

# **Marshmallow Challenge : un jeu sérieux (Serious Game)**

<http://marshmallowchallenge.com>



*Isabelle BLASQUEZ*  
*@iblasquez*

*Septembre 2016*

En tant que membre d'une équipe agile  
auto-organisée,

Je veux créer des équipes de 4 à 6 personnes  
(max.)

Afin de jouer au marshmallow challenge

En tant que équipe Agile auto-organisée,

Je veux m'attribuer et m'organiser un  
espace de travail vide

Afin de jouer au marshmallow challenge

# D'après une idée originale de Tom Wujec



Site du Marshmallow Challenge : <http://marshmallowchallenge.com>

En savoir un peu plus sur l'auteur : <http://www.tomwujec.com>

# Kit pour le Marshmallow Challenge :

20 Spagethis



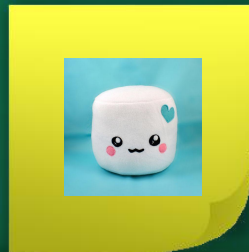
1 mètre de corde



1 mètre de scotch



et 1 Marshmallow !



Toutes  
Les 2/3 minutes

## Pendant le Challenge :

1 question :  
Comment va le projet ?

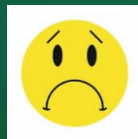
1 seule réponse possible :



Ca va bien !



Nous ne savons pas vraiment



Ca va mal !

## Le Challenge :

En 18 minutes,

vous devez bâtir la plus haute structure  
stable avec le marshmallow  
obligatoirement en haut de la structure.

Des Questions avant de commencer ?



Prêt pour 18 minutes de Challenge ?



<http://e.ggtimer.com/>

3, 2, 1 GO !!!

## Retrospective

Que s'est-il passé au cours  
de votre Marshmallow Challenge ?

Quelles difficultés  
avez-vous rencontrées et pourquoi ?

Comment auriez-vous pu  
améliorer votre travail ?



# Debriefing : Leçons apprises par le jeu ...



Les extraits suivants viennent de  
<http://marshmallowchallenge.com/TED Talk.html>



Lesson One:

# Prototyping Matters

Monday, March 15, 2010

Source :

[http://marshmallowchallenge.com/TED\\_Talk\\_files/TED2010\\_Tom\\_Wujec\\_Marshmallow\\_Challenge\\_Web\\_Version.pdf](http://marshmallowchallenge.com/TED_Talk_files/TED2010_Tom_Wujec_Marshmallow_Challenge_Web_Version.pdf) -----Jelle BLASQUEZ - 2016

