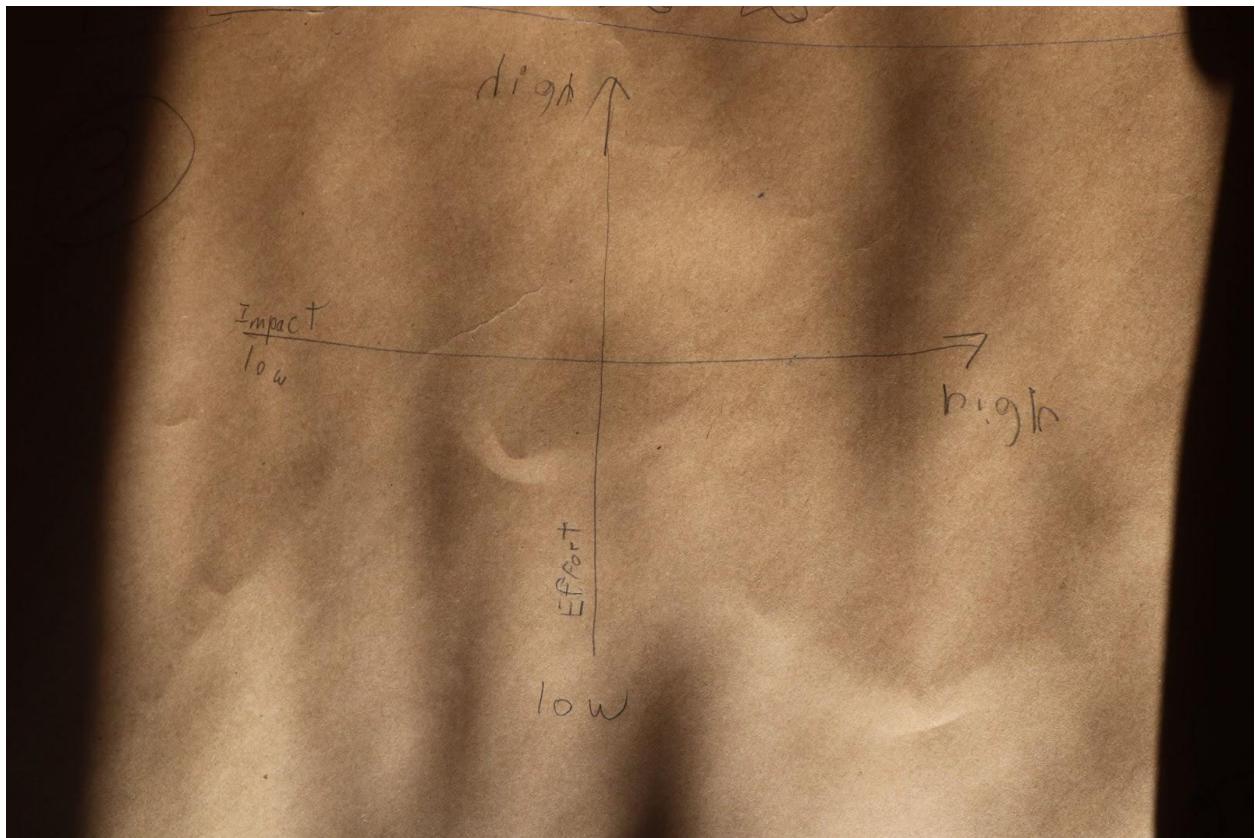






① Potential problems:

- shortage
- logistics / supply chain
- heat during demand ↑
- pricing issue
- marketing



Tablecloth #3



Task 2

- ① Incentives for production
- ② Increase milk quotas
- ③ Student hiring program
(increased budget)
- ④ Ad hoc Grants to small businesses

Task 3

→ how much paid

→ supply increase

→ # of students hired

→ wait time decrease

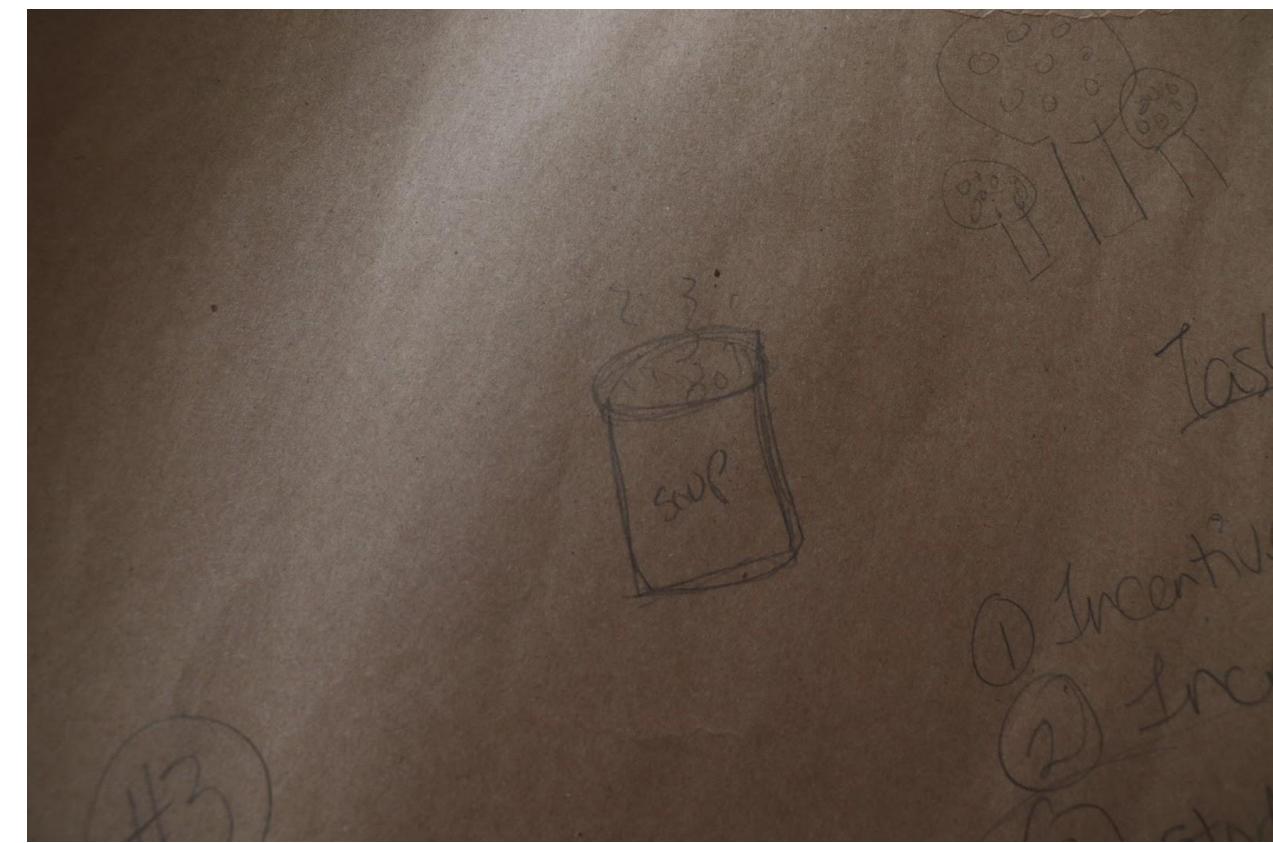
→ line reduction

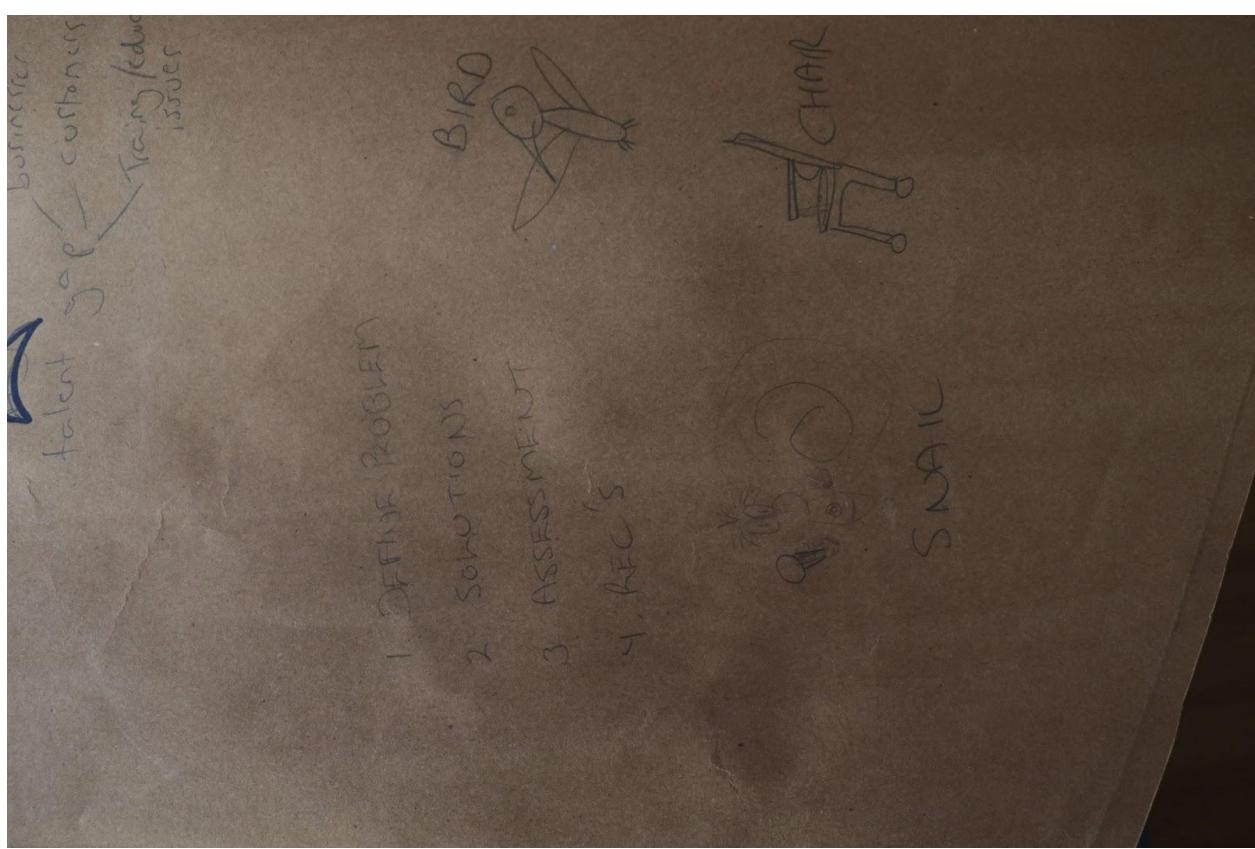
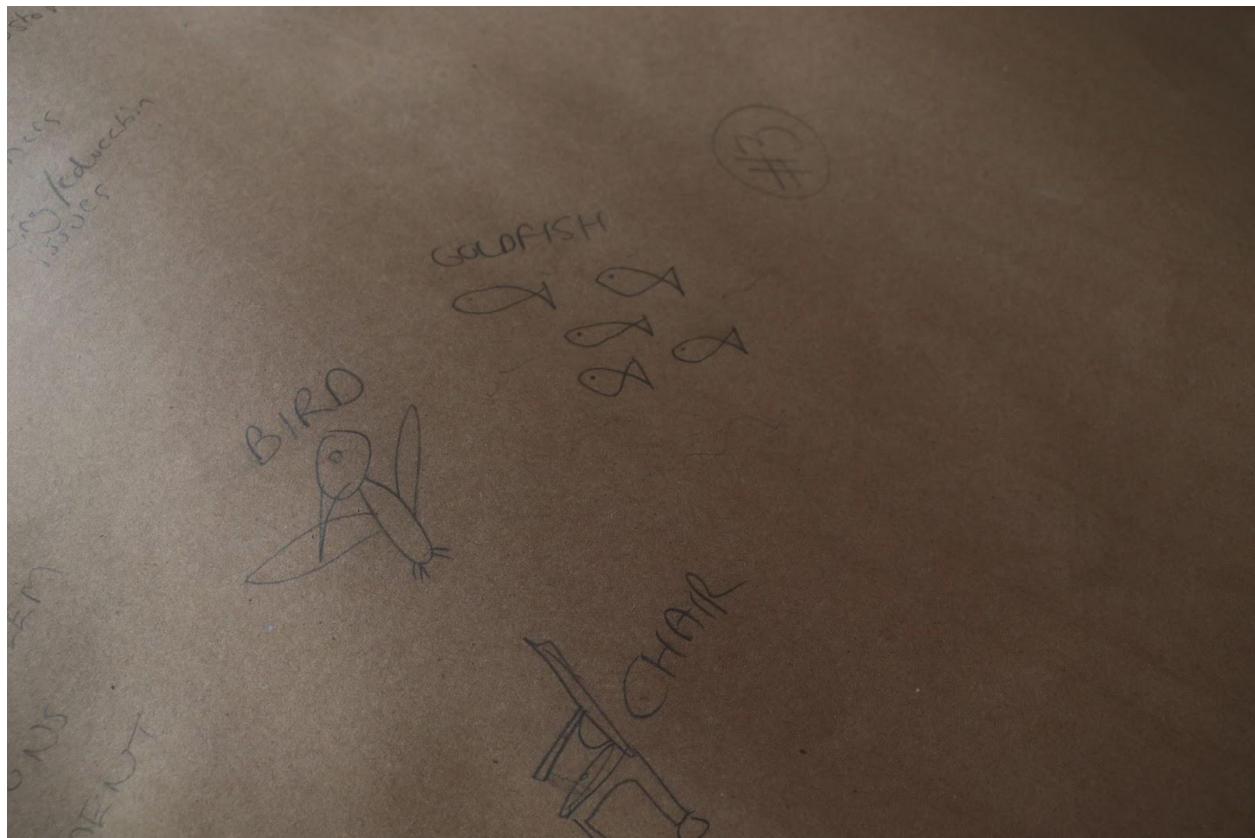
→ decreased avg wait time

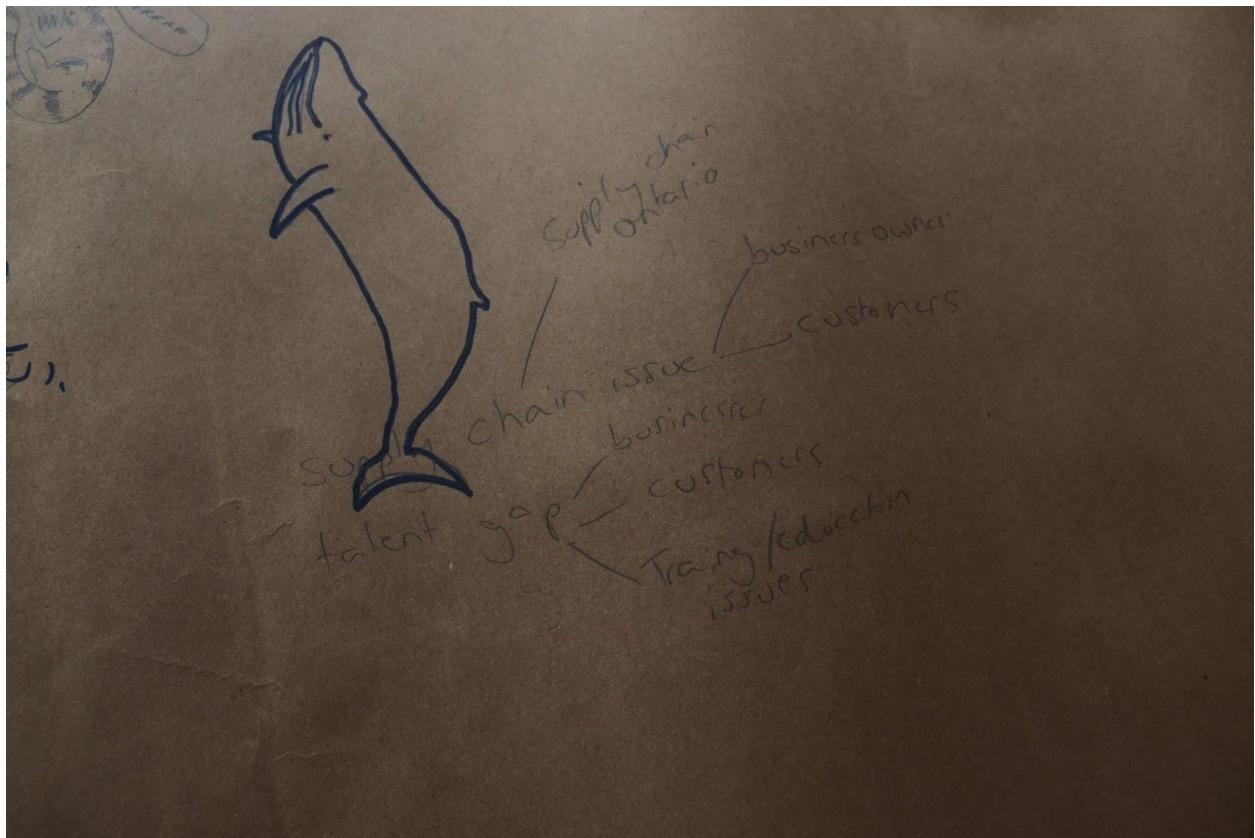
→ how many businesses

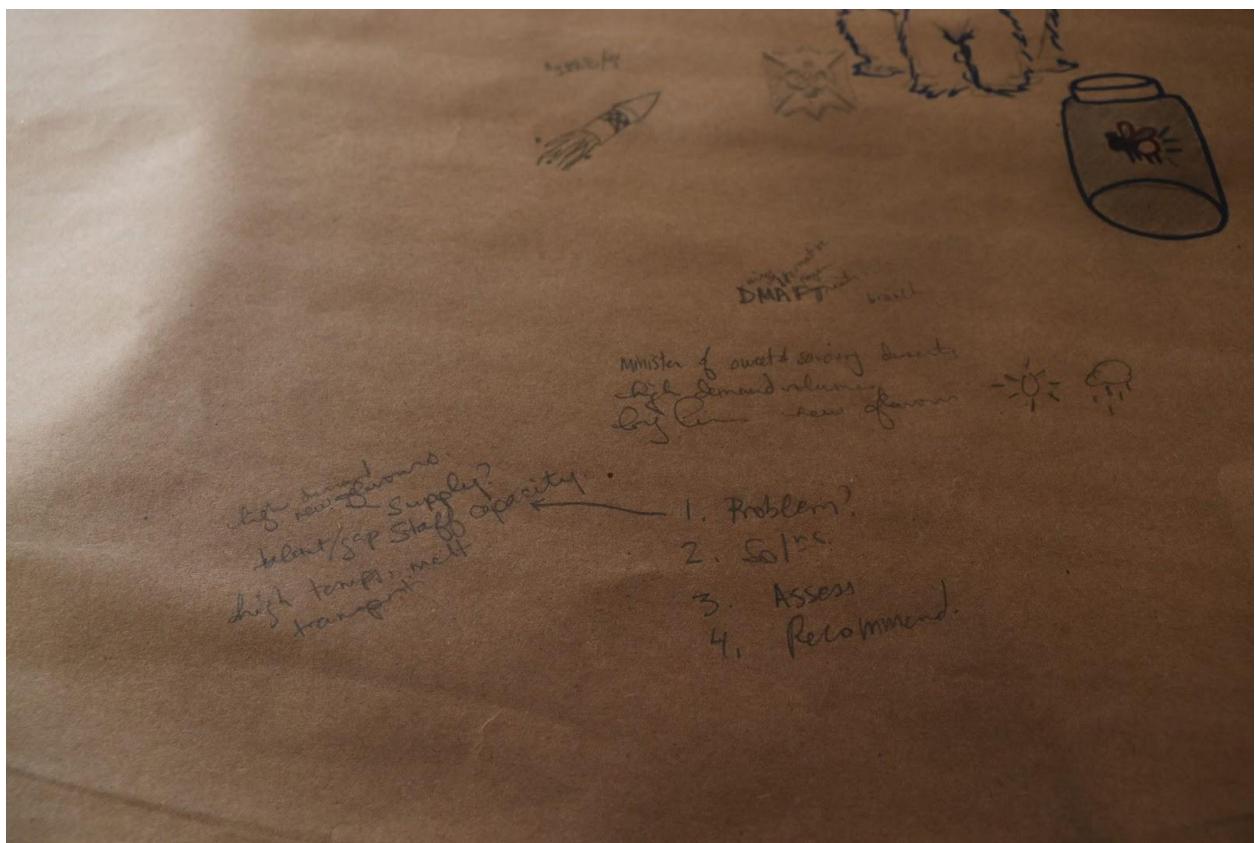
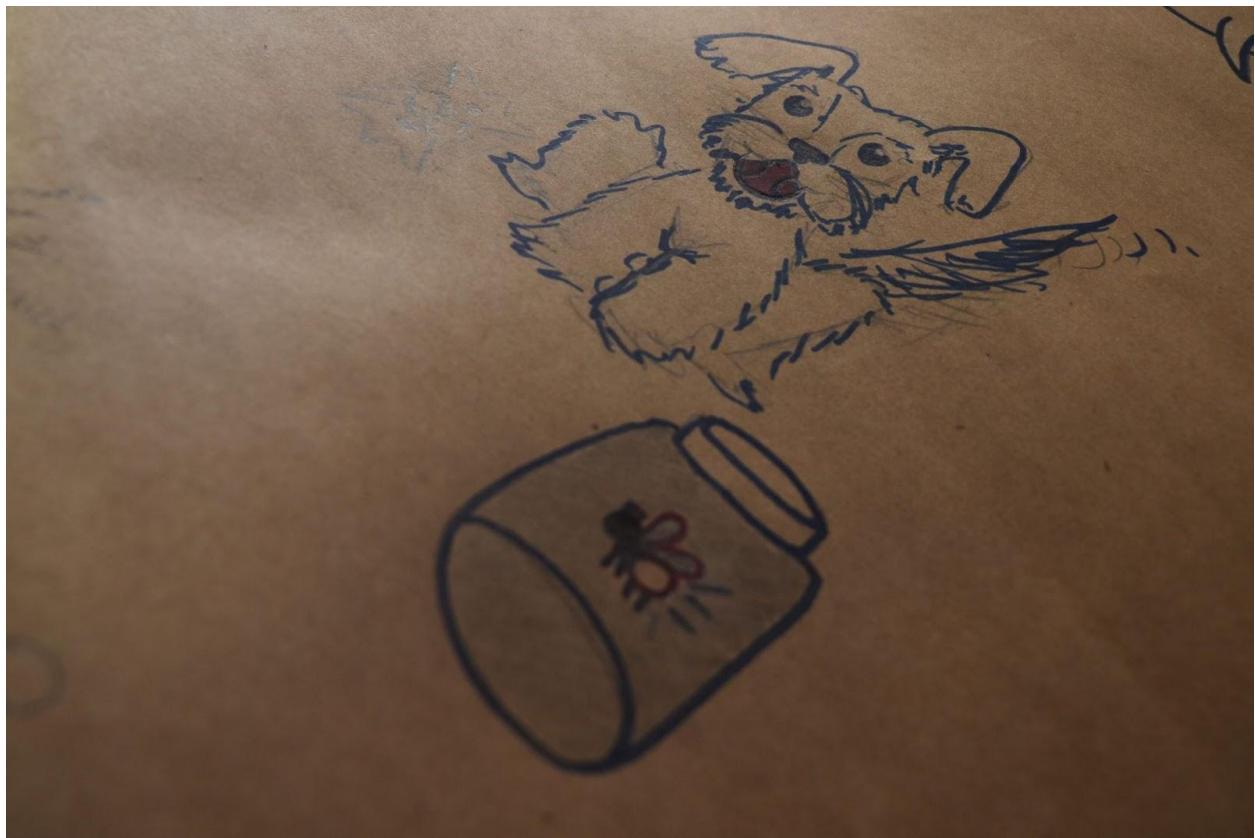
→ take up grant