# Typical Progress

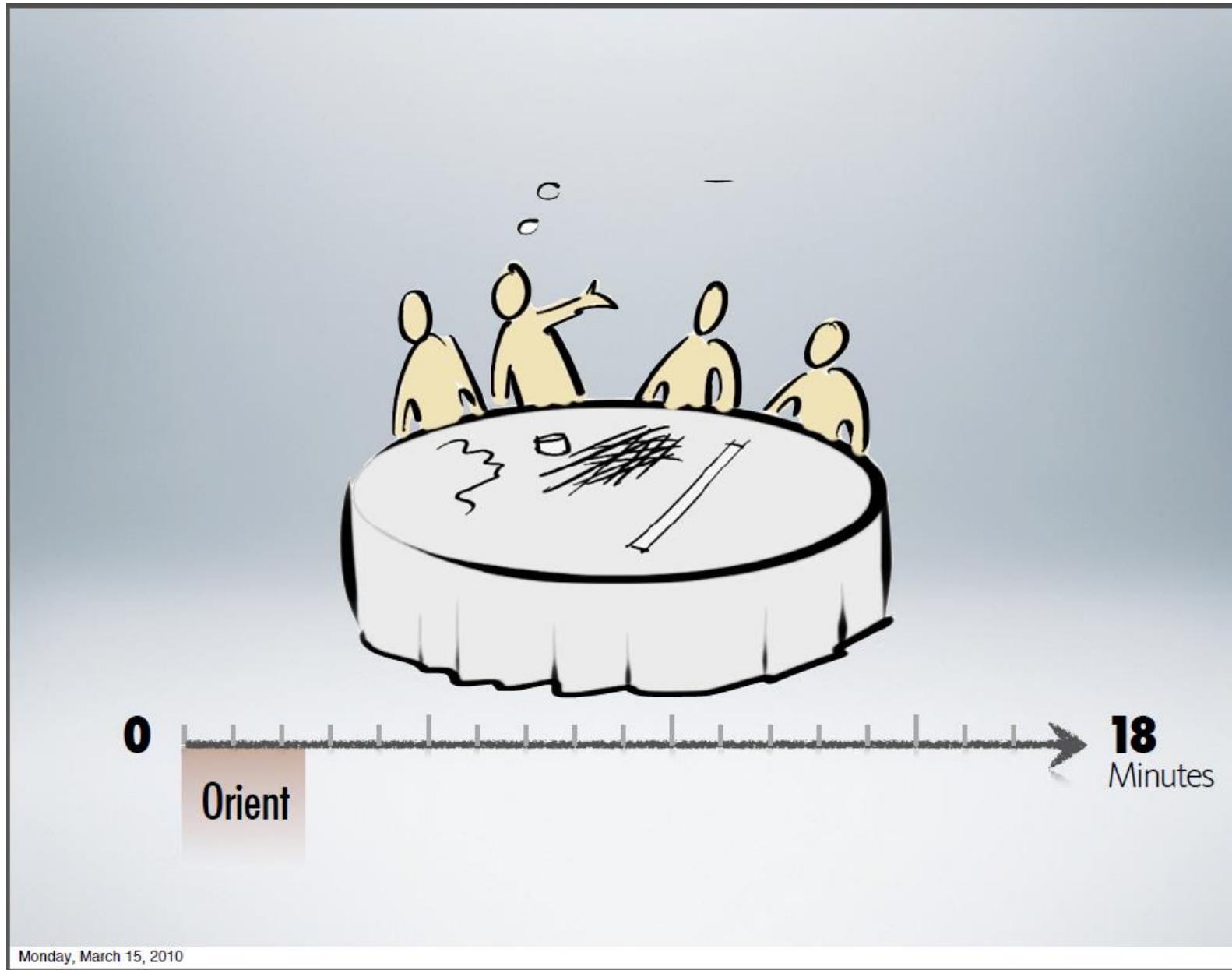


**Start**



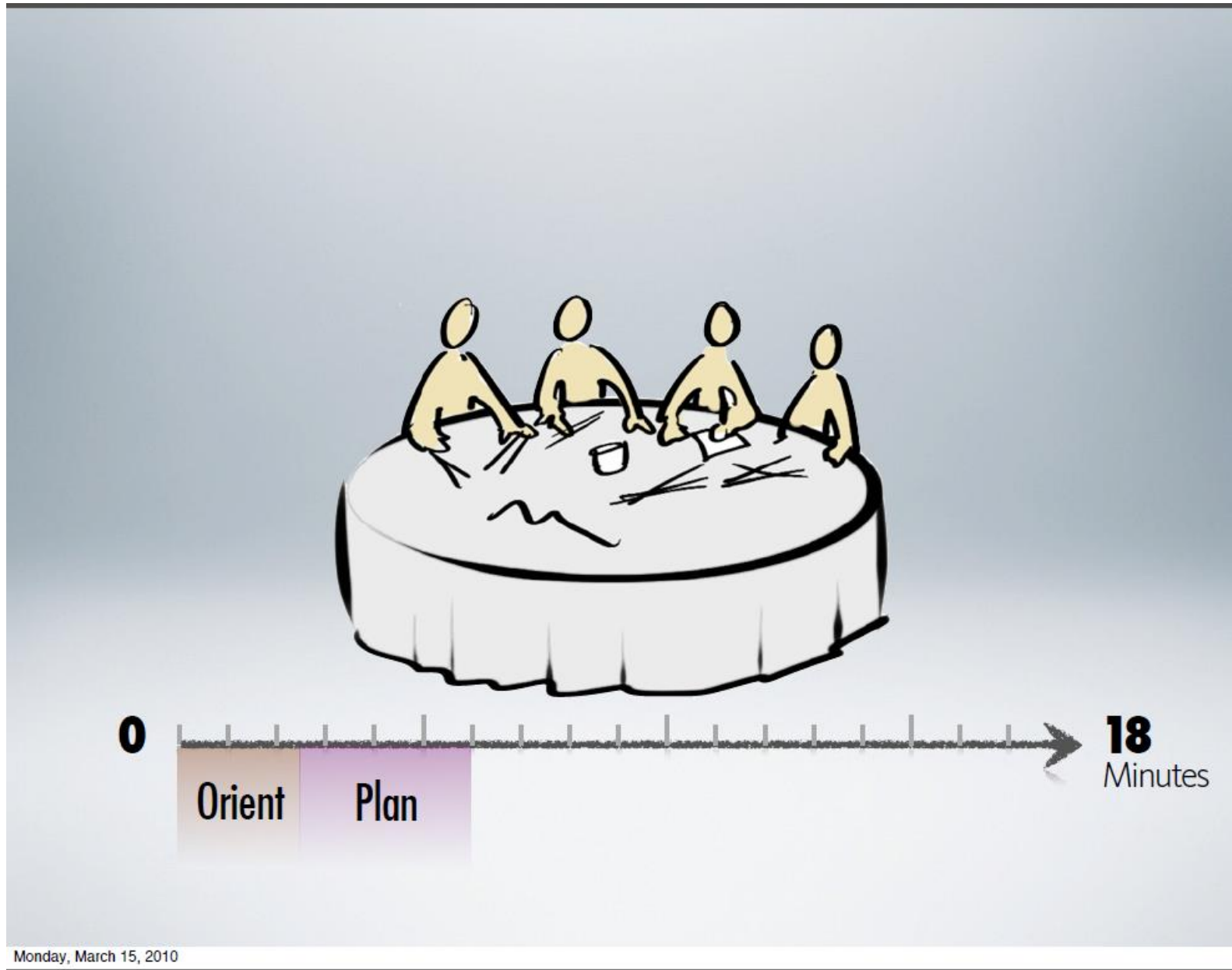
**18**  
Minutes

Monday, March 15, 2010



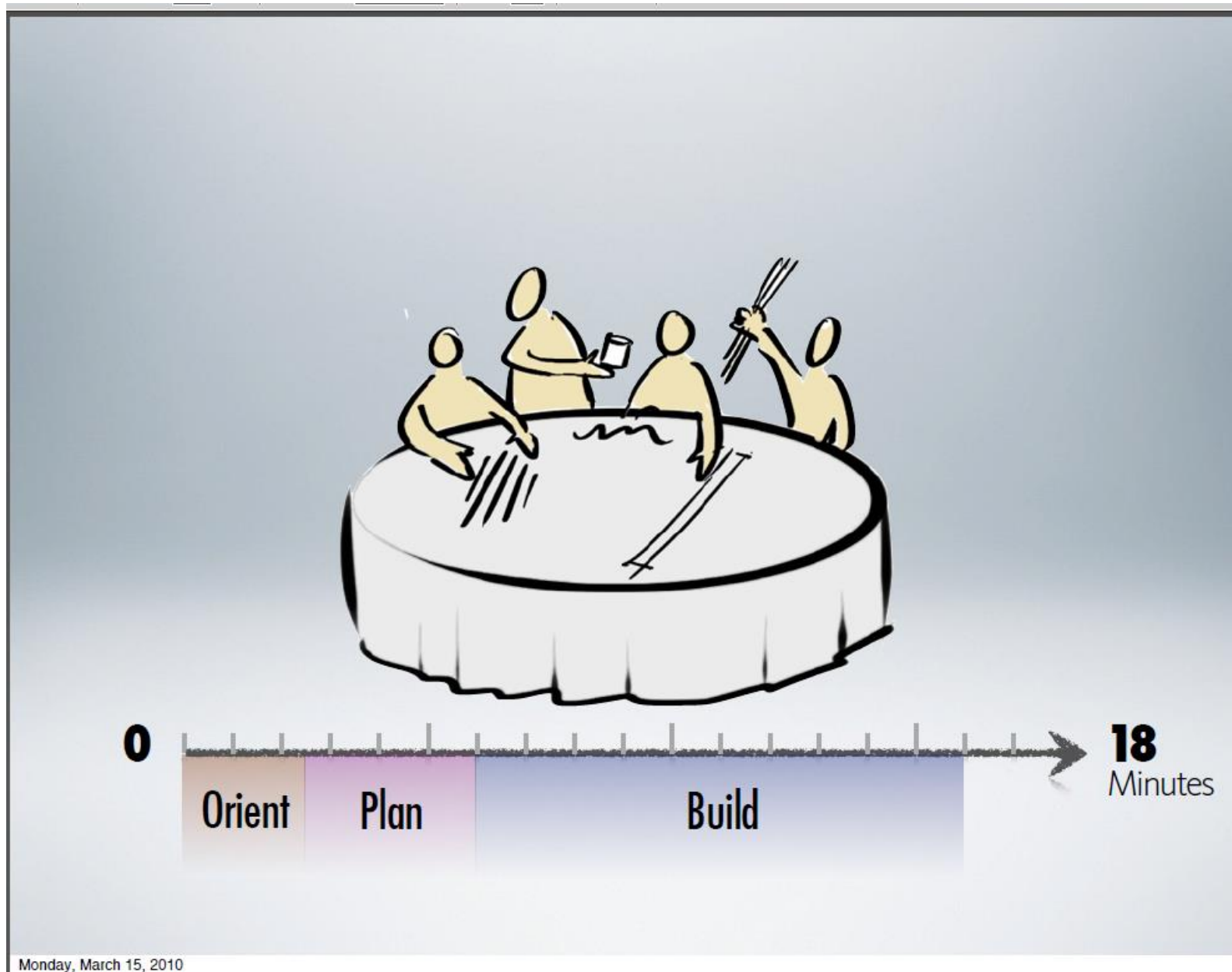