→ share of gdp ↑ from grants











ADM (Chief of Staff)

Dairy + Milk ^{AK} frozen Treats

- Crisis - MinO was flagged
- Warm summer - High demand
- Long lines for treats
- Wait times ↑
- 4 tasks on table

T
P
C

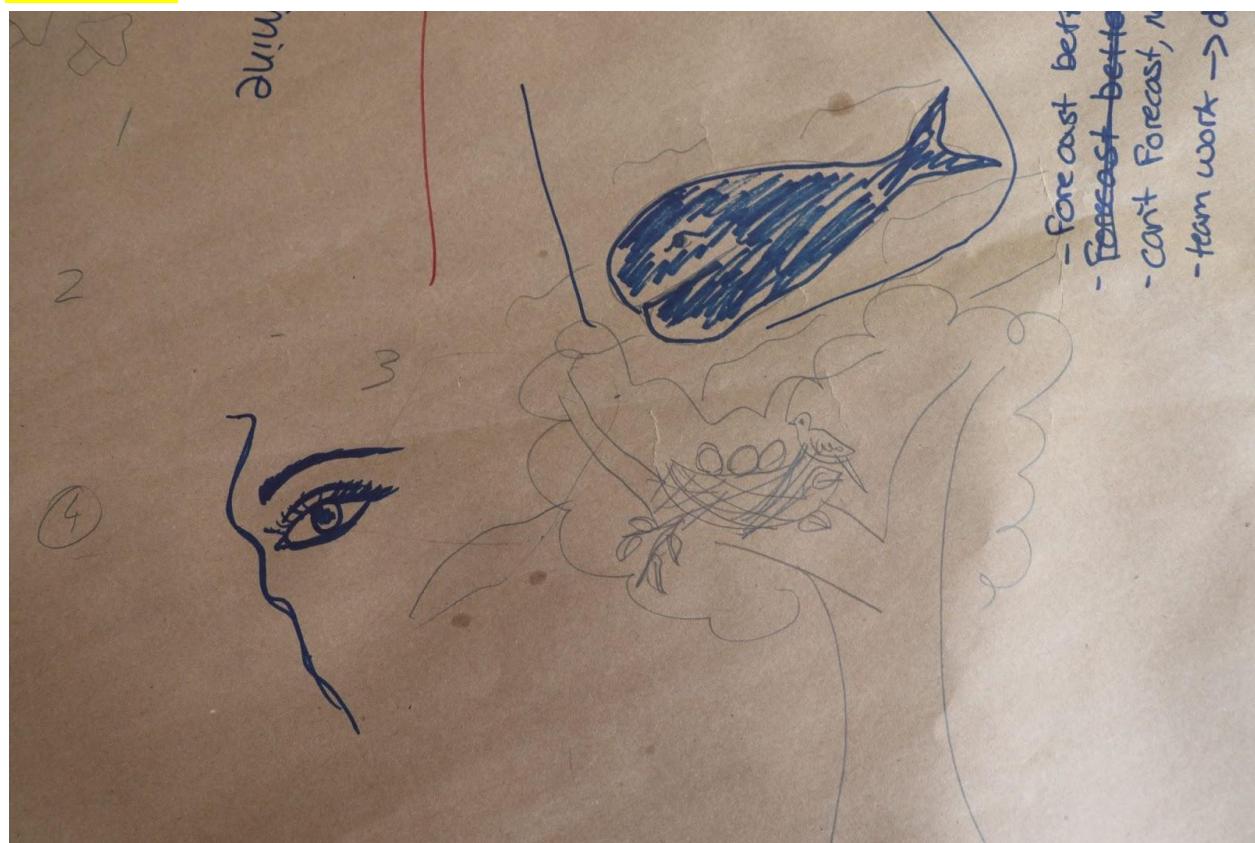
Define Prob.

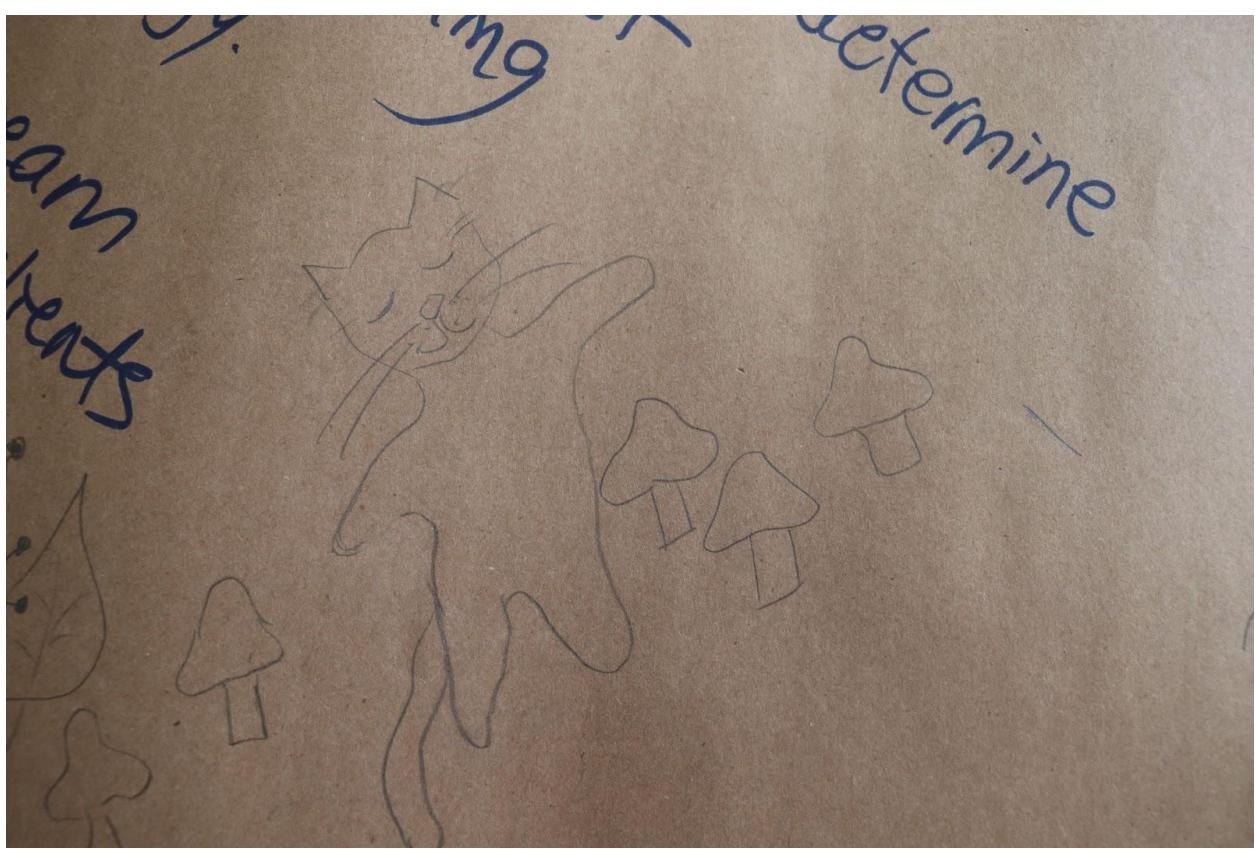
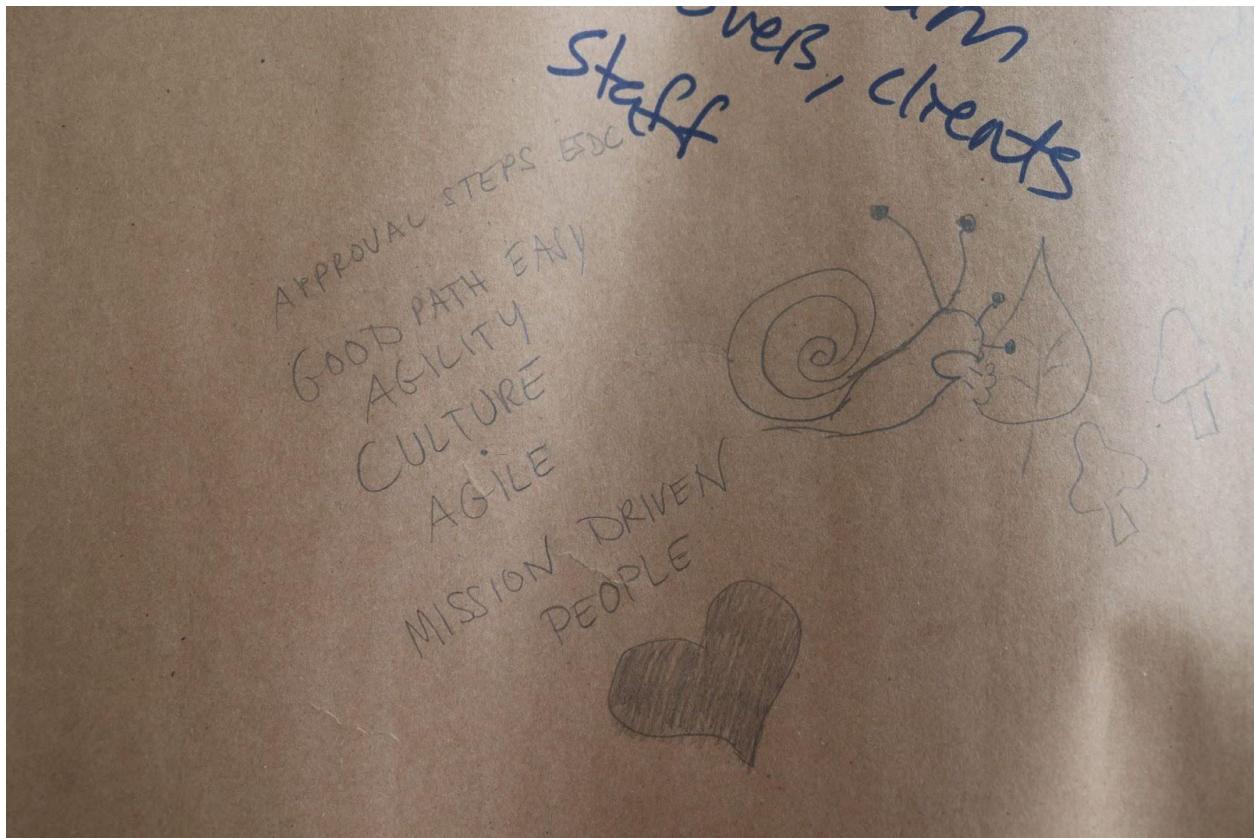
4 solut.

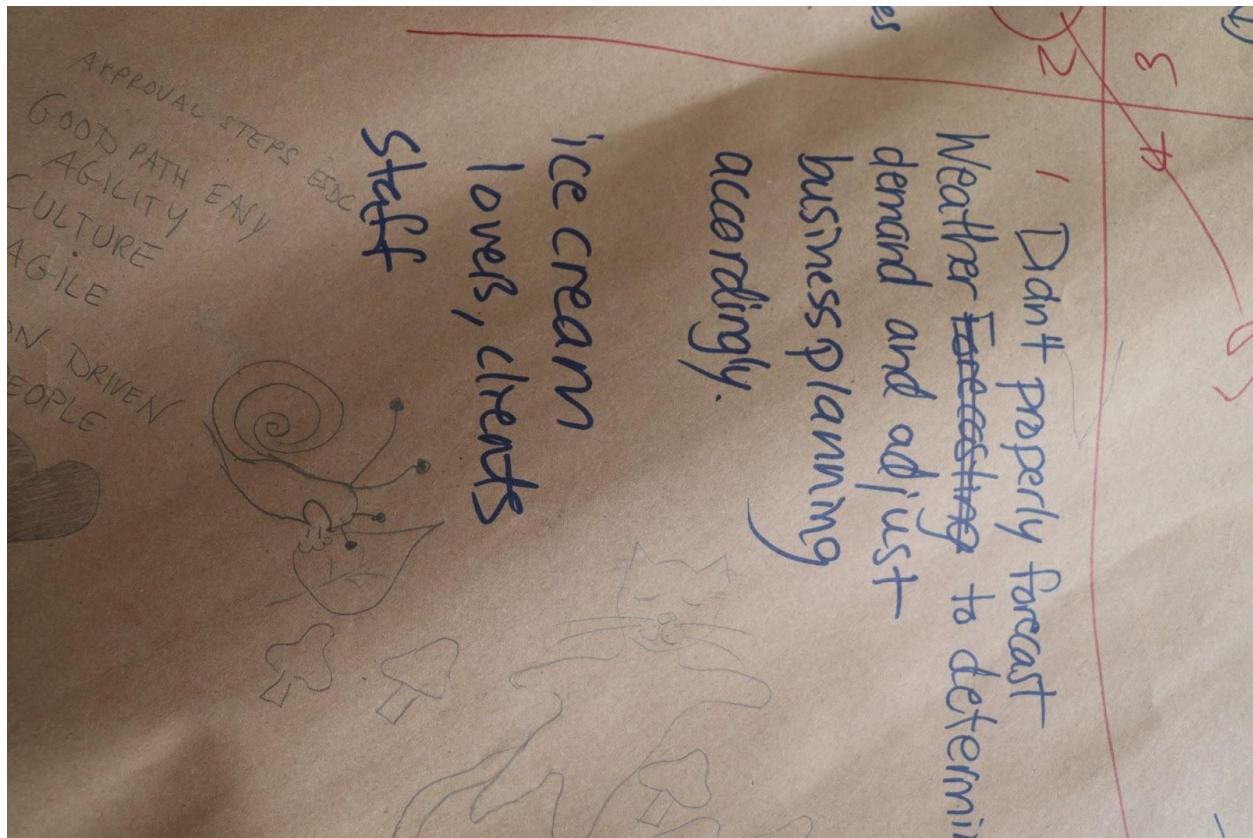
Assess impact

Rec Best Solut.

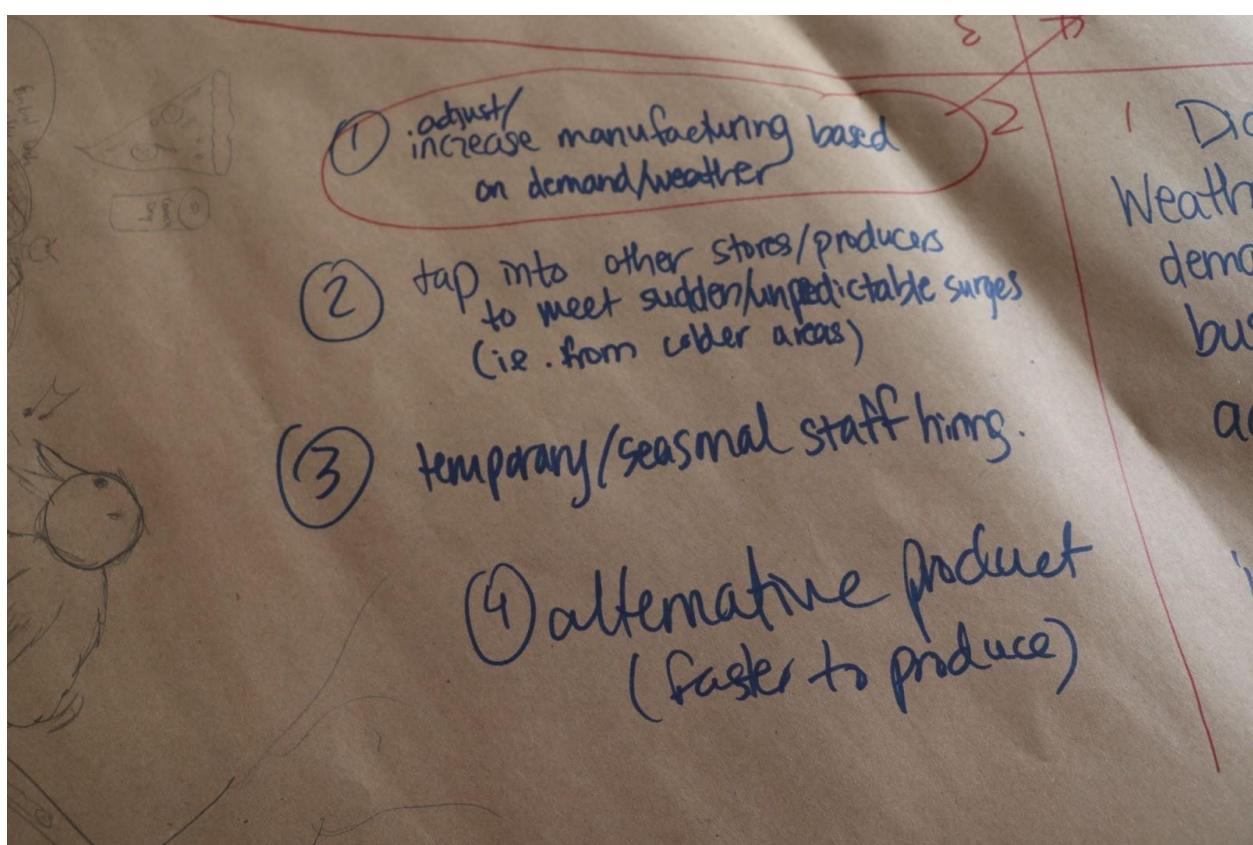
Tablecloth #4







1 Didn't properly forecast
Weather ~~forecasting~~ to determine
demand and adjust
business planning
accordingly.



① adjust/increase manufacturing based on demand/weather

② tap into other stores/producers to meet sudden/unpredictable surges (i.e. from colder areas)

③ temporary/seasonal staff hiring.

④ alternative product (faster to produce)

1. Didn't properly forecast Weather ~~Forecasting~~ to determine demand and adjust business planning accordingly.

ice cream
lovers, clients
staff



Not Forecasted well
business planning

Team #5

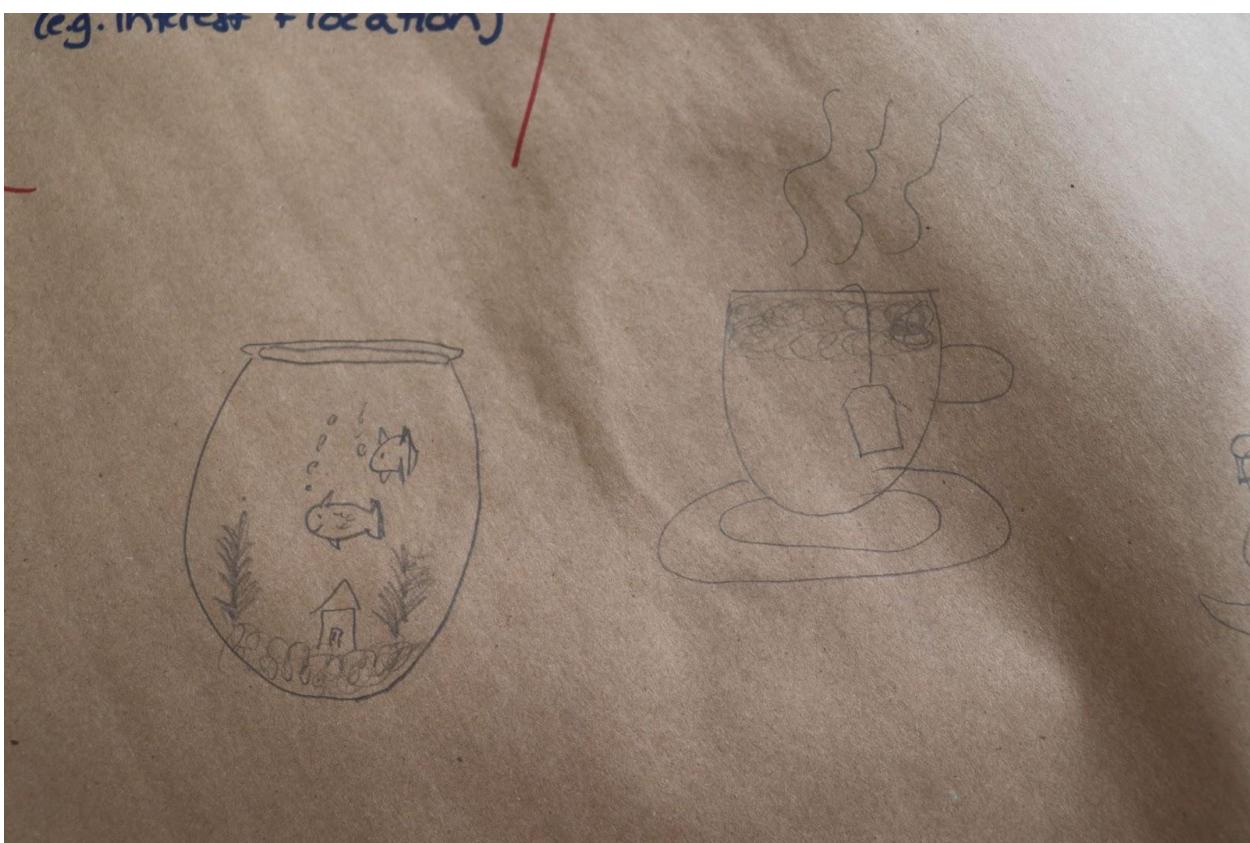
1. what is seen in this potential problem that would be affected by this?
2. what are 3 potential solutions for this?
3. how are you going to assess these solutions?
4. which is the best solution? describe

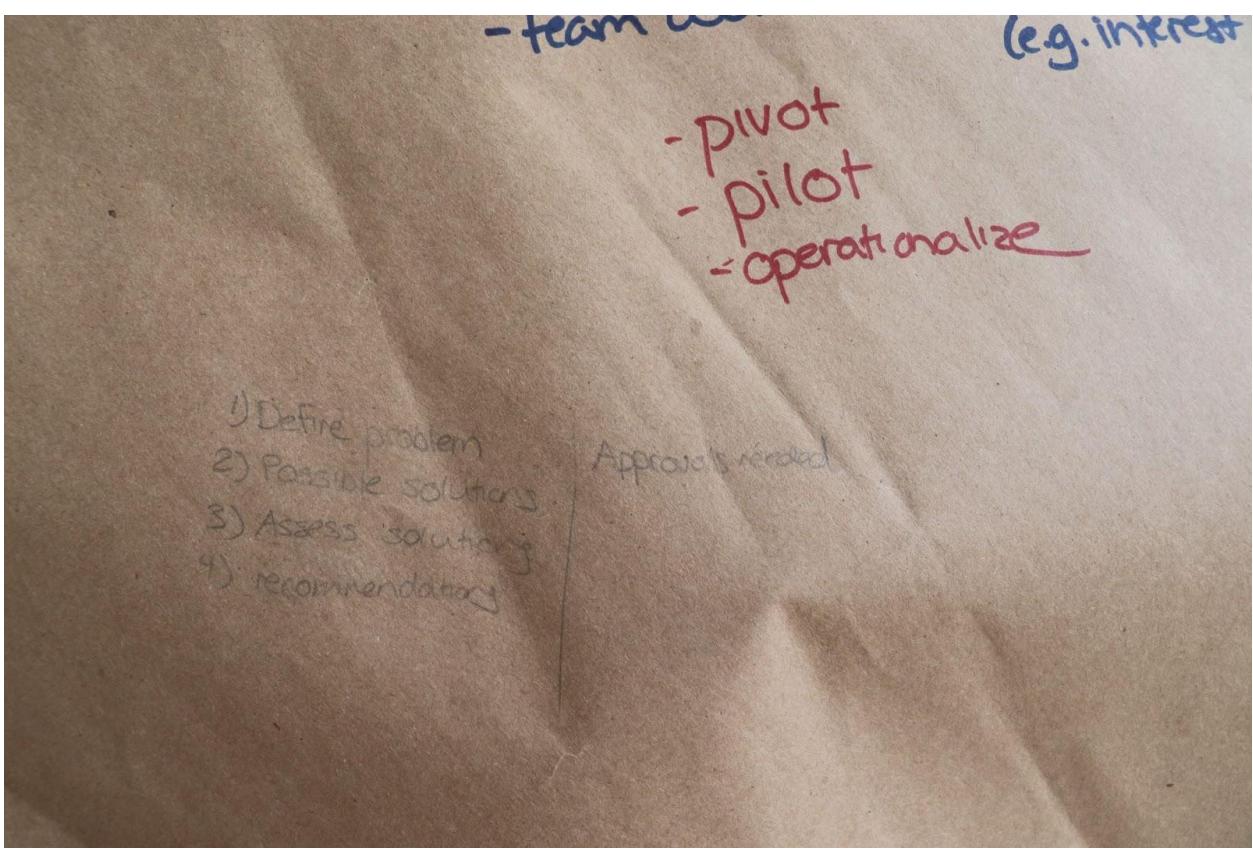
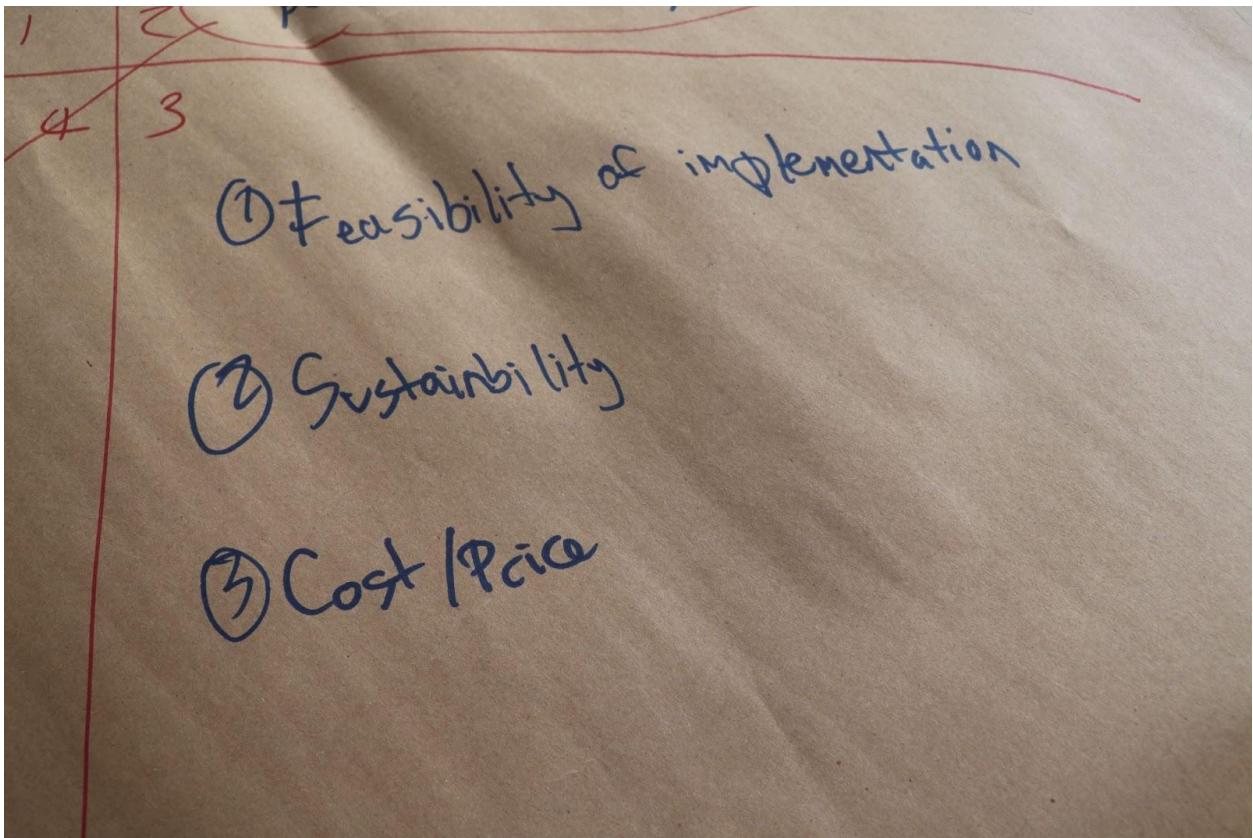
butterfly
larch

canada
dry



(e.g. interest + location)



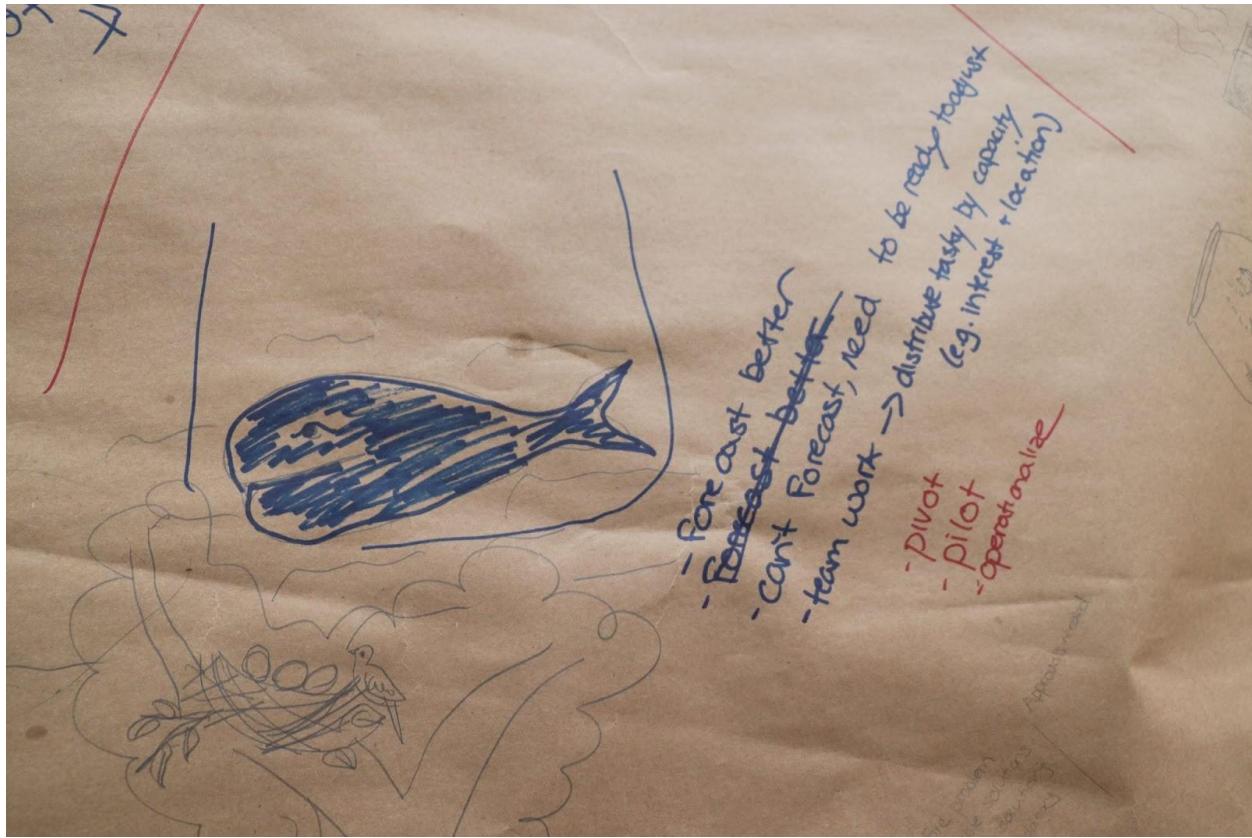


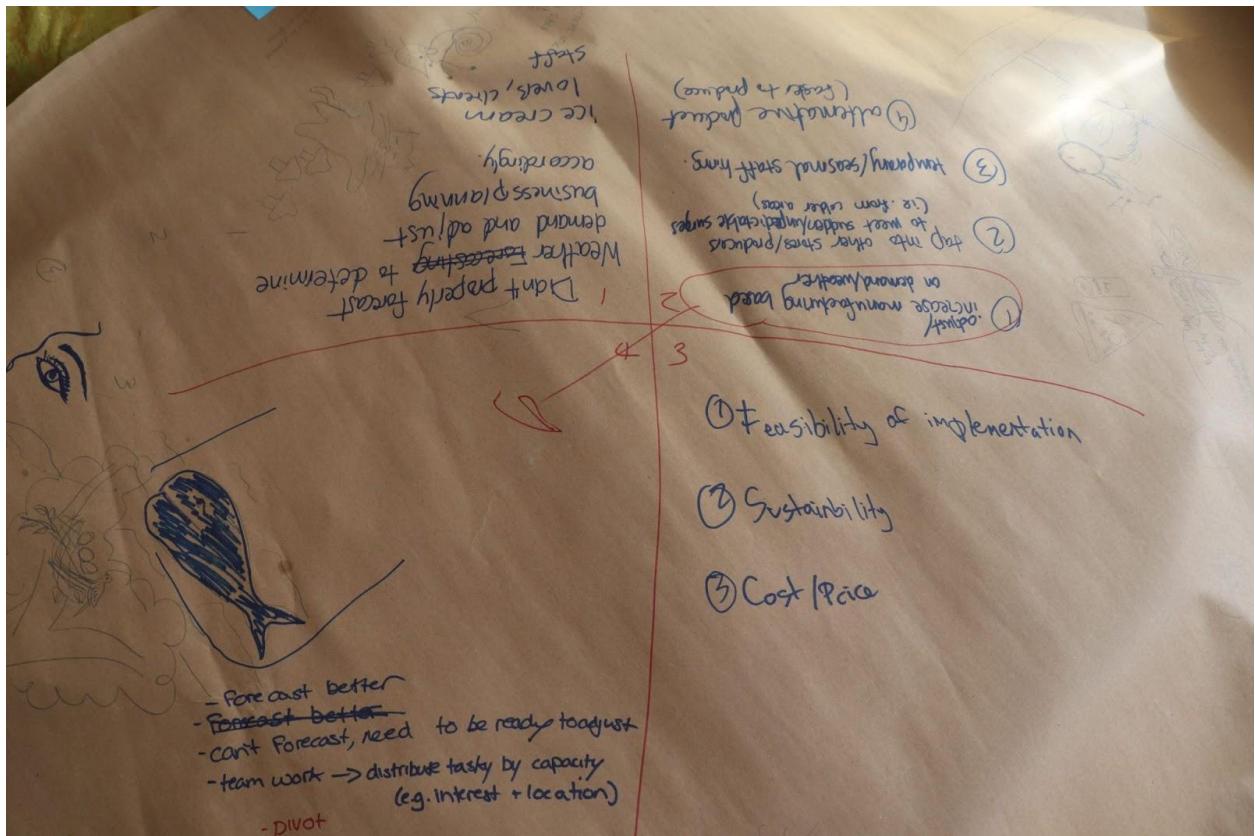
- Forecast better
- ~~Forecast better~~
- Can't Forecast, need to be ready to adjust
- team work → distribute tasks by capacity
(e.g. interest + location)

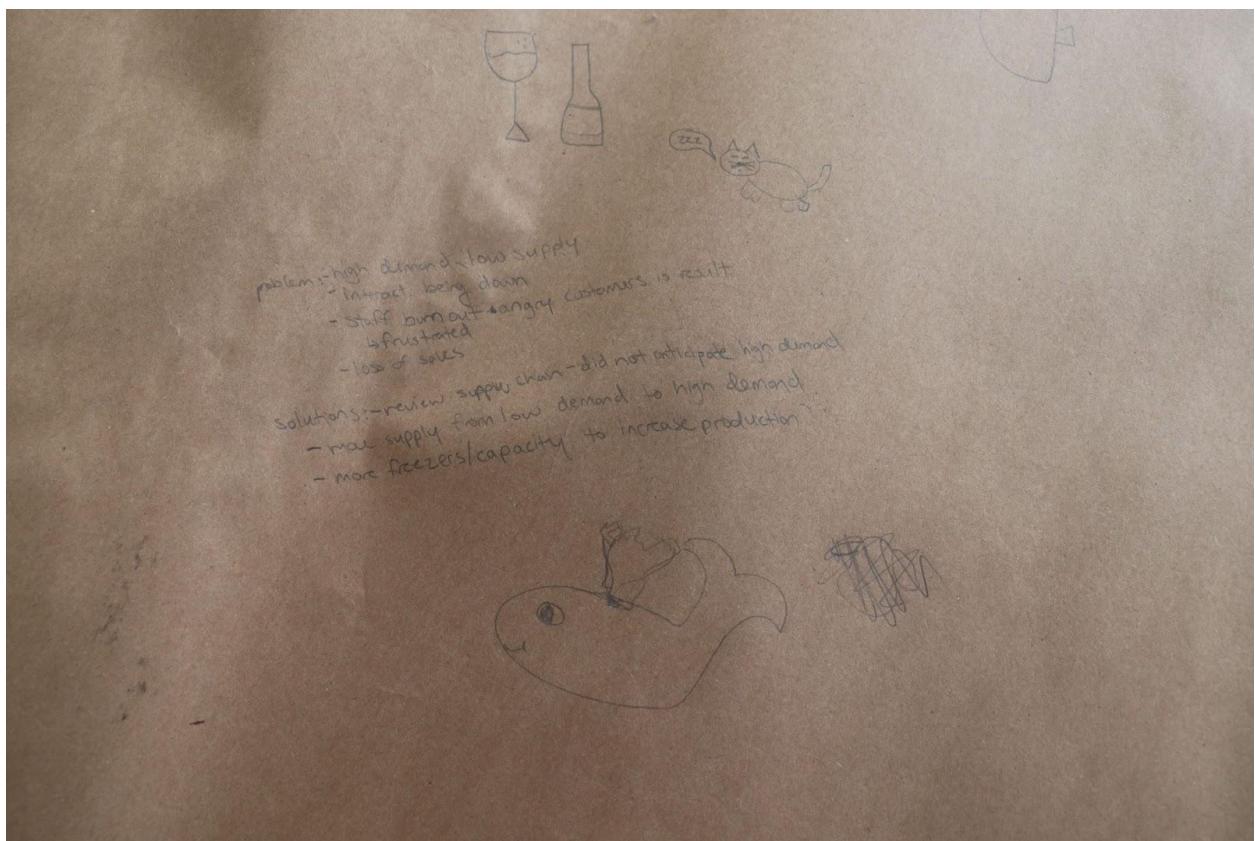
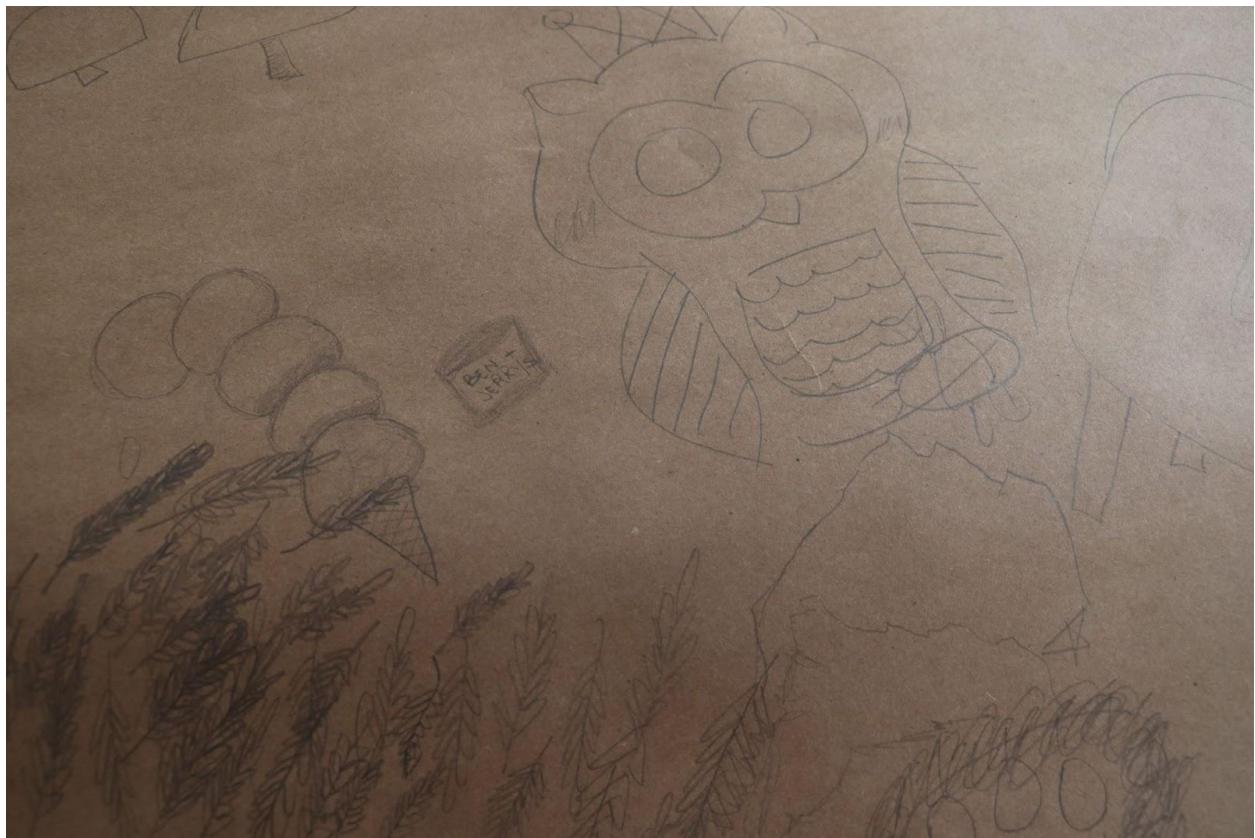
- pivot
- pilot
- operationalize

1c. Problem
1d. Solutions
2a. Solutions
2b. Mandates

Approvals needed







New business
R&D new field

3^o hire a co-
firm

get the in
do +
get a
each

Ad (SMART)
co

Axle HC
share the running of organization

Gov

Pub

Power

with

&c

40 3
41 2

Major steps → Total of 15
Inquiries & others
Hours

16

4 tasks → 1^o definition

You have 2^o poss. sol?

to seek approval, 3^o yes

4^o recommendation

~~first~~
get the info
do it
get a
each d
wire
& opp

AC (SMART)
(CS)

Ask HC
where to buy things
Business

Gov
Pubs
Places

40 re
Sel

Minister → head of D
by rules & stores
Hours

PM

4 tasks → 1^o define problem

You are 2^o Does not

to seek approval 3^o Ass

4^o Recommended

- Problems
1. Hire D. Laws
 - Check out of running out
 - less sales of flowers
 - more down
 - employees for house / home
 - customer dissatisfaction
 2. more supply from the lower D. Laws to higher D.
 - pop up store
 - add freezer storage
 - increase prod. Y
 - New friends / supplier
 - R&D new flavours
 3. hire a consulting firm
 - get the interns to do it
 - & get a report for each done
 - review first
 - cap. Director DS
 - ATM
 4. get all info
 - getting approval
 - ear
 - prepare for trip
 - go wrong.
 - listen / pay attention
- post-mortem,