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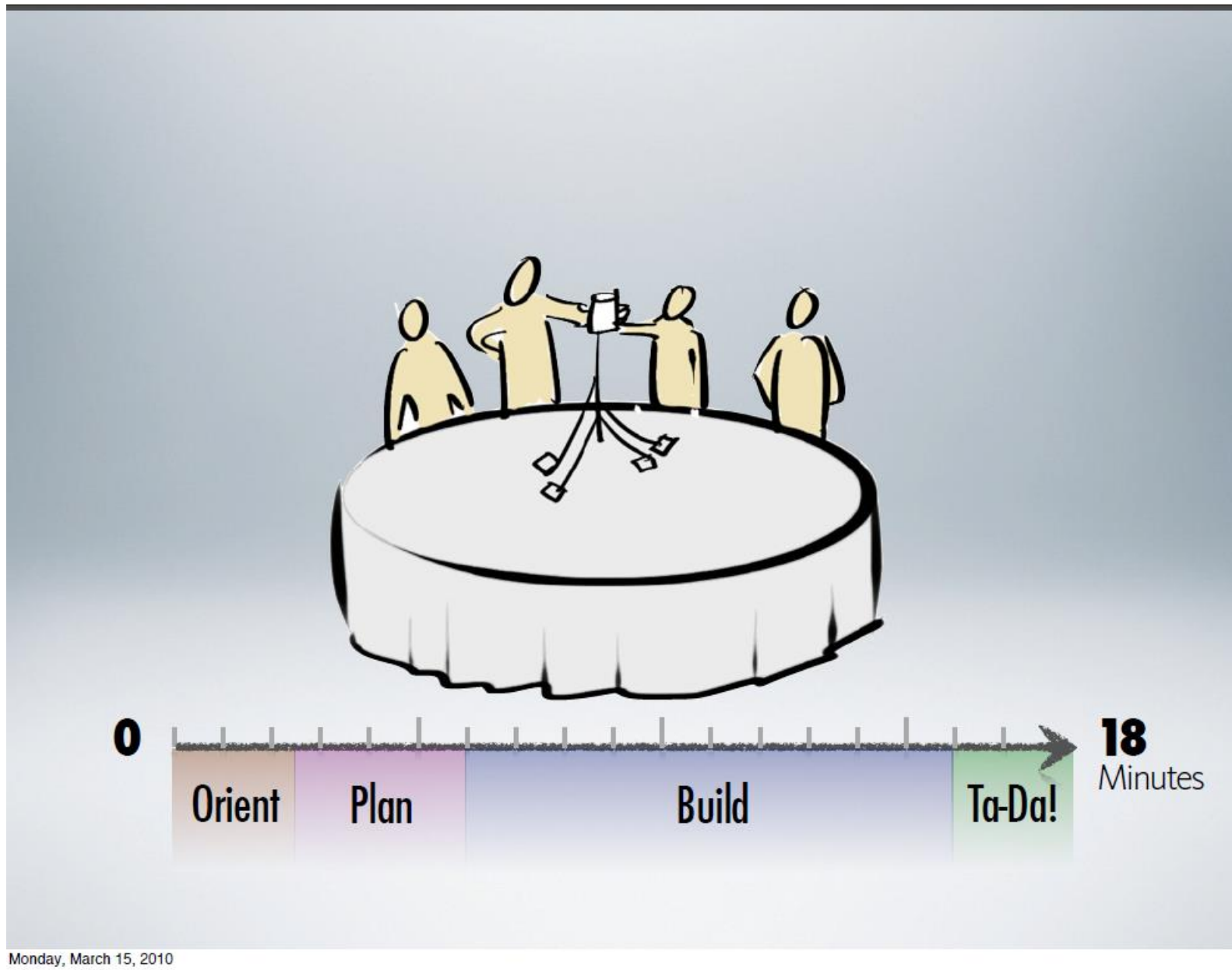
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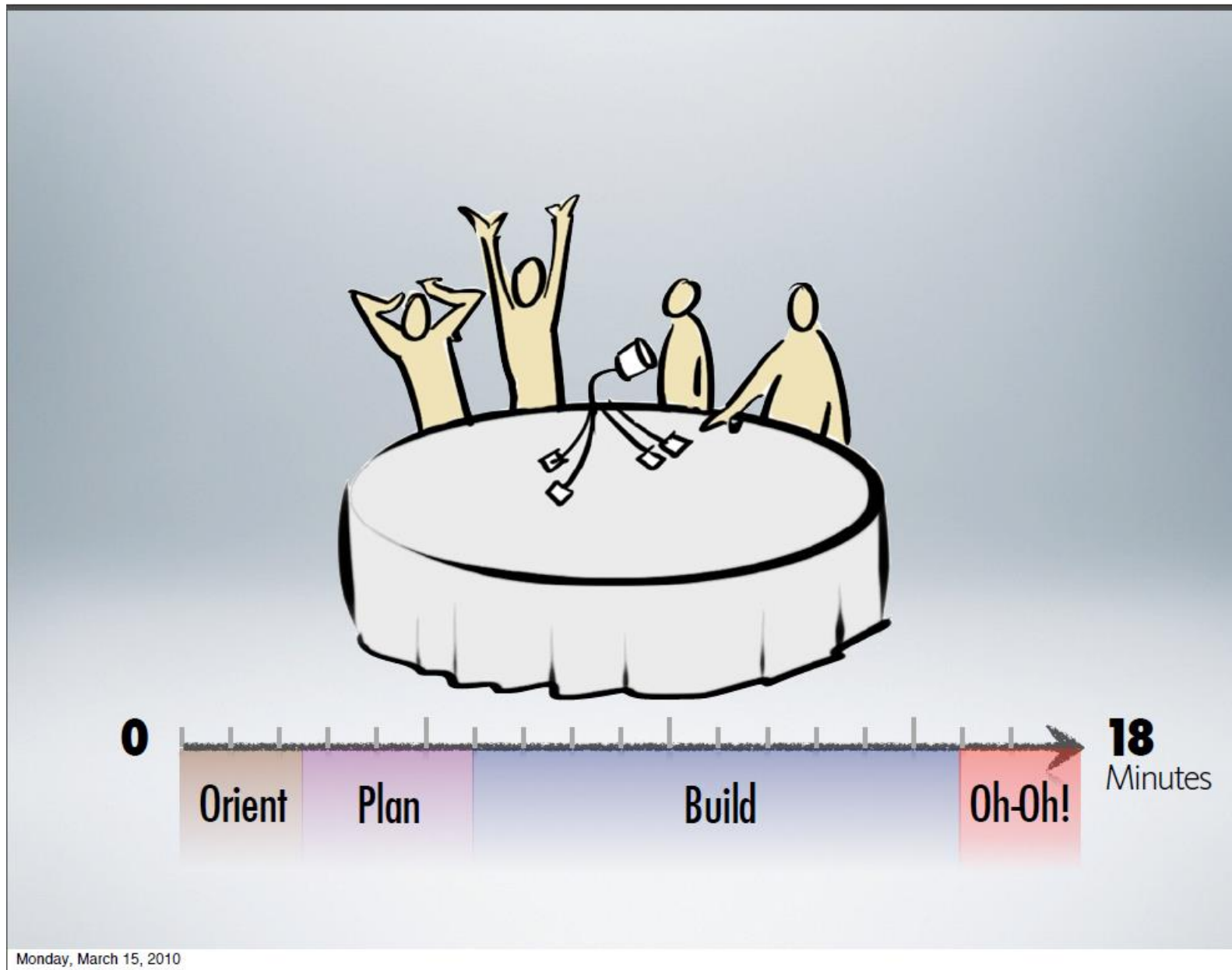