ADM-DMAF

* consume trout

Dasy

U: Warm Games = ↑ thermal frost

* 4 Task

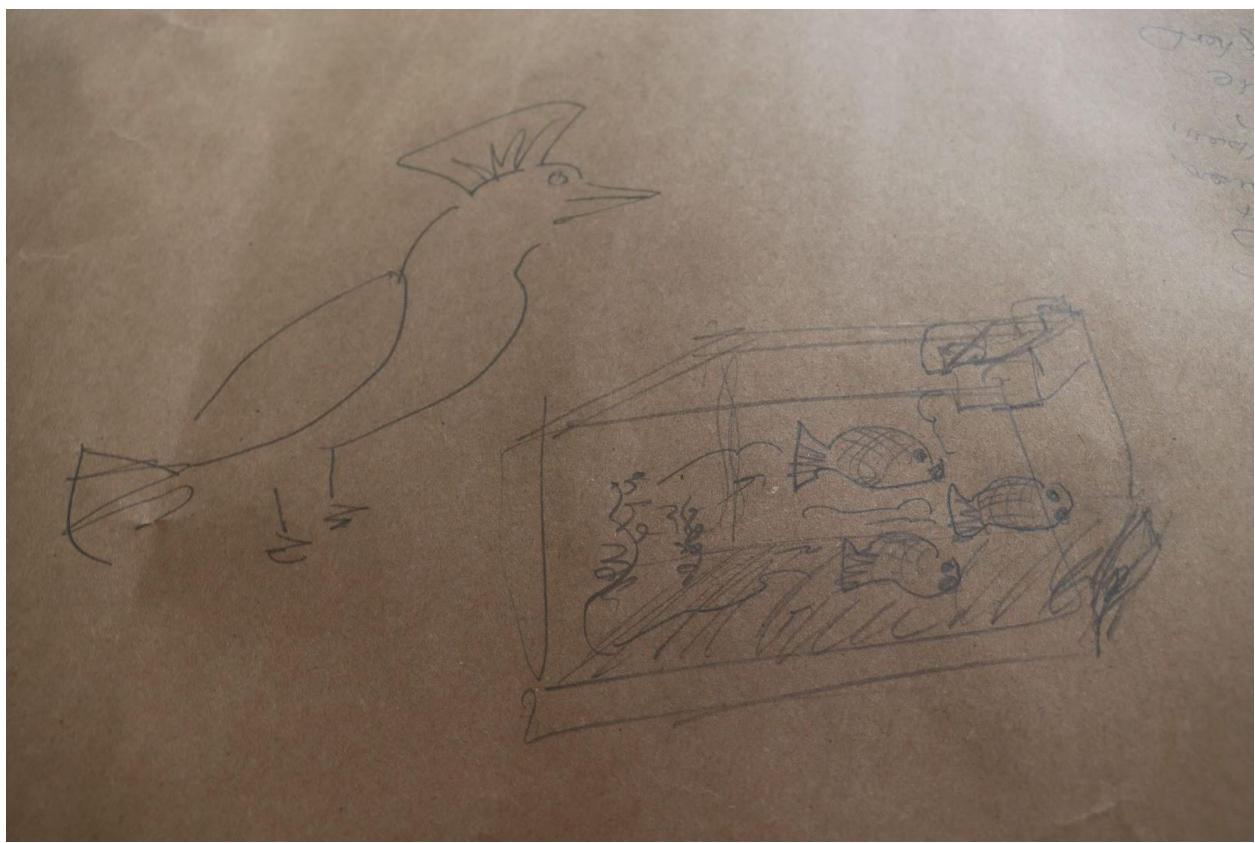
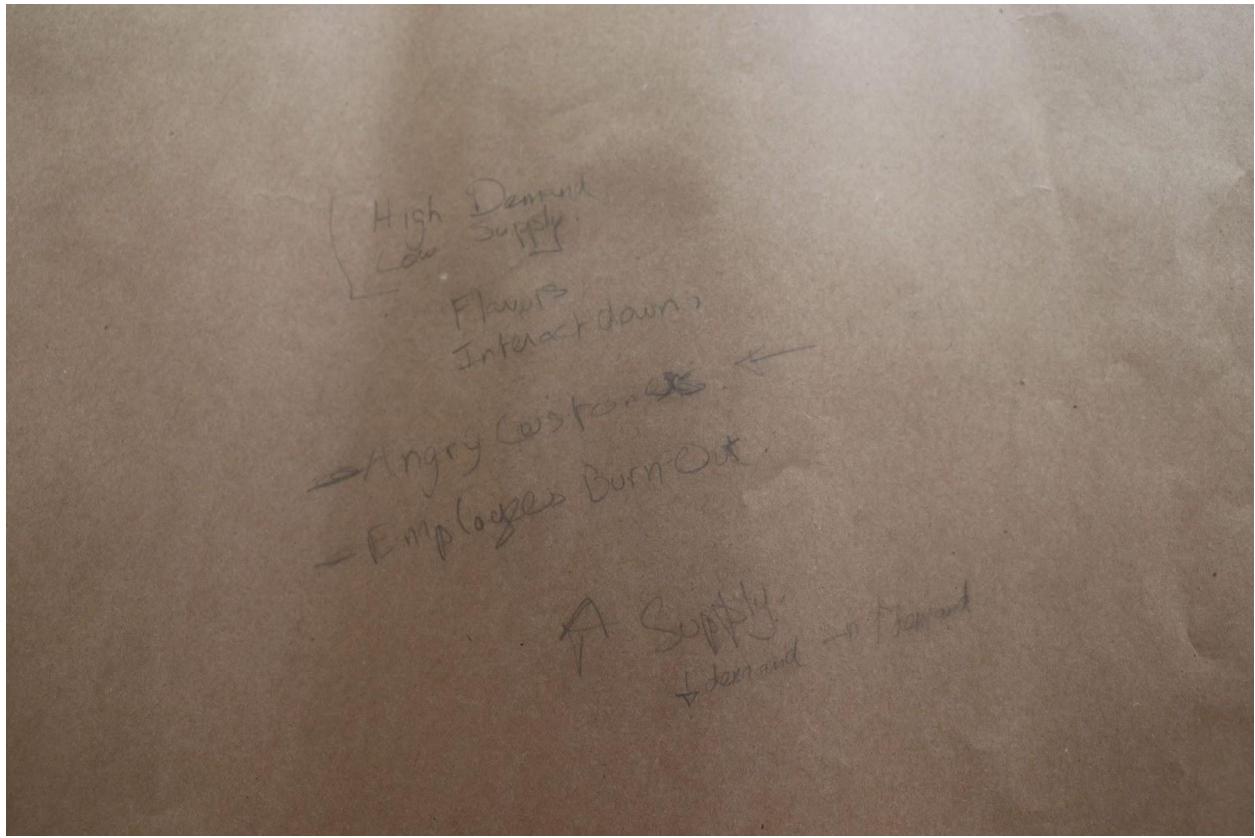
- De fine Pb

- Etude

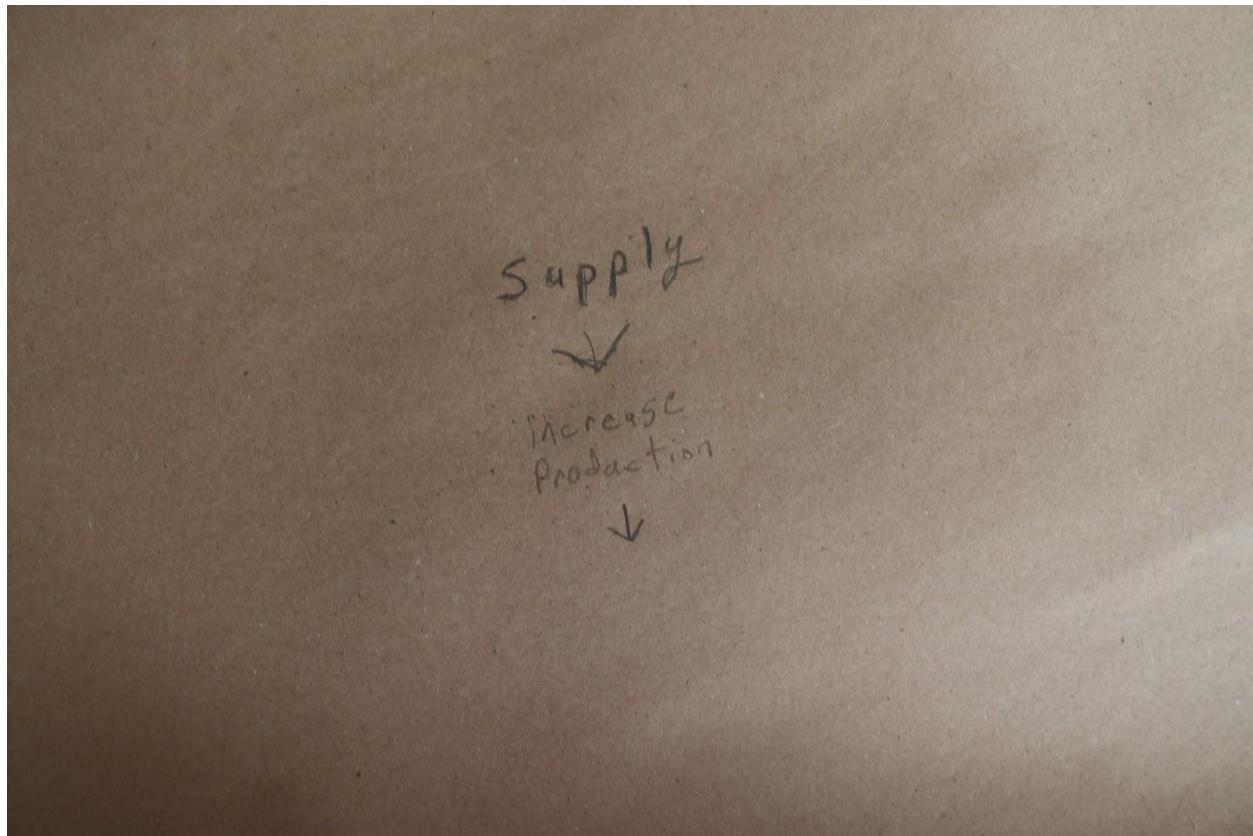
- Assess

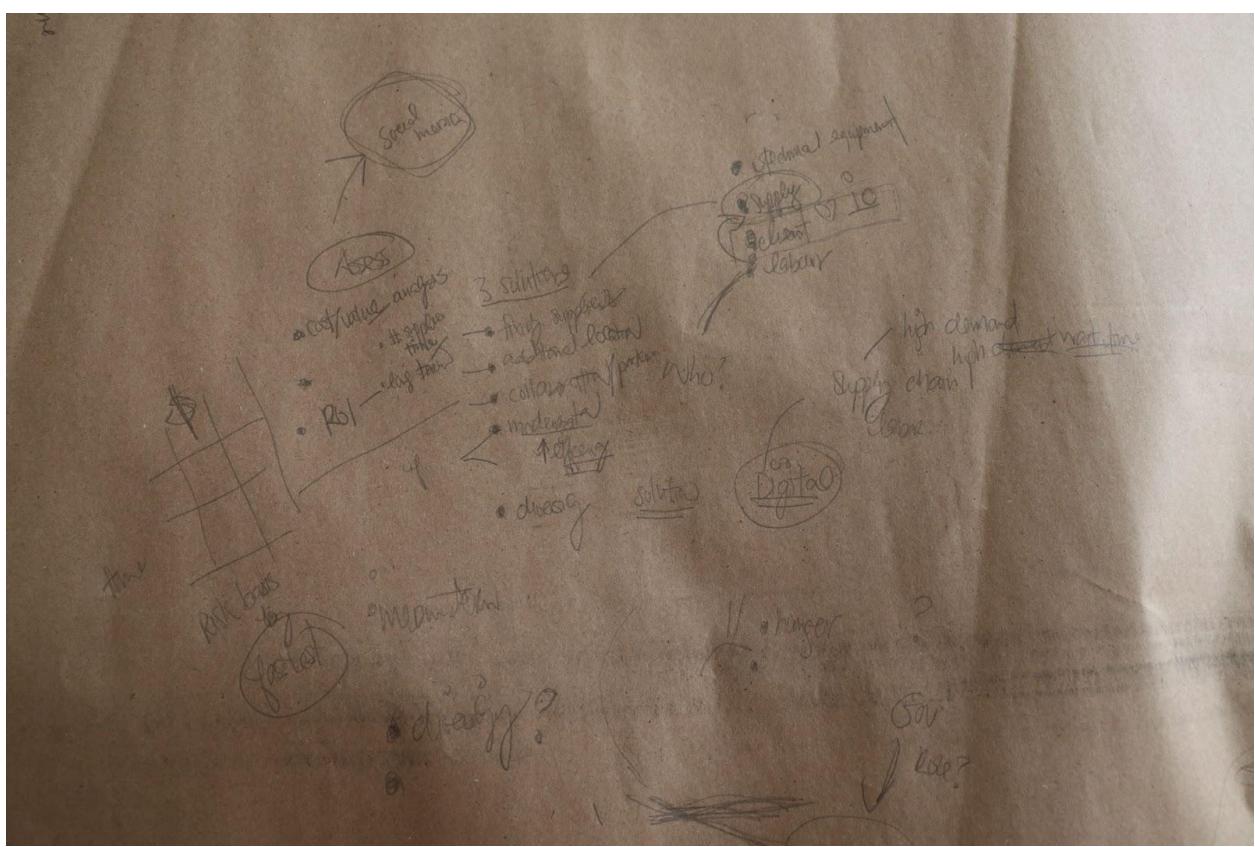
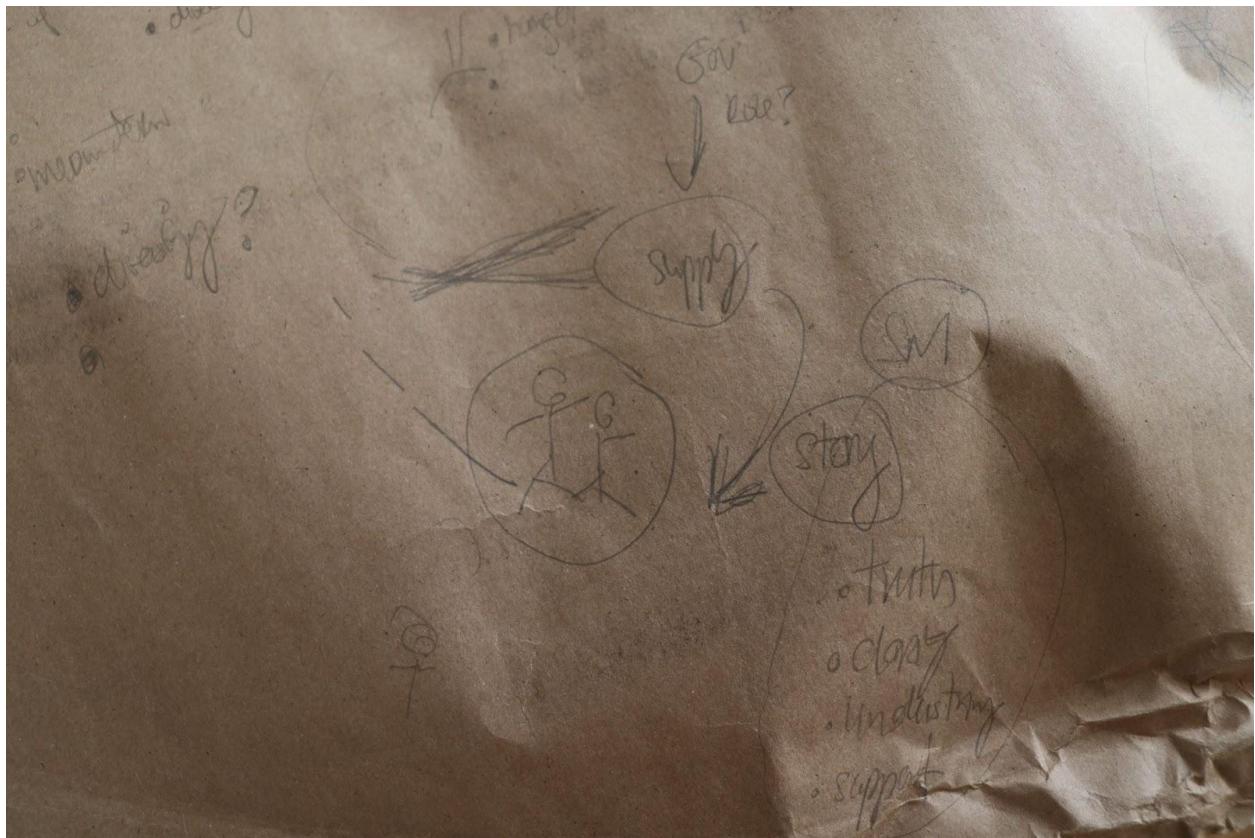
- Resolution





Tablecloth #5





P

90 People

MTT

Problem

high demand
high wait time

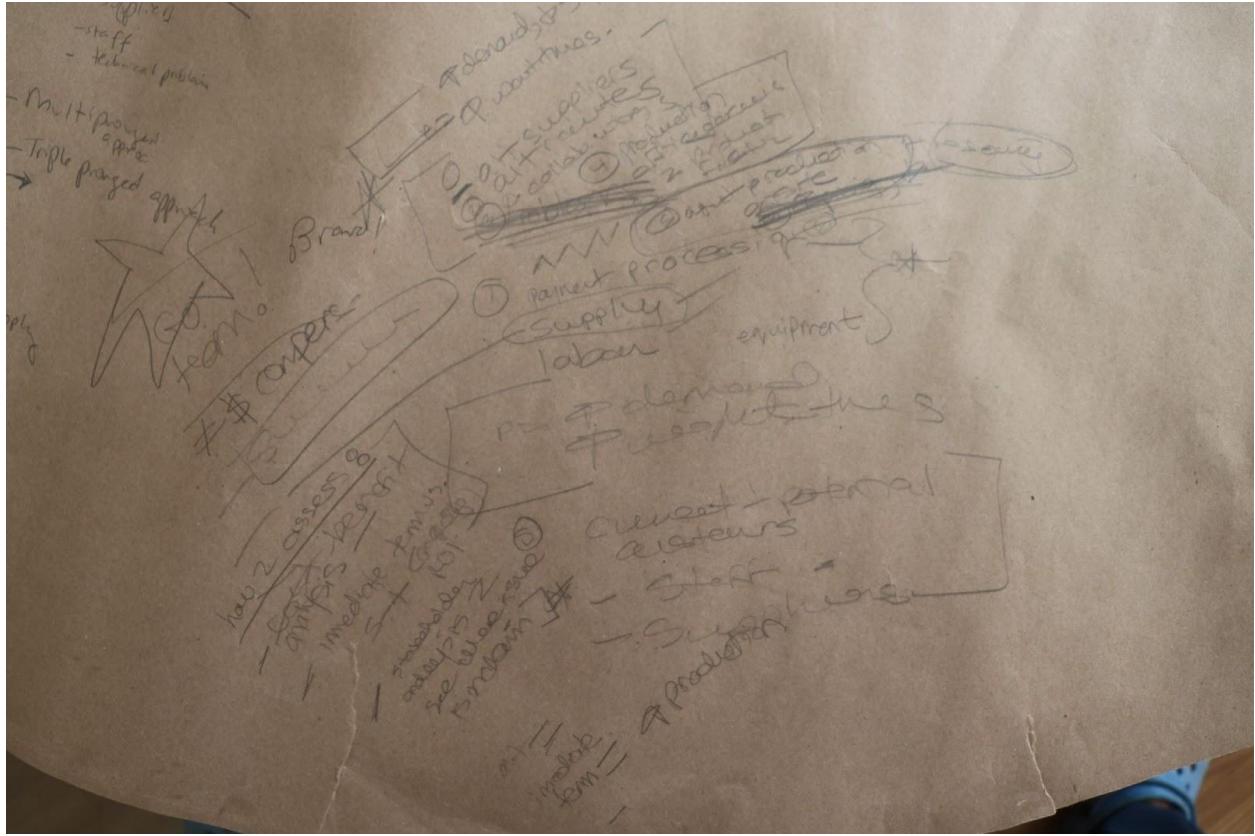
Technical

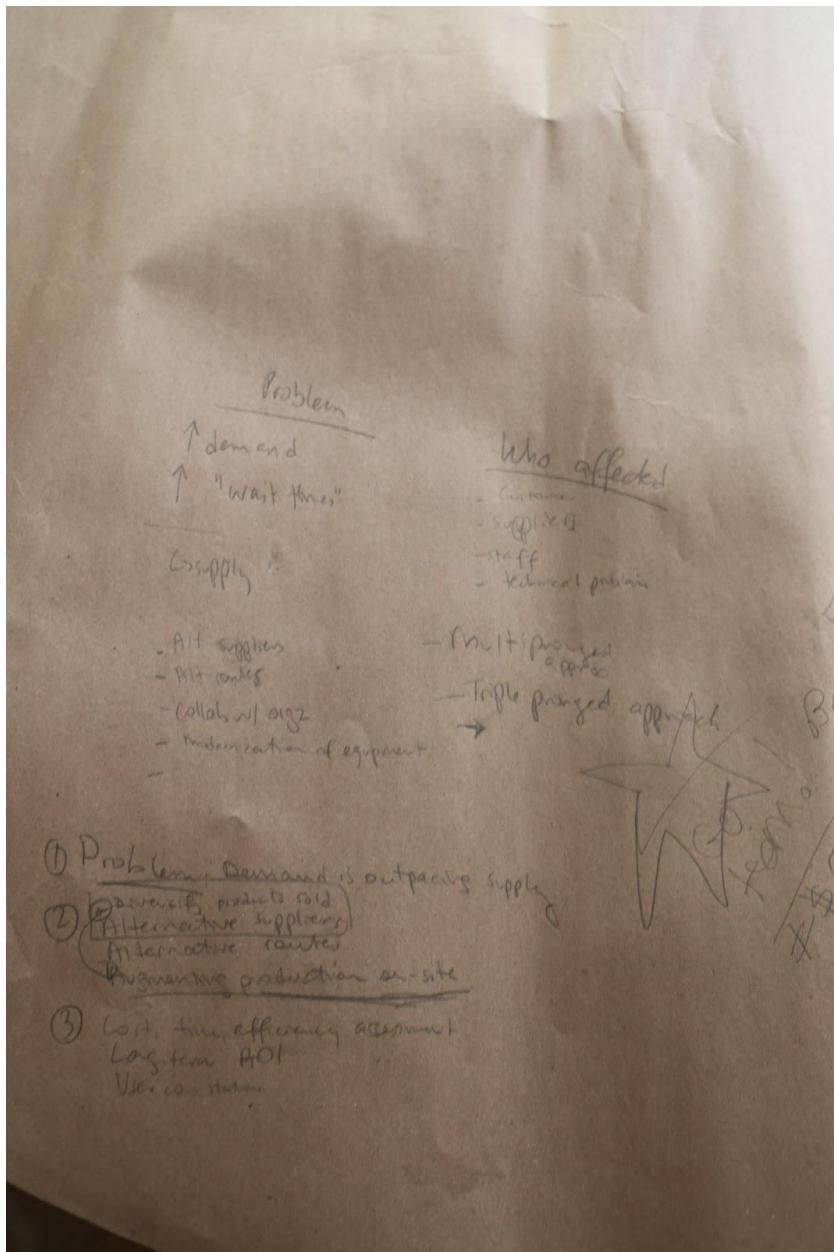
Supply

↳ alternative ✓
↳ route ✓
↳ collaboration/partnership ✓
↳ modernisation

↳ make
↳ efficiency ✓

Cost-benefit analysis

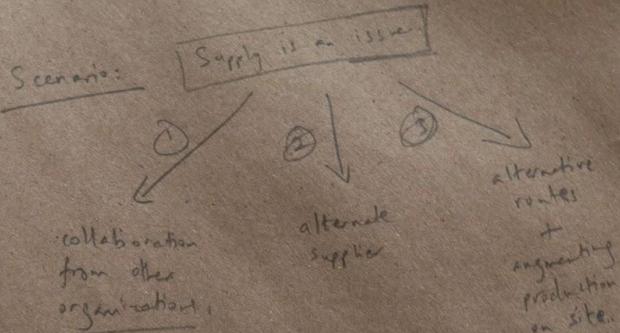




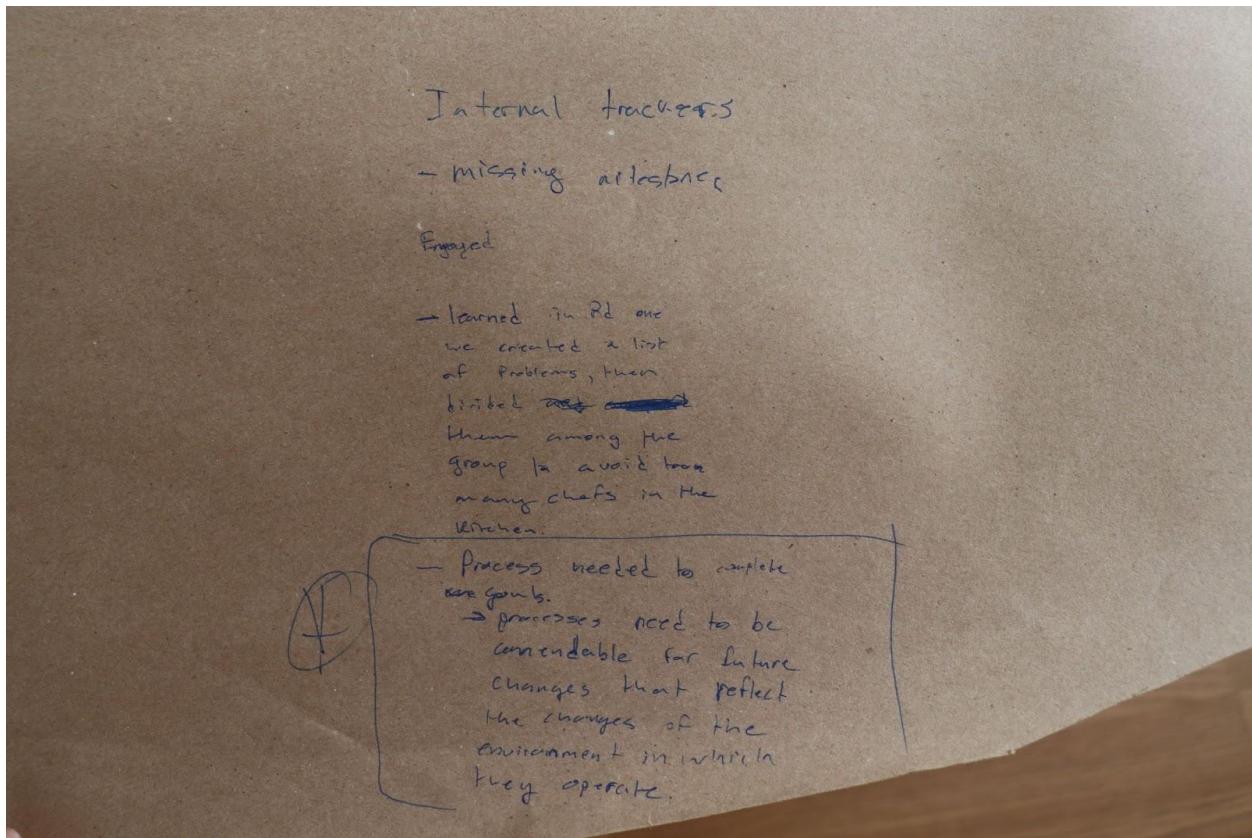
Problem:

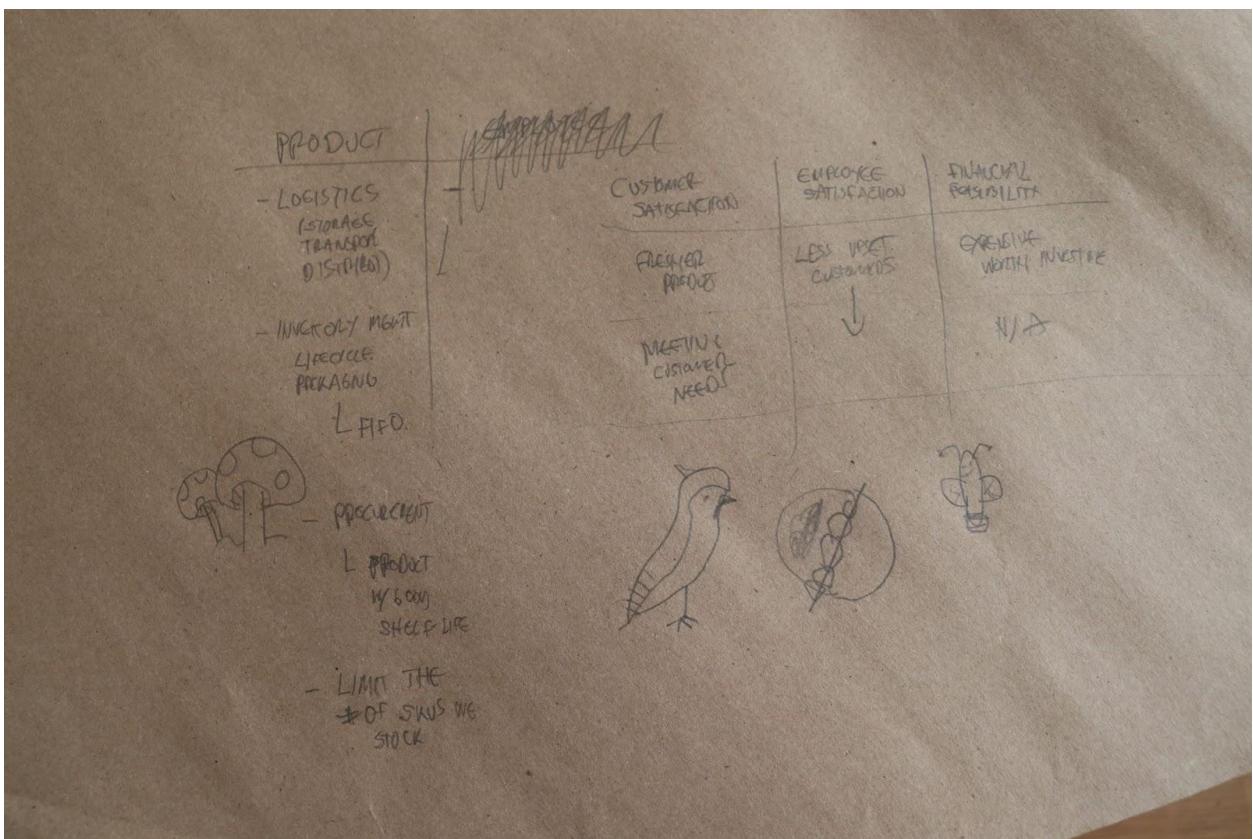
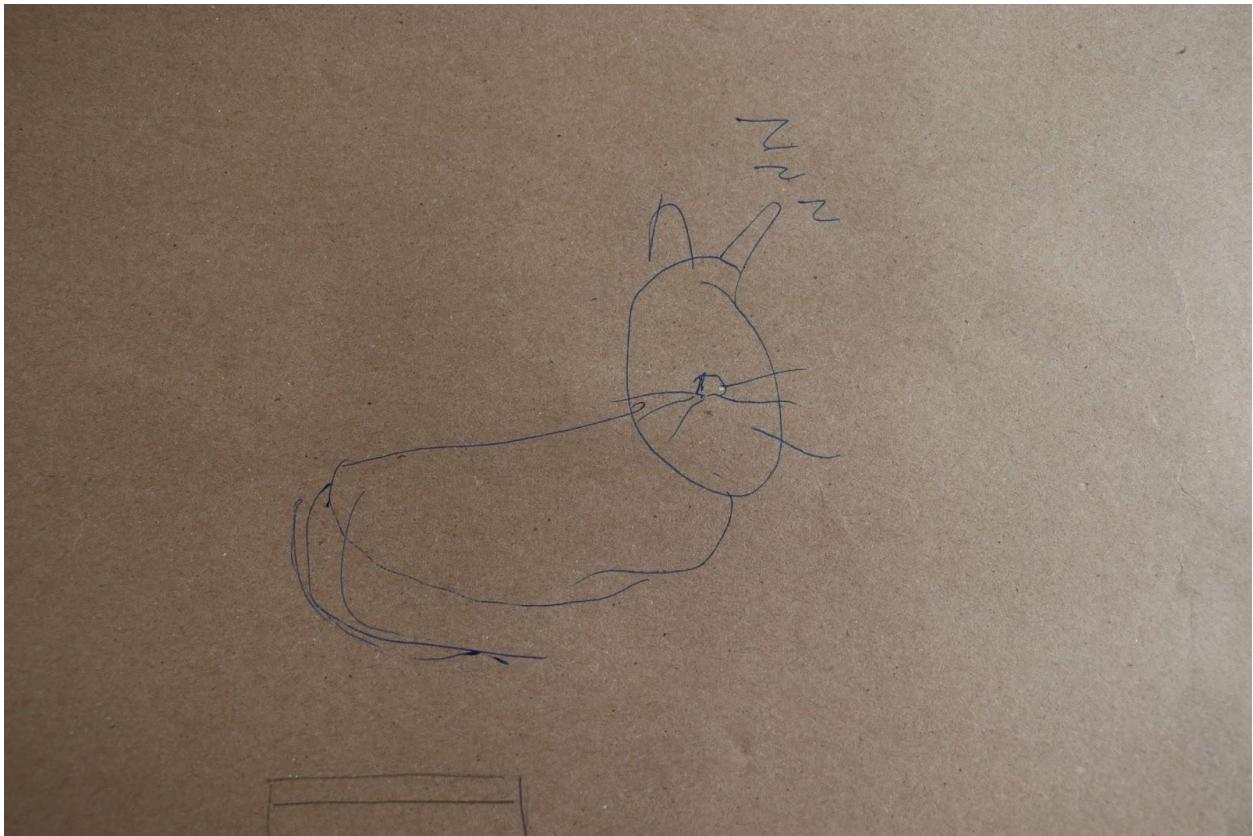
- Lack of staff
- Technical issues with equipment

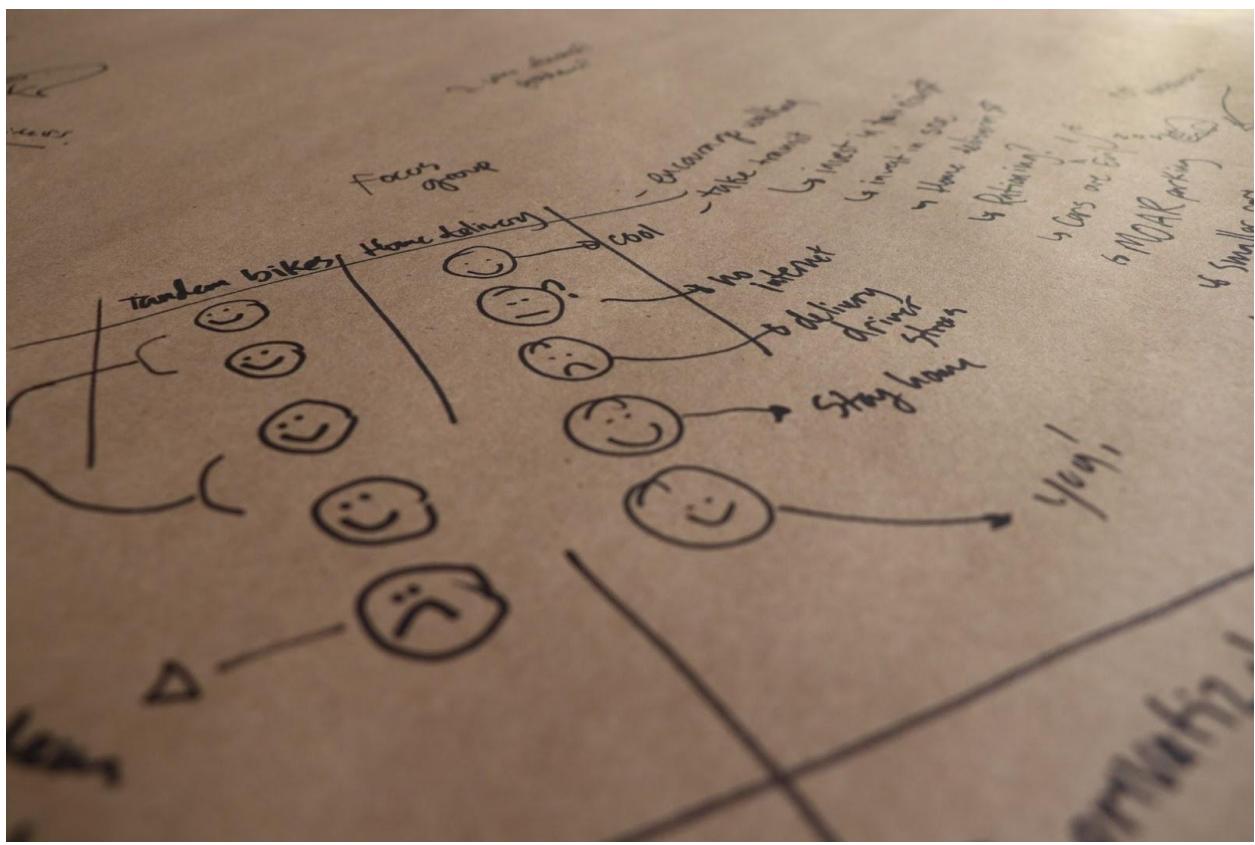
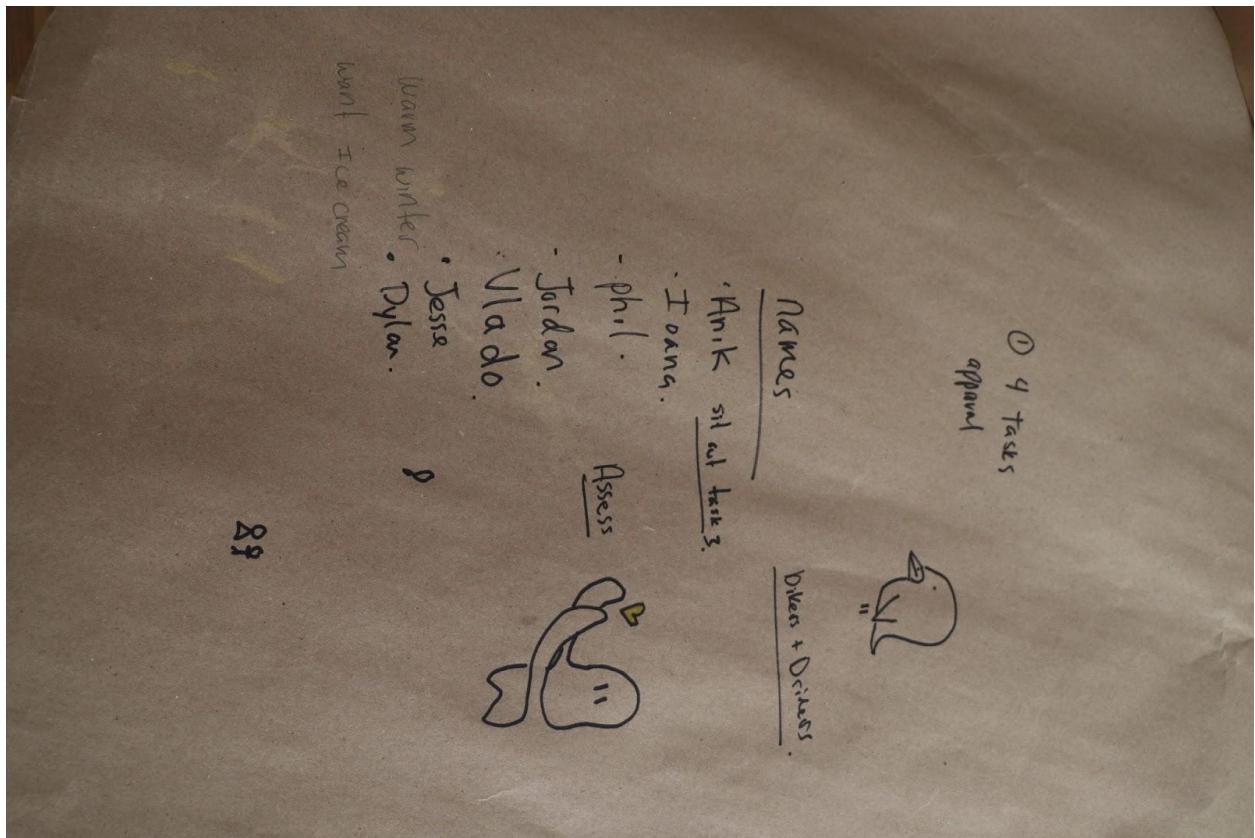
Scenario:

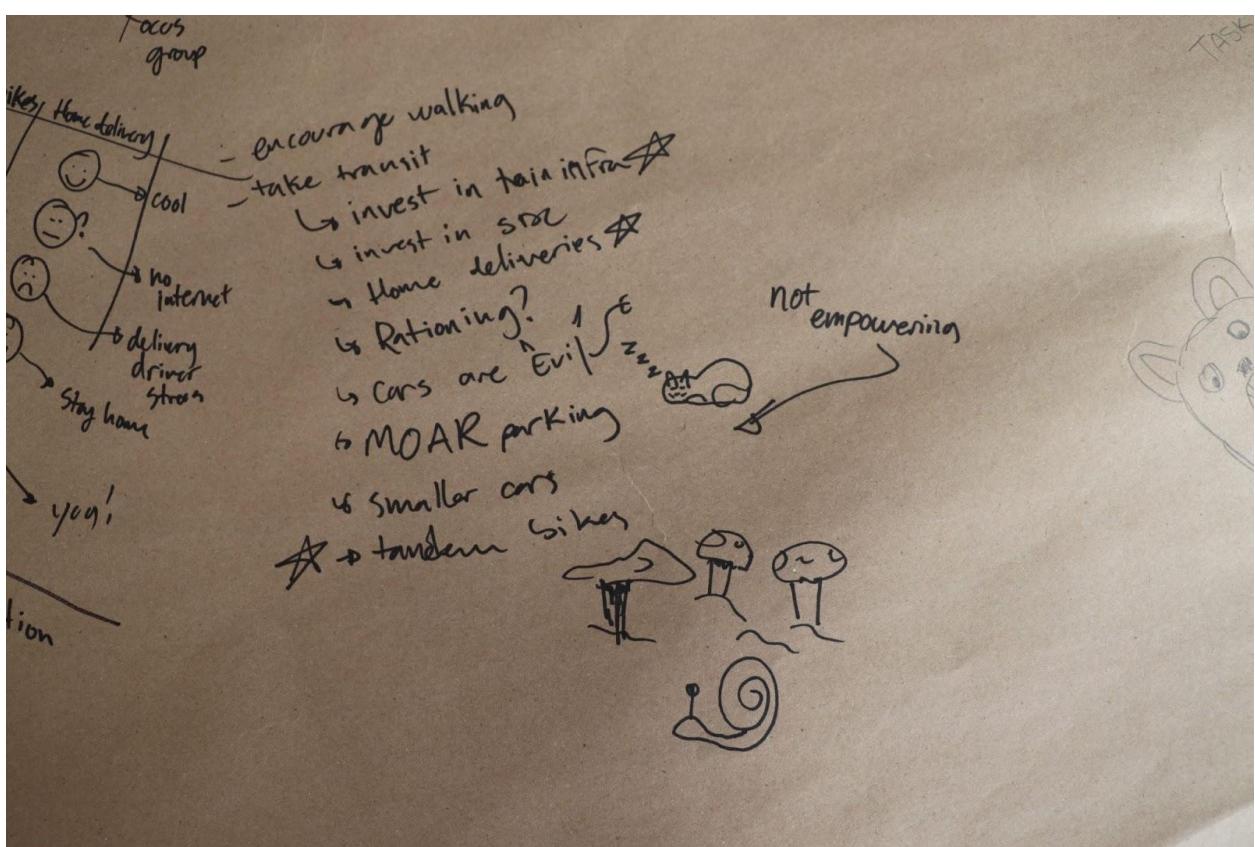
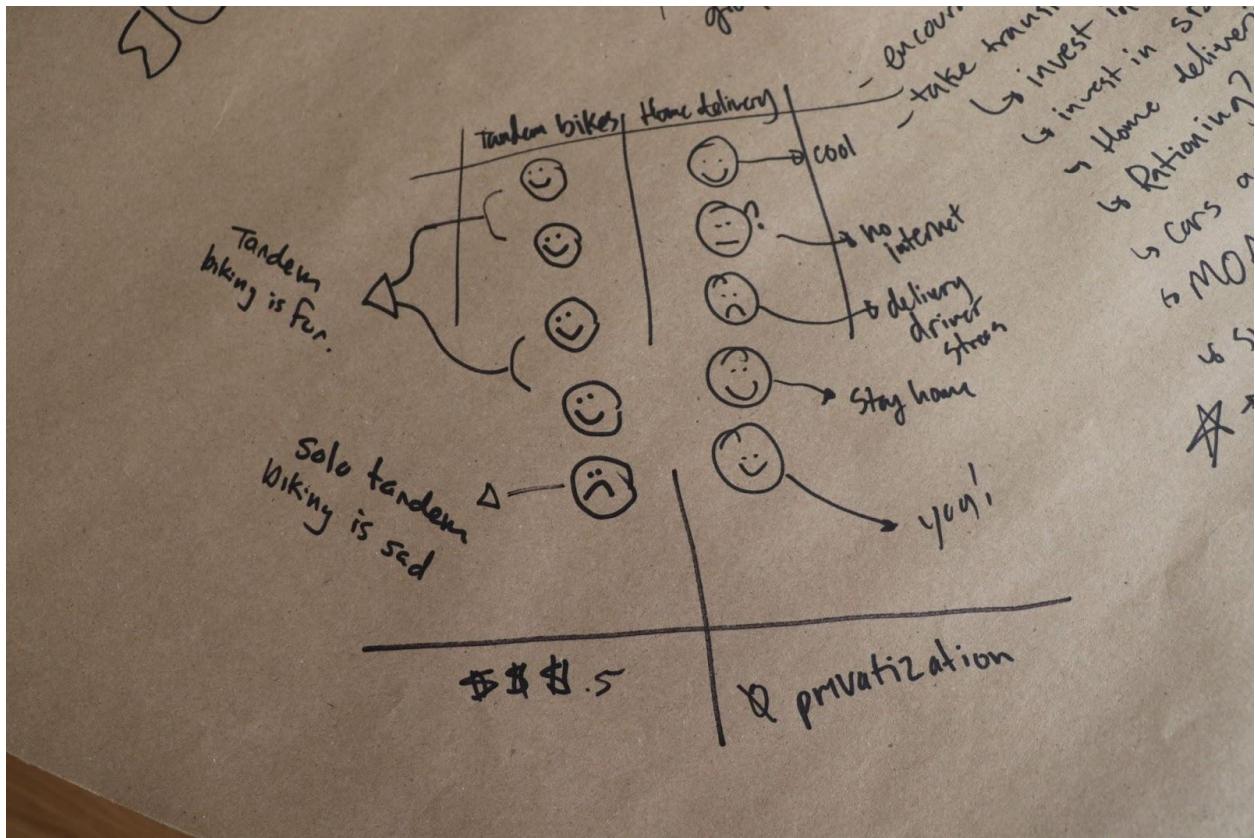


Tablecloth #6

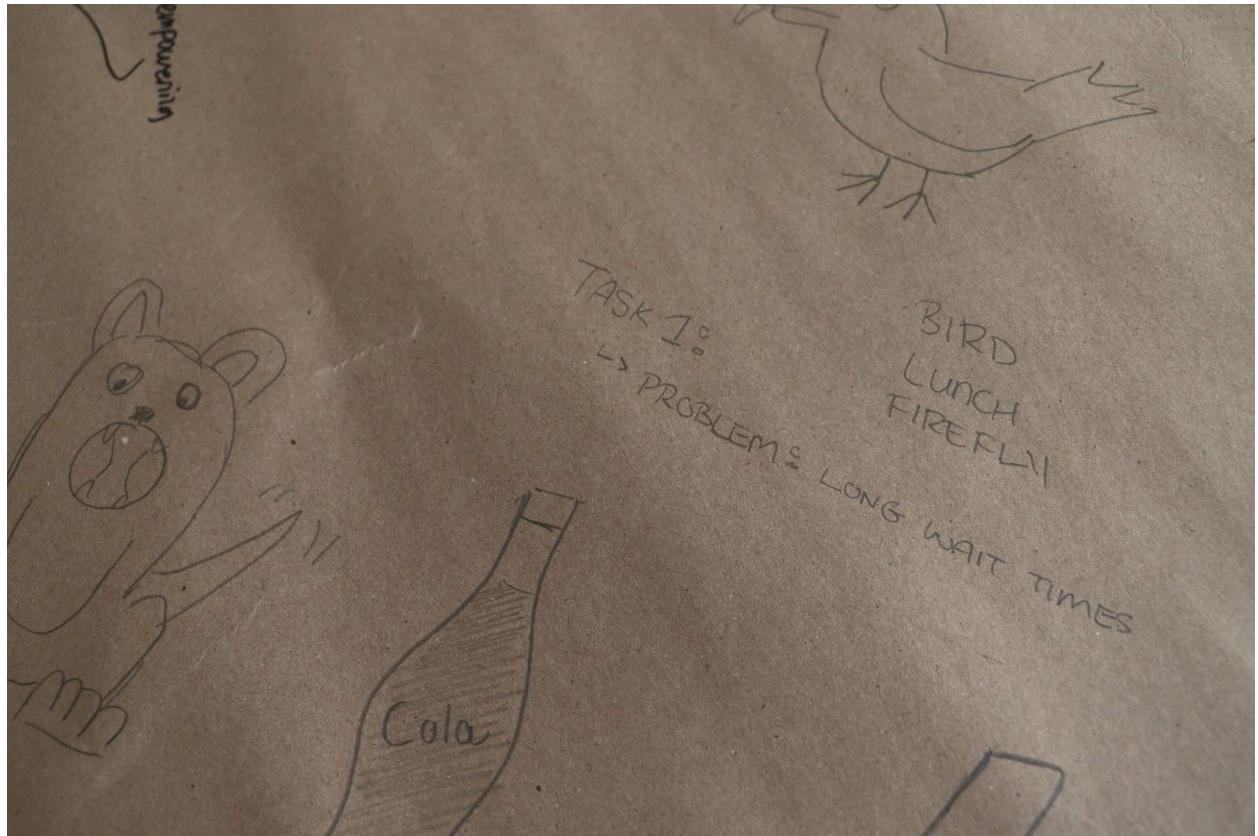


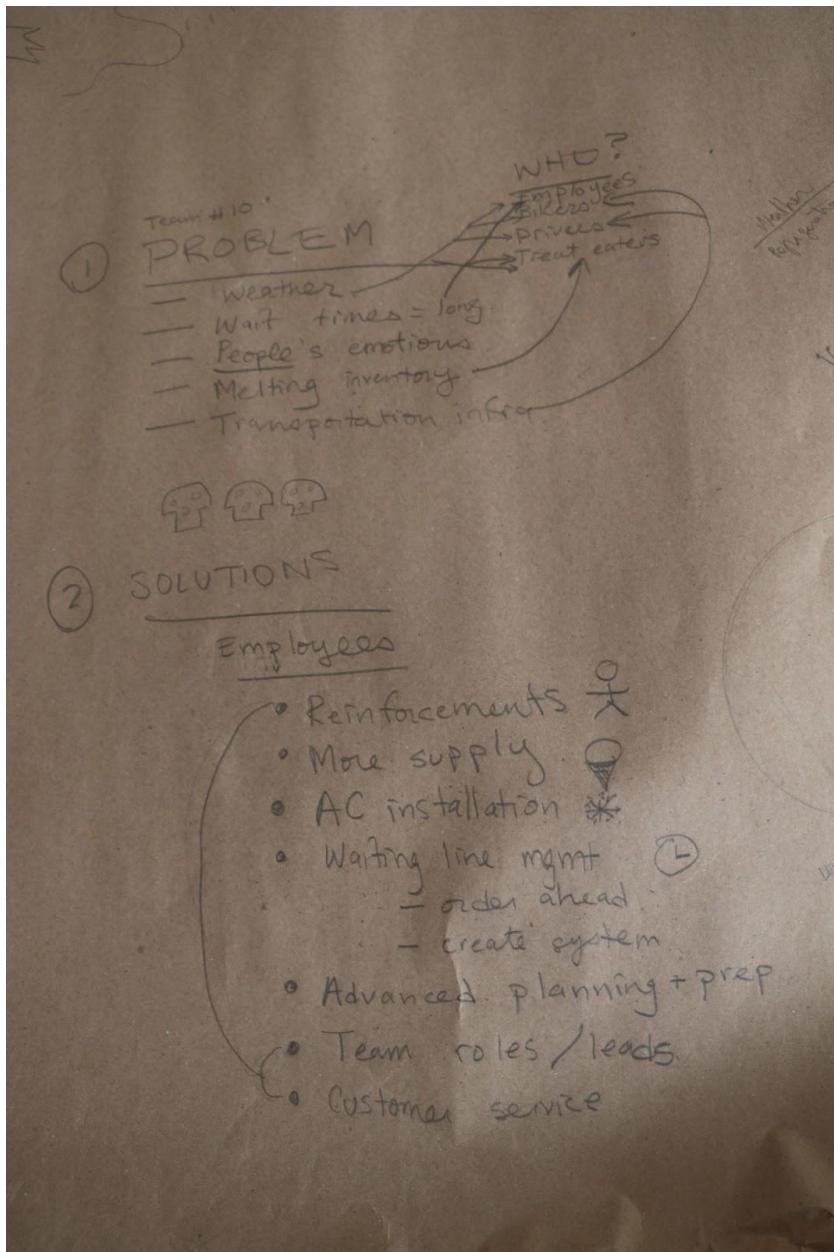


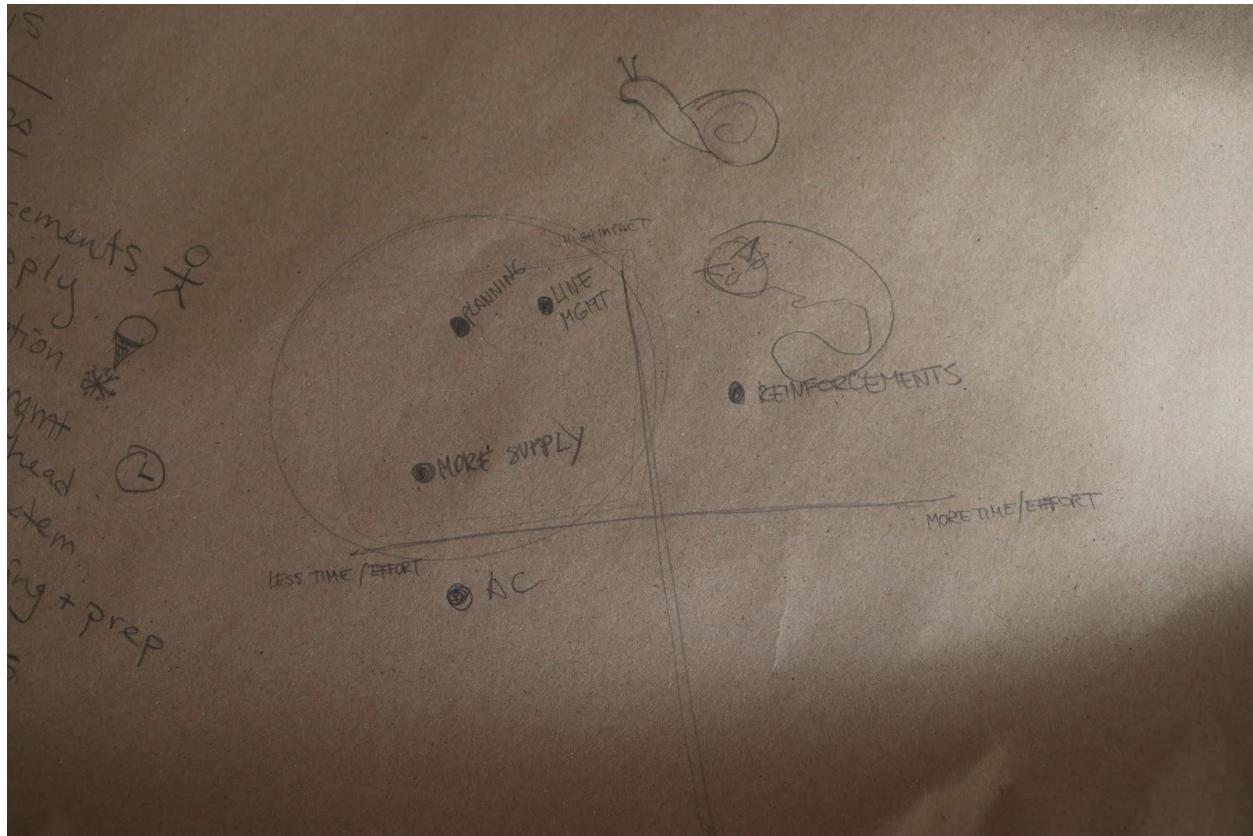




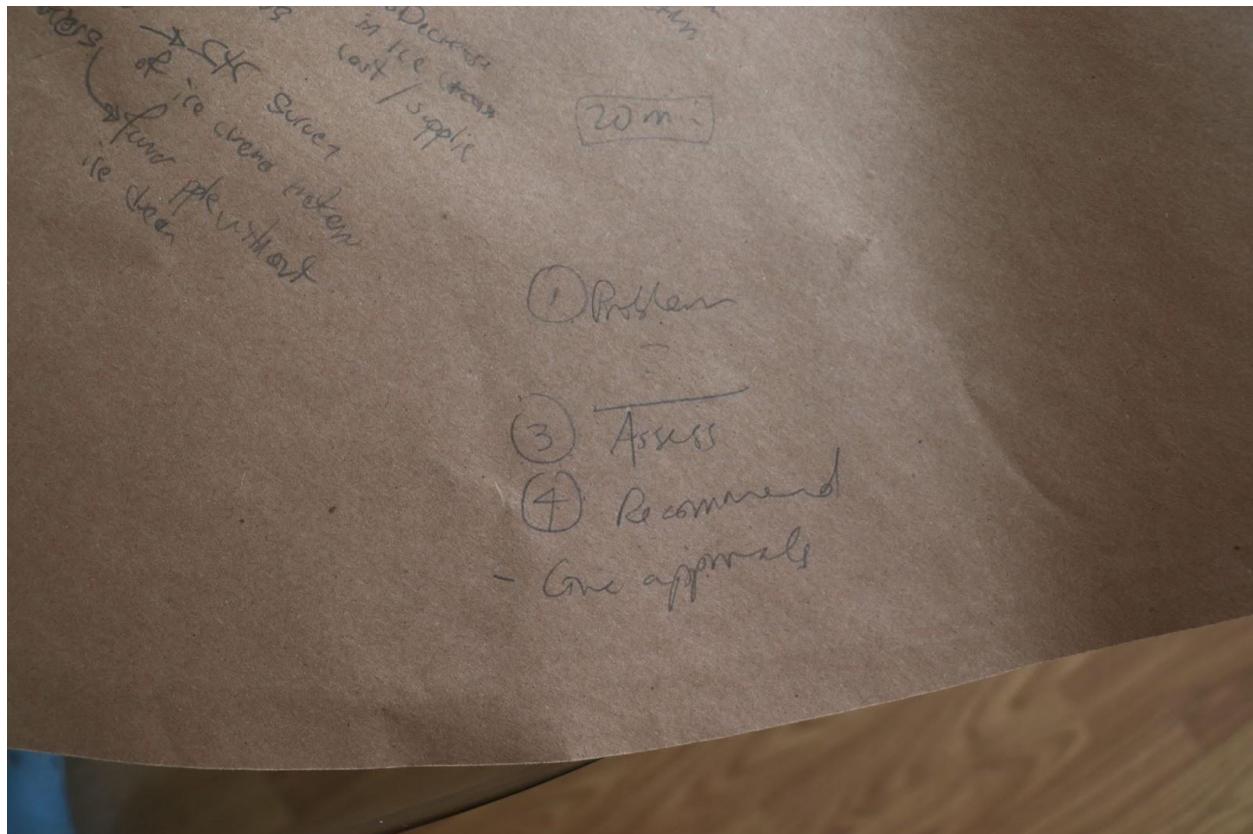


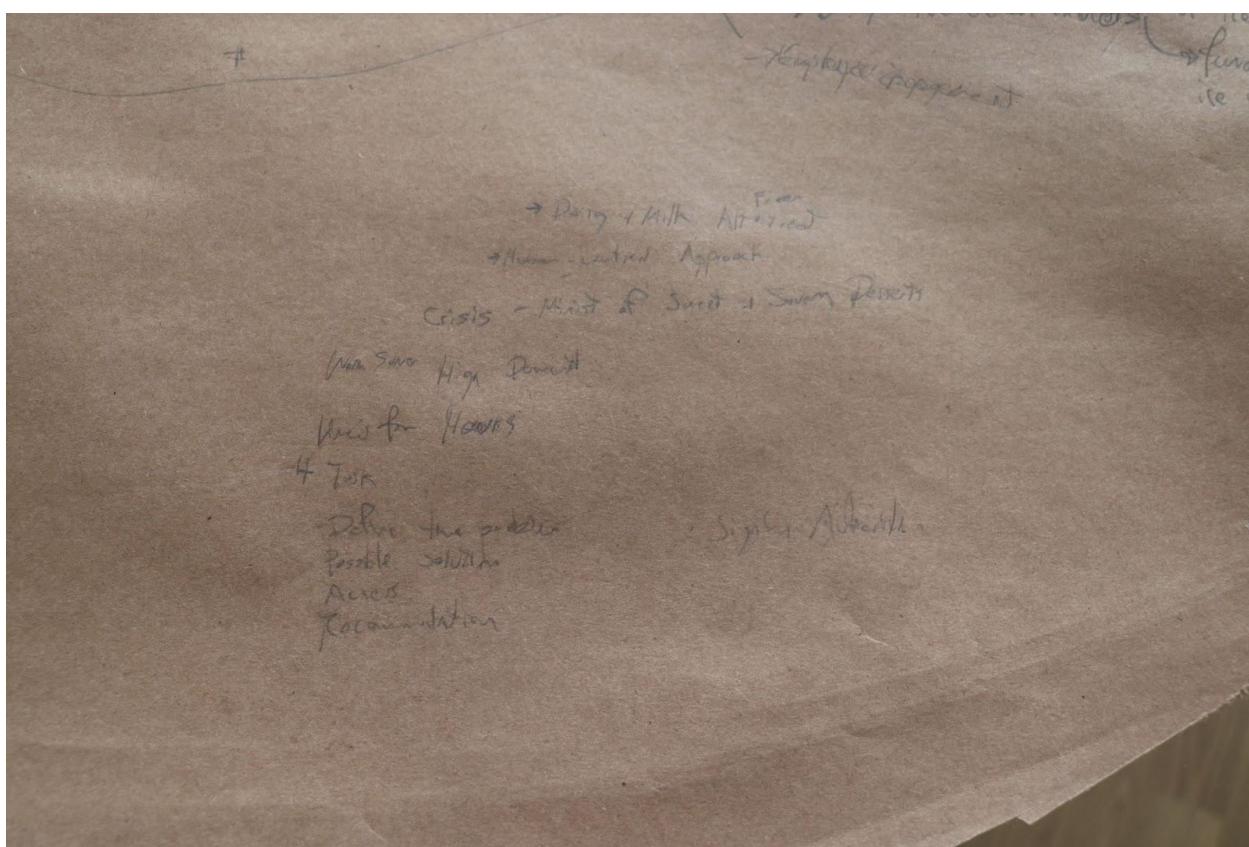
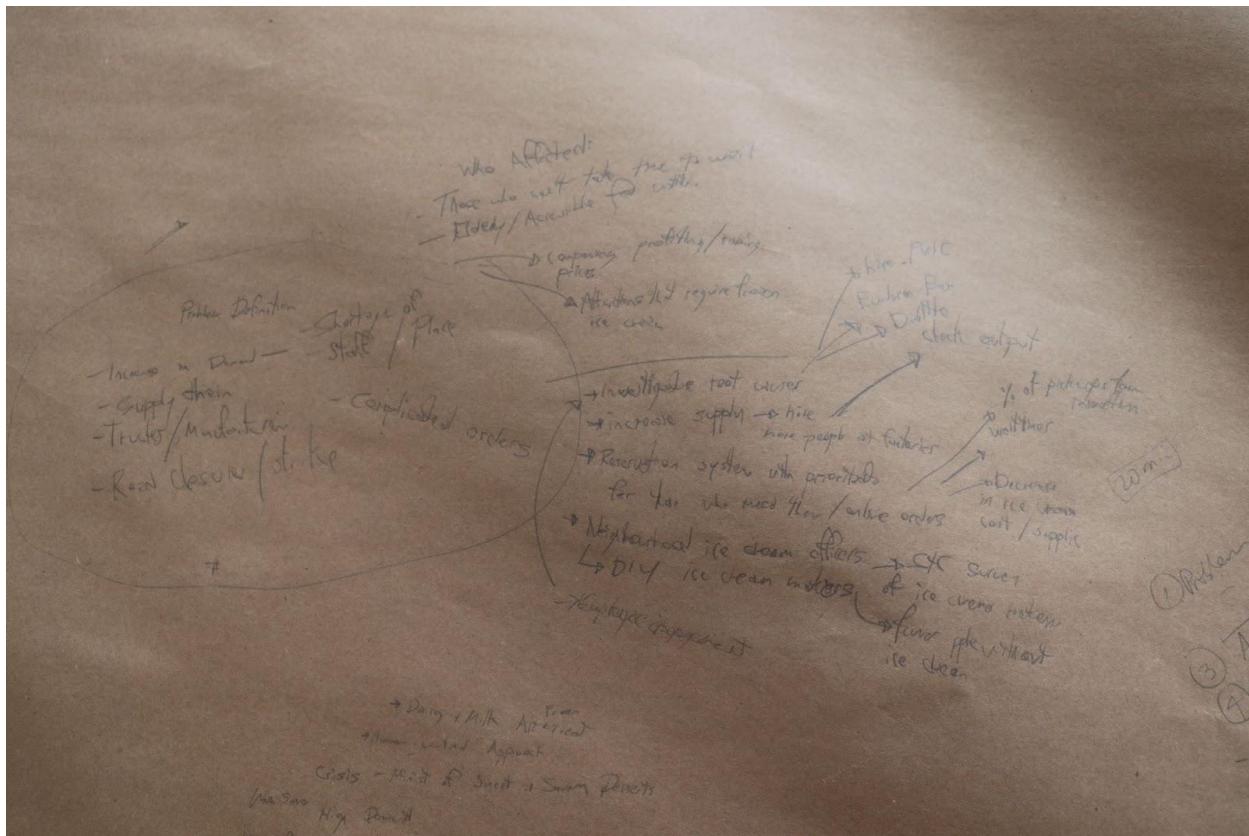




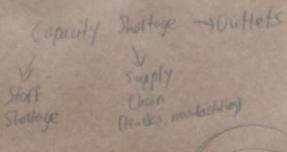


Tablecloth #7





Define
Solutions + analysis
Reco



Problems

- ↳ Unexpected demand
- ↳



Affected people

- ↳ can't take time off work
- ↳ employees
- ↳ people who can't wait in line (elderly, health issues)

ADM Dairy & Milk Alternative Frozen Treats

- ↳ Human-Centred treat delivery
- ↳ How are things done now → follow them

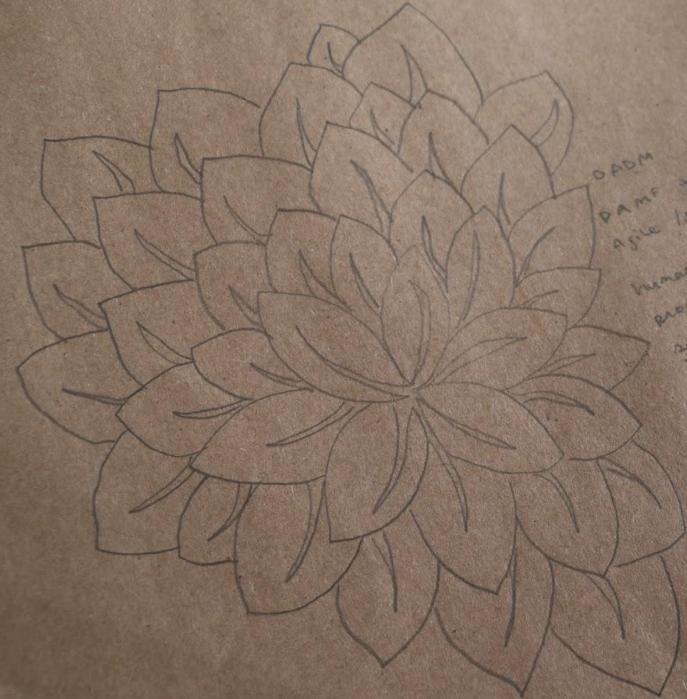
Minister → sweet and savoury desserts

- ↳ warm summer → high demand
- ↳ long lines at ice cream stores
- ↳ long wait times

Tasks
↳ will need support for these tasks

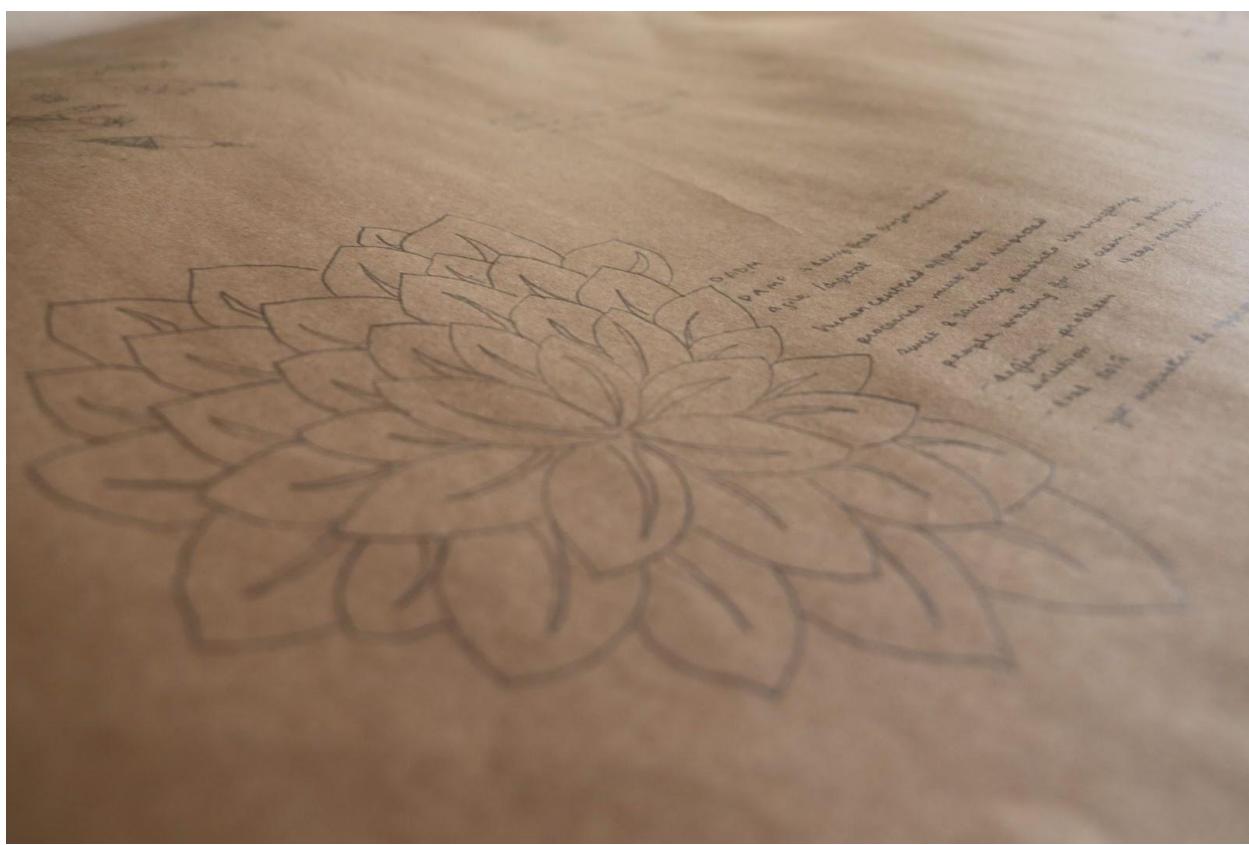
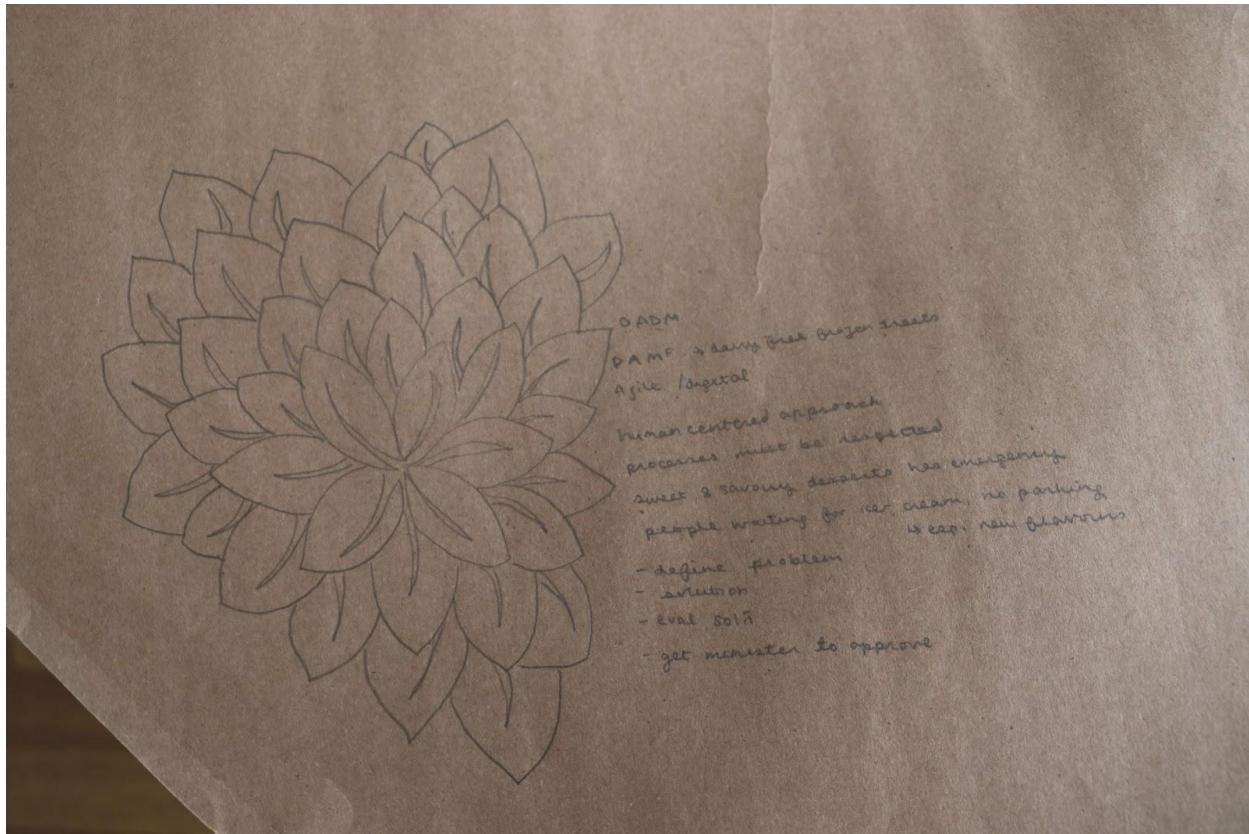
↳ tasks

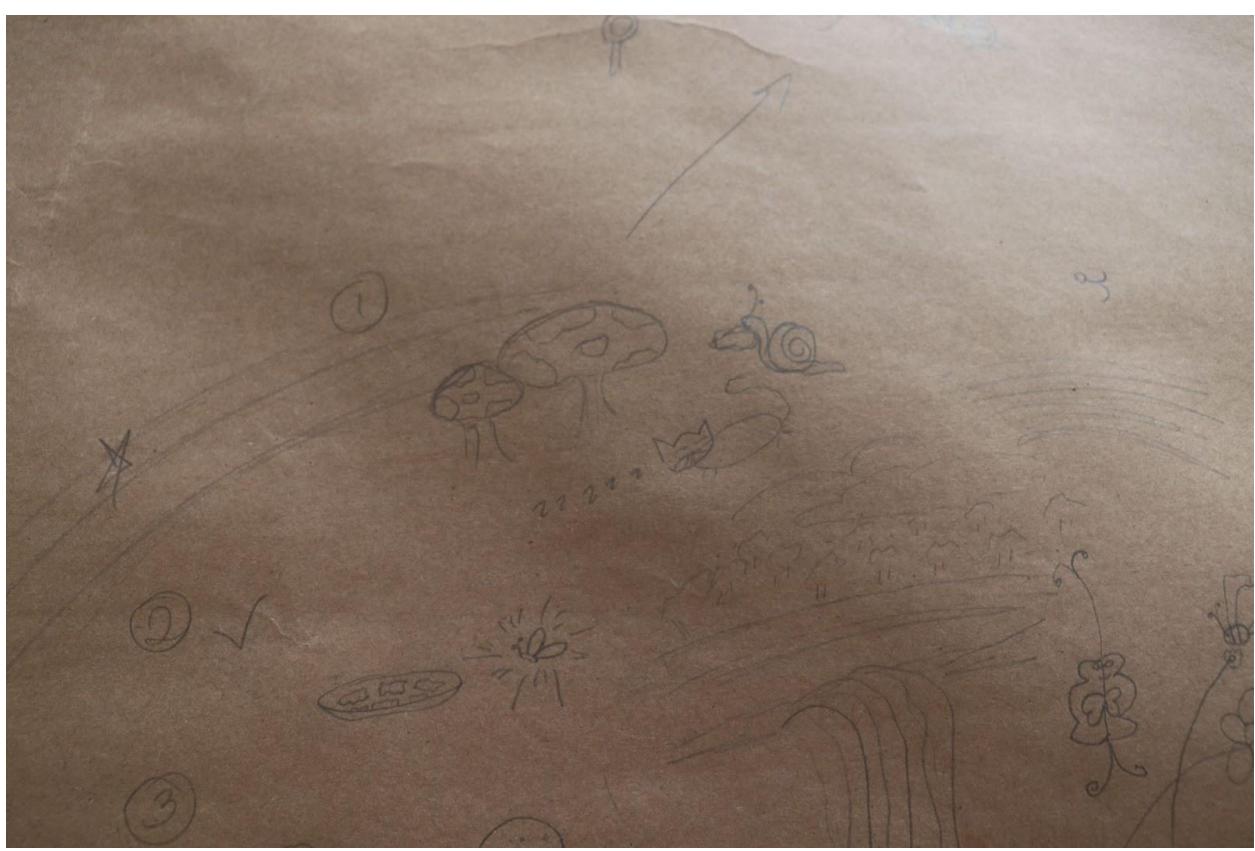
- ↳ Define problem (tired, payment down)
- ↳ Solutions
- ↳ Assess
- ↳ Recommend



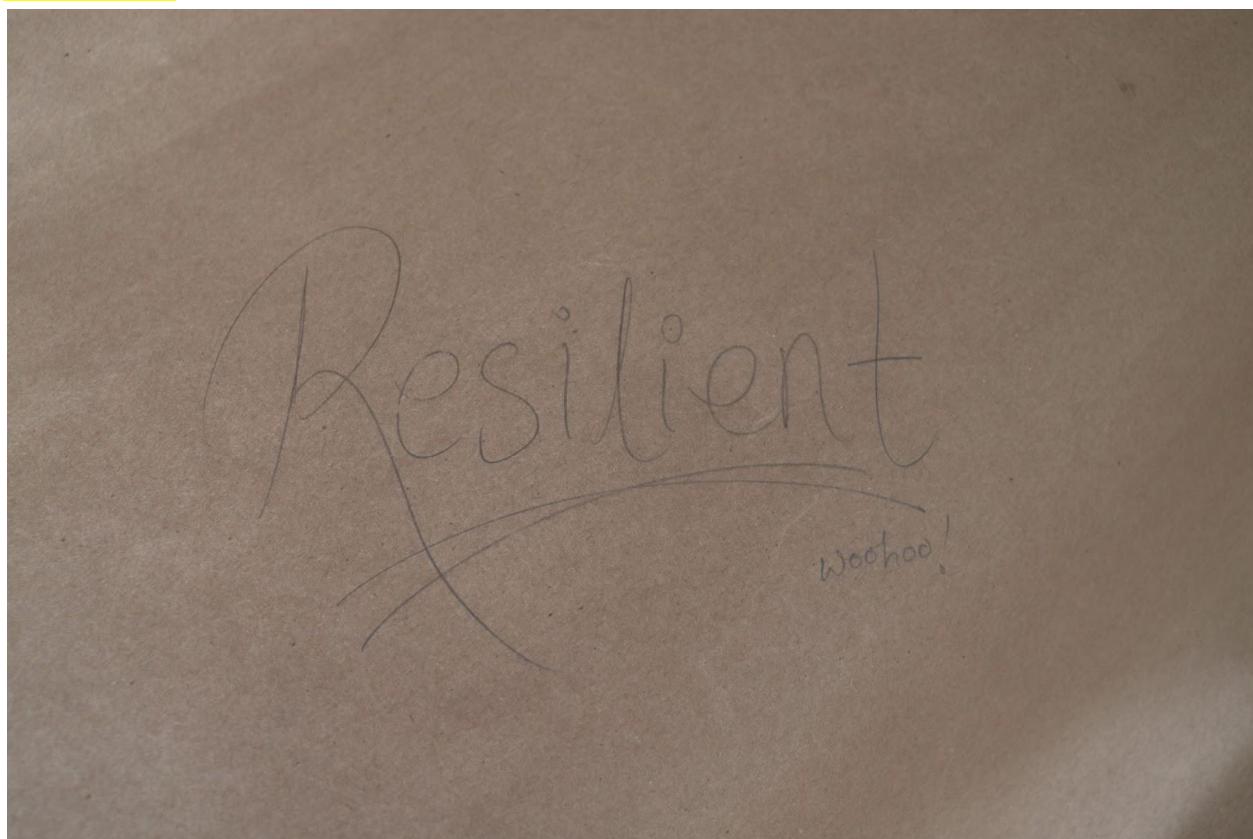
SADM
DAMP → design briefs & go green
Agile / digital
human centred approach
processes must be respected
sweet & savoury demands
people waiting for car clean, no emergency
is exp. new parking
is exp. new cleaners

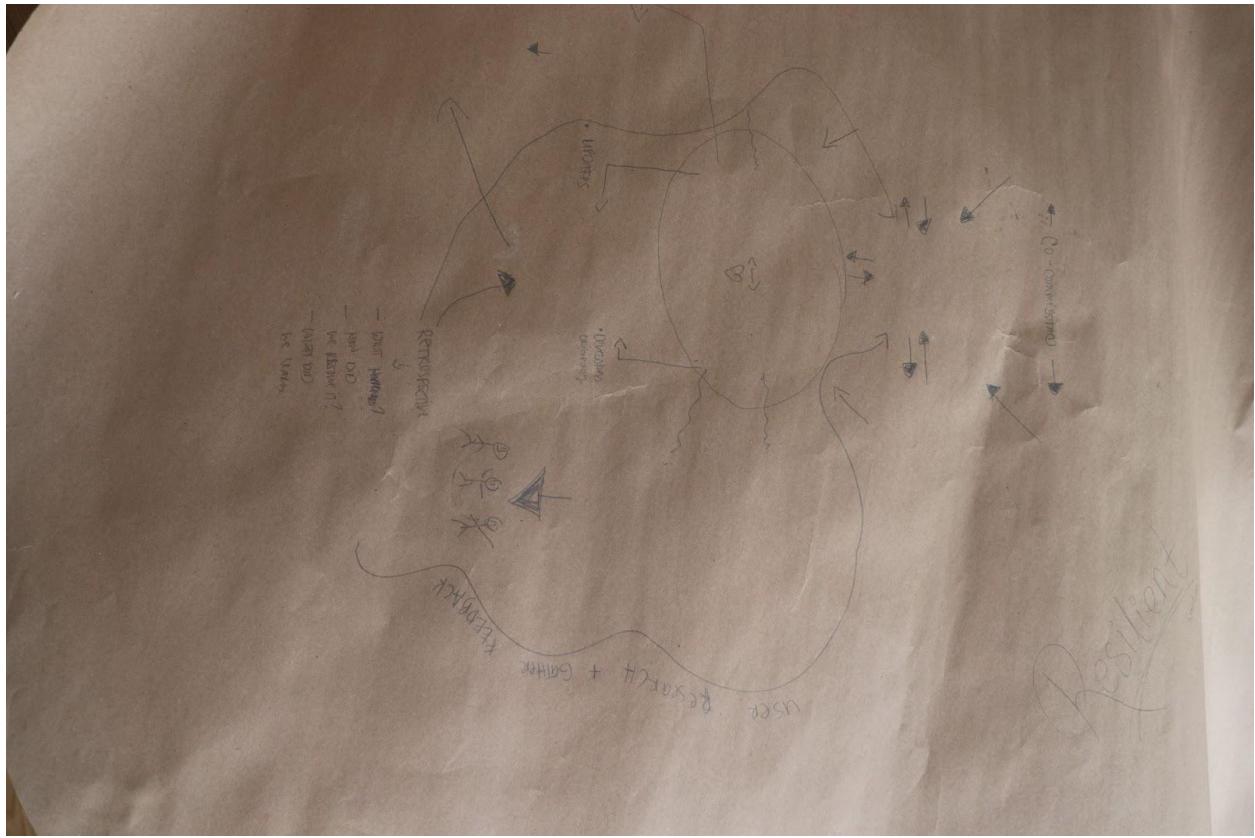
- define problem
- audience
- Eval 50%
- get minister to approve



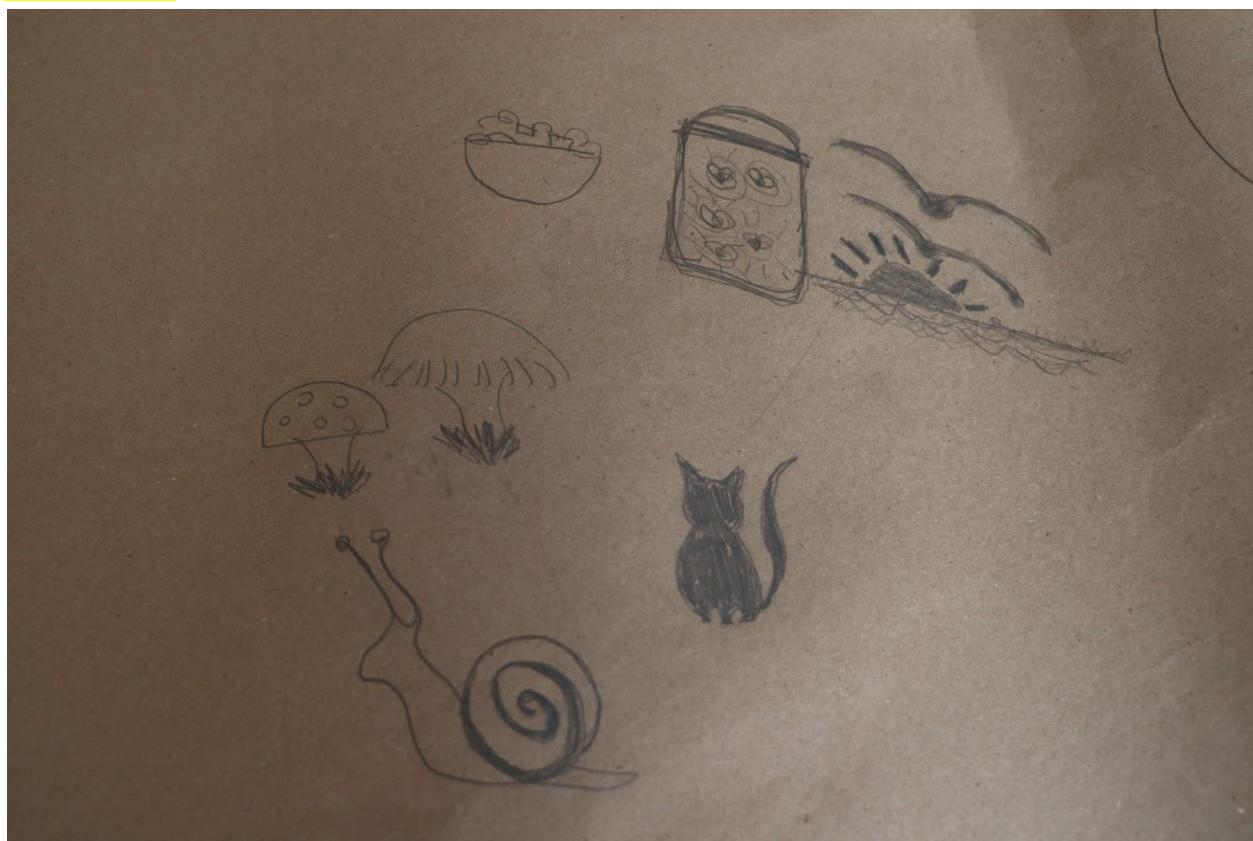


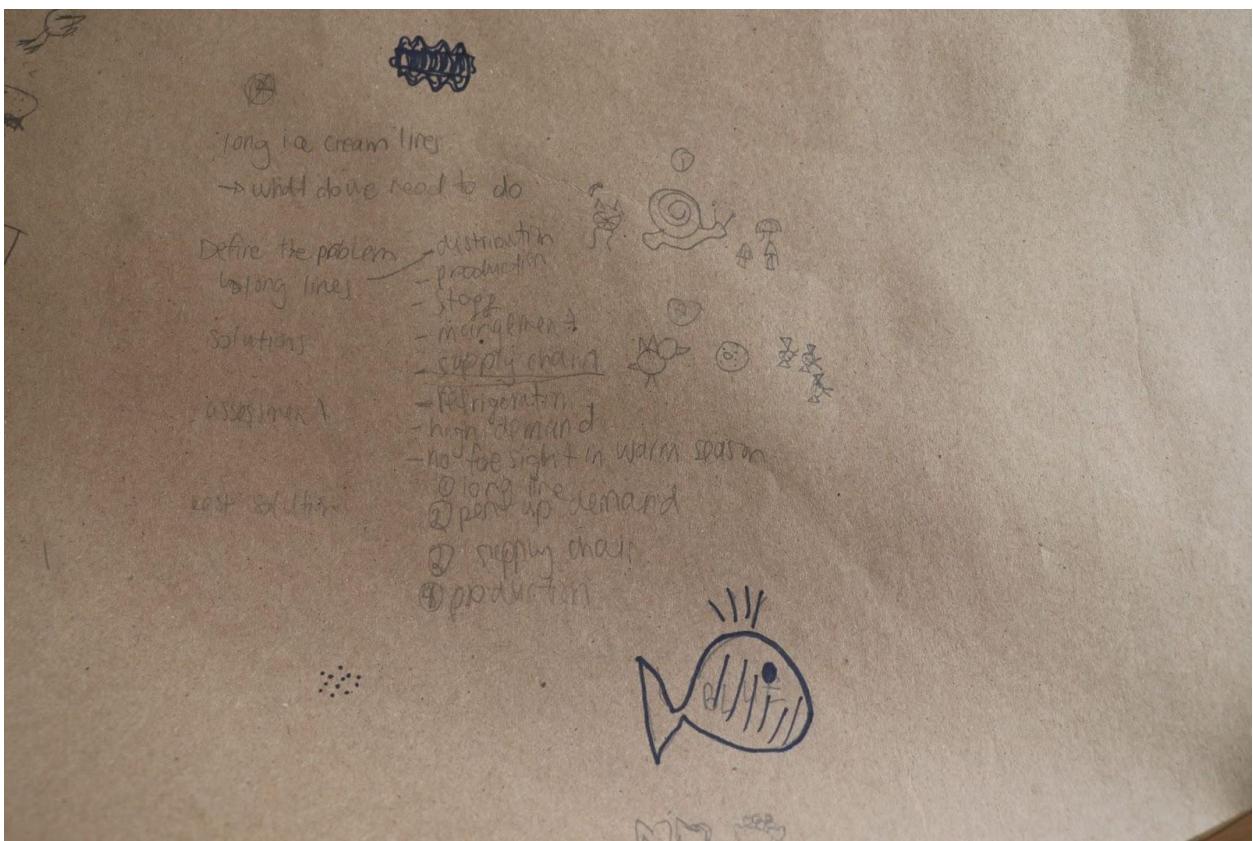
Tablecloth #8

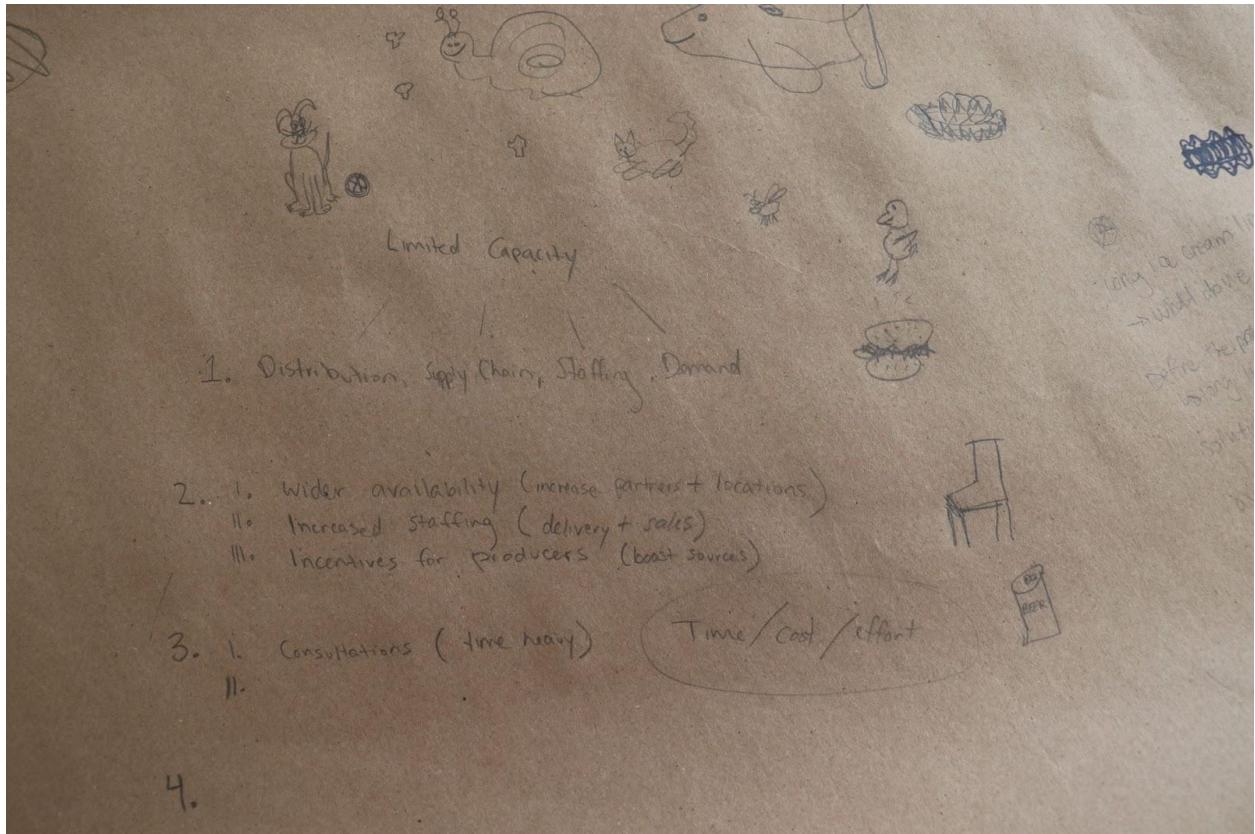


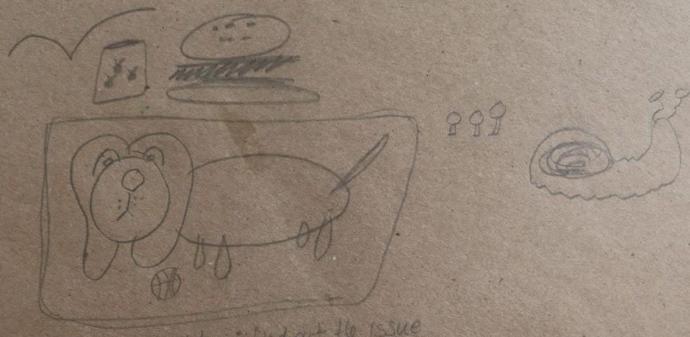


Tablecloth #9



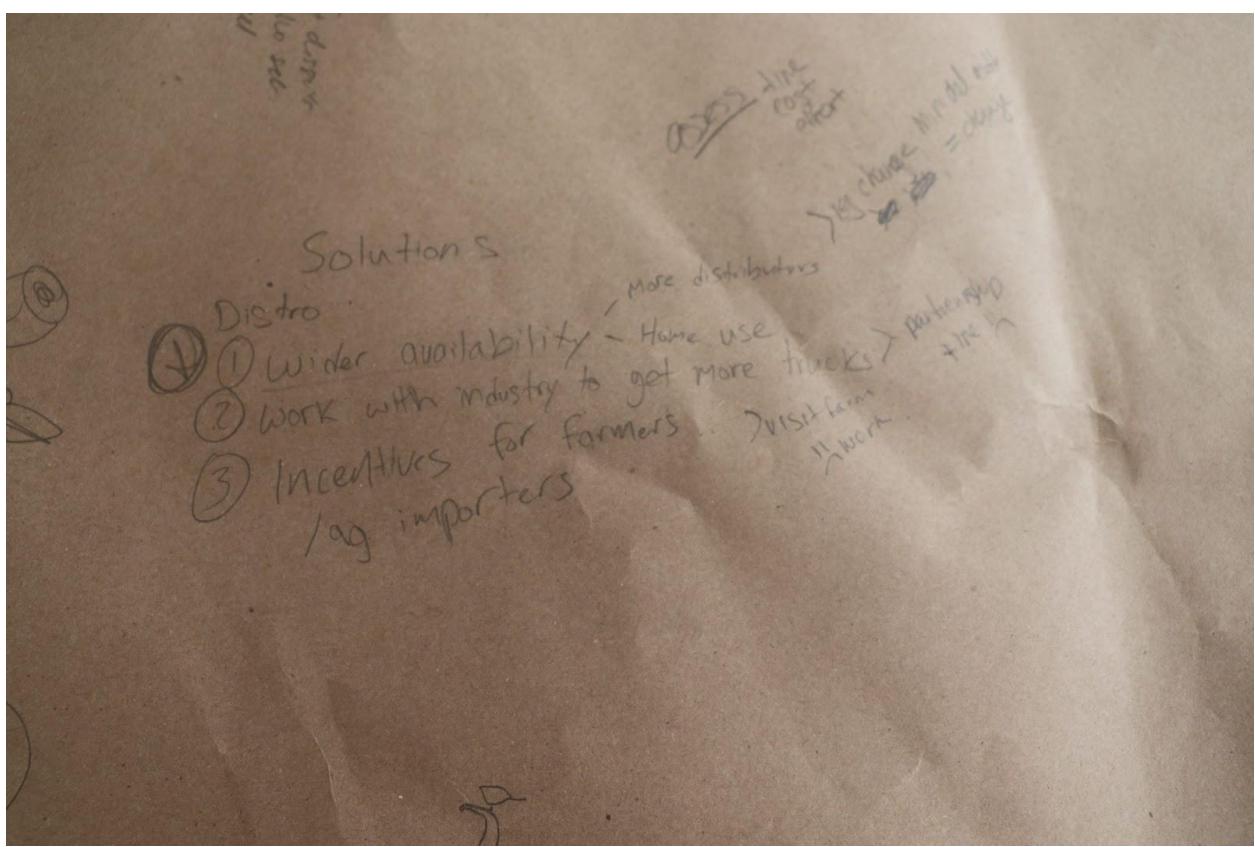
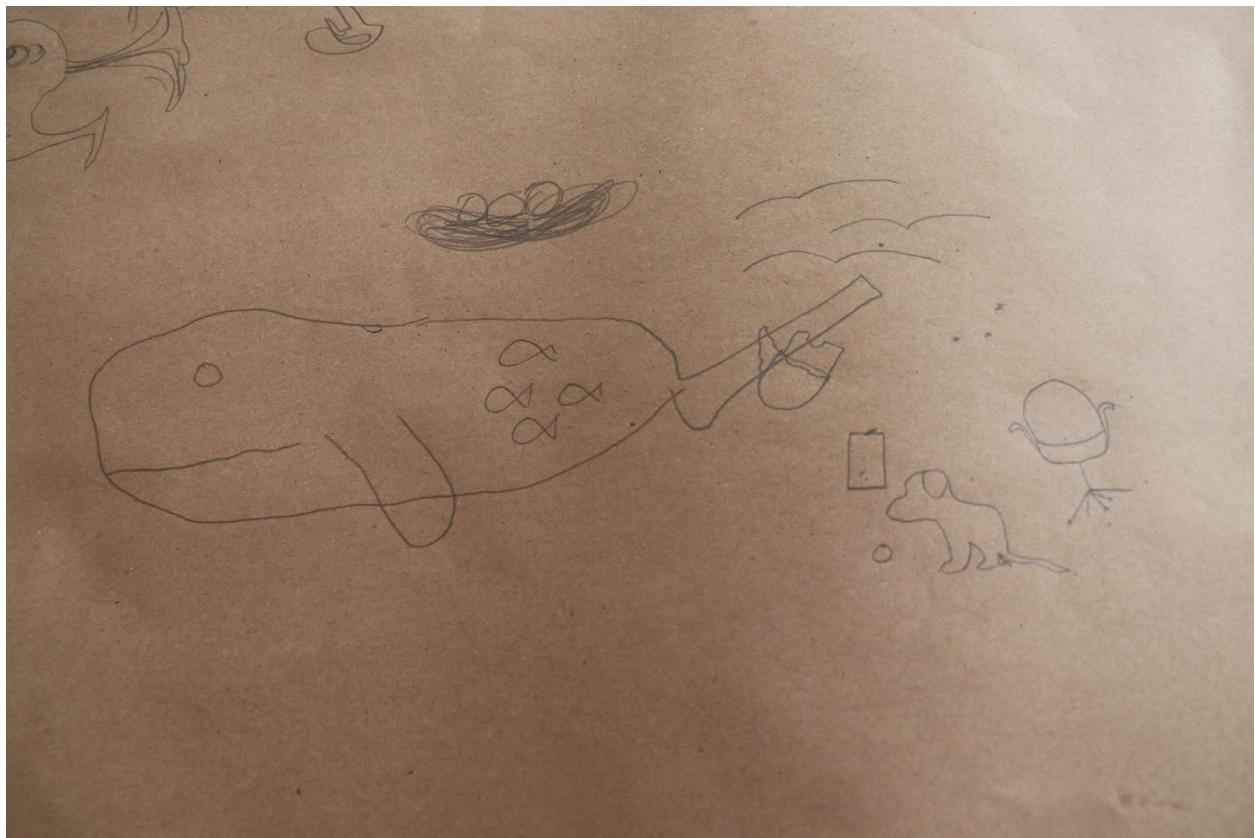


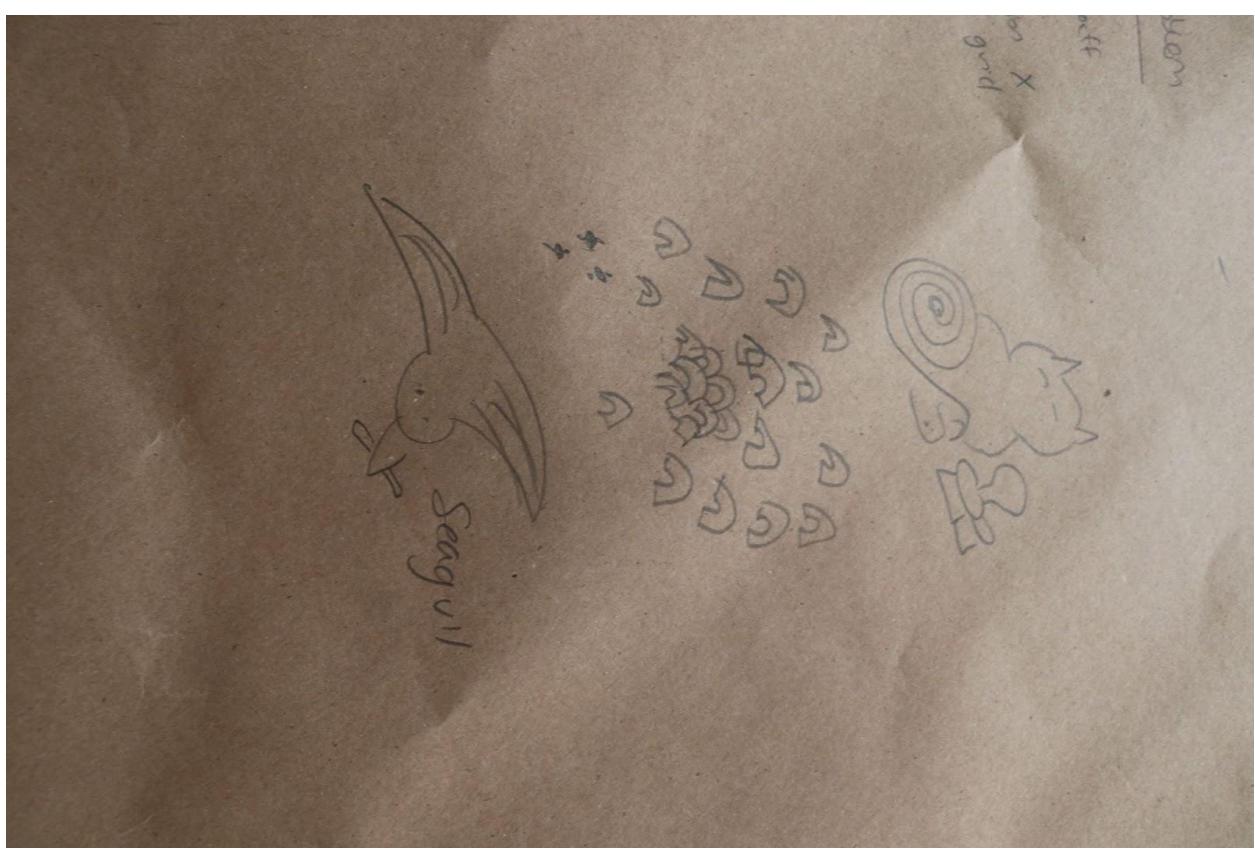
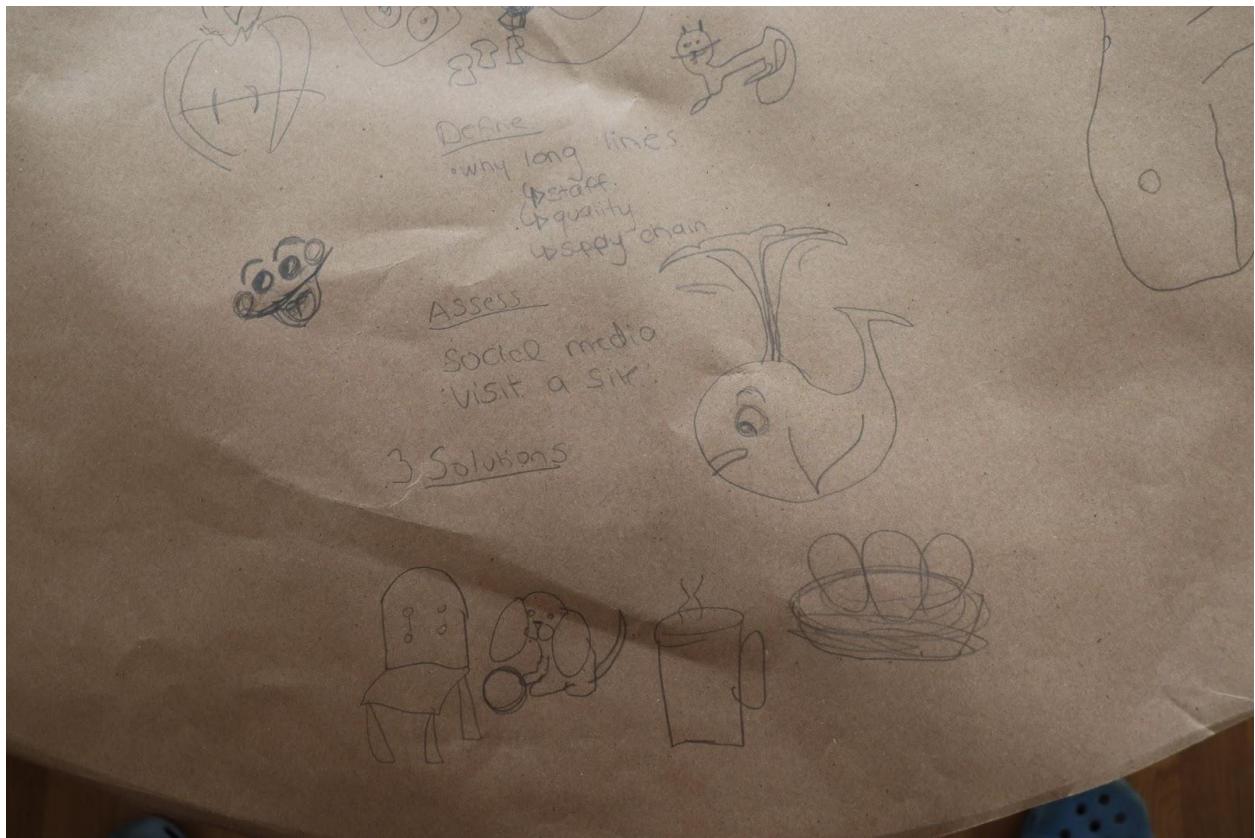




problem : find out the issue
in the supply chain.







Problem

- ① Long lines
- ② Port up demand
- ③ Bad distribution
- ④ Regulatory issues + environmental issues

People affected:

- People who eat + drink ice cream who sell
- Small business who sell
- Industry who sell

Propose actions

- Long lines
X staff
- X Demand
- X Production X
- X good

3. Solutions



Bird

Assess solutions

Problem

- ① Long lines
- ② Rent up demand
- ③ Bad distribution
- ④ Regulatory issues + environmental issues

People affected:

- People who eat ice cream + drink
- Small business who sell
- Mktg who sell

Define Problem

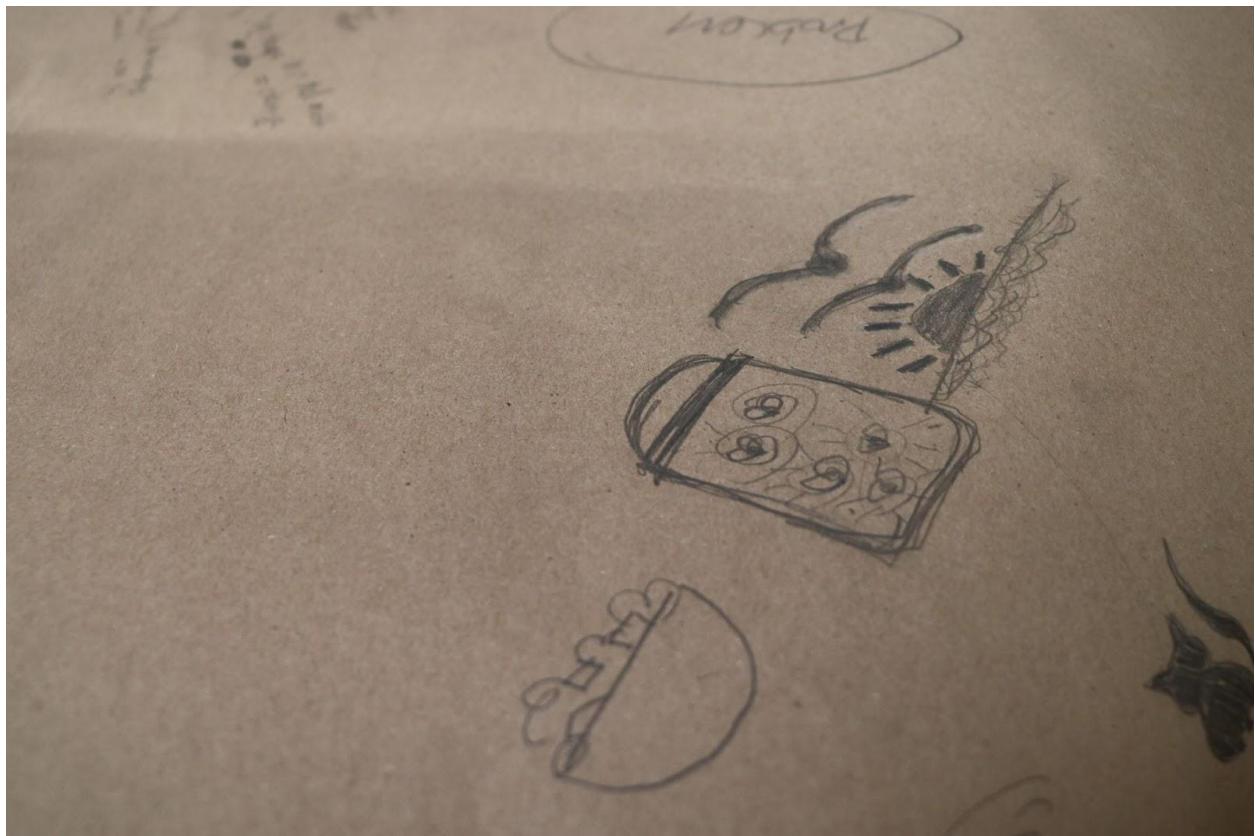
- Long lines
- ↳ X Staff
- ↳ Demand
- X Production X
- ↳ X Good

3 Solutions

Solutions

- ① Reduce demand
- ② More efficient distribution
- ③ More use of technology





Delivering at the Speed of Trust

ACTIVITY - DEBRIEF

Let's take a moment to reflect on our activity. You may provide your answers on Slido (optional).

Slido.com #1482078

How did you feel during the activity? *neutral*

Did the process help your team accomplish its goal? *yes*

What challenges and/or blockers came up for your team? *piding assumptions*

Did the activity resonate with your own experience? (If so: how?)

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ACTIVITY - DEBRIEF

Let's take a moment to reflect on our activity. You may provide your answers on Slido (optional).

Slido.com #1482078

How did you feel during the activity? Stress, Set up, purposely blocked

Did the process help your team accomplish its goal? NO - accomplished despite process

What challenges and/or blockers came up for your team? time, Stress, unknowns, approvals
good teamwork !!!

Did the activity resonate with your own experience? (If so: how?)

PM framework

- would like to fix problems
- no resources
- no tools / high expectations

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ACTIVITY - DEBRIEF

Let's take a moment to reflect on our activity. You may provide your answers on Slido (optional).

Slido.com #1482078

How did you feel during the activity?

Did the process help your team accomplish its goal?

What challenges and/or blockers came up for your team?

Did the activity resonate with your own experience? (If so: how?)

② The process was the goal

③ - SKM805

- delays
- finding the right person for approvals
- understanding the task
- # of approvals
- no research / time to research the problem

④ - the drawings mimic common work process distractions

- not enough time or resources
- stressful
- lack of expertise - lack of knowledge of the problem.

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WORKSHOP ACTIVITY

You and your tablemates are on a team tasked with four things based on the scenario we've just shared with you. If you feel any discomfort during this activity, rest assured there are no wrong answers. Simply keep the following in mind as you dive in, work with your team, and have fun!

Optional: we invite you to share who you are on the back of this page so we can get to know you.

YOUR GOAL is, in the next 20 minutes: complete each task in the order they're presented **and** get approval for each task before moving onto the next one. Each task has various components.

YOUR MATERIALS

There are 2 types of CUE CARDS on your table:

1. The **number** is your **team number**. The person sitting in front of (or closest to) the team number is your **team lead**.
2. **Don't flip over the other cards** until the stage indicated.

Use one piece of CHART PAPER per task. You'll be seeking approval by showing your work in this format.

- Use the top of the chart paper to provide answers to the questions for each task
- Use the bottom of the chart paper to complete the drawings for each task

GAMEPLAY RULES

- The team lead is responsible for dividing up work between the teammates
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- **Ready to seek approval?** Raise your team number card.
- **Questions during the activity?** Raise your hand.

To complete	Answer... (top of chart paper)	Draw... (bottom of chart paper)	Get approval
TASK 1	What is a potential problem that you see in this scenario? Who would be affected by this?	A bunch of mushrooms, a snail eating, a cat sleeping	
TASK 2	What are 3 potential solutions for this problem?	Your favourite bird, what you had for lunch, a firefly	
TASK 3	How are you going to assess these solutions?	A puppy with a ball, a comfortable chair, your favourite beverage	
TASK 4	Which is the best solution?	A blue whale, some goldfish, a nest with eggs	

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TASK 2	What are 3 potential solutions for this problem?	Your favourite bird, what you had for lunch, a firefly
TASK 3	How are you going to assess these solutions?	A puppy with a ball, a comfortable chair, your favourite beverage
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TASK 2	What are 3 potential solutions for this problem?	Your favourite bird, what you had for lunch, a firefly	
TASK 3	How are you going to assess these solutions? <i>impact vs effort</i>	A puppy with a ball, a comfortable chair, your favourite beverage	
TASK 4	Which is the best solution? <i>B</i>	A blue whale, some goldfish, a nest with eggs	

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TASK 2	What are 3 potential solutions for this problem?	Your favourite lunch, a fire	
TASK 3	How are you going to assess these solutions?	A puppy with chair, your favourite beverage	
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