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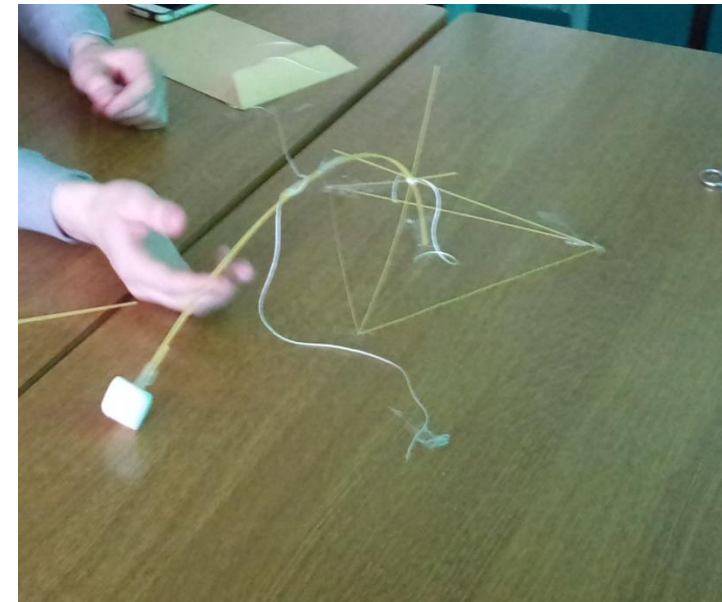
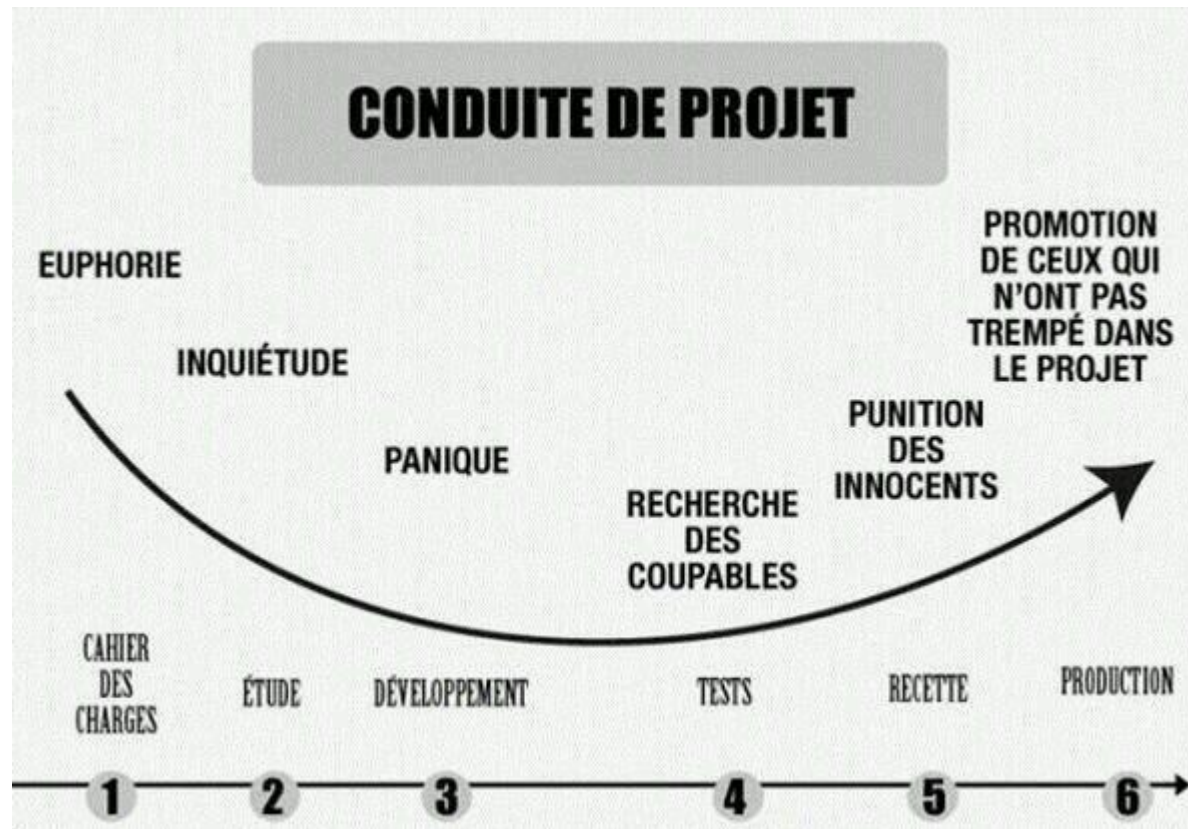
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# A l'image du Marshmallow Challenge, trop de projets TITANIC ...



# Who Consistently **Performs Poorly?**

Monday, March 15, 2010

Source :  
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# Recent Business School Graduates



Monday, March 15, 2010

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# Who Consistently **Performs Well?**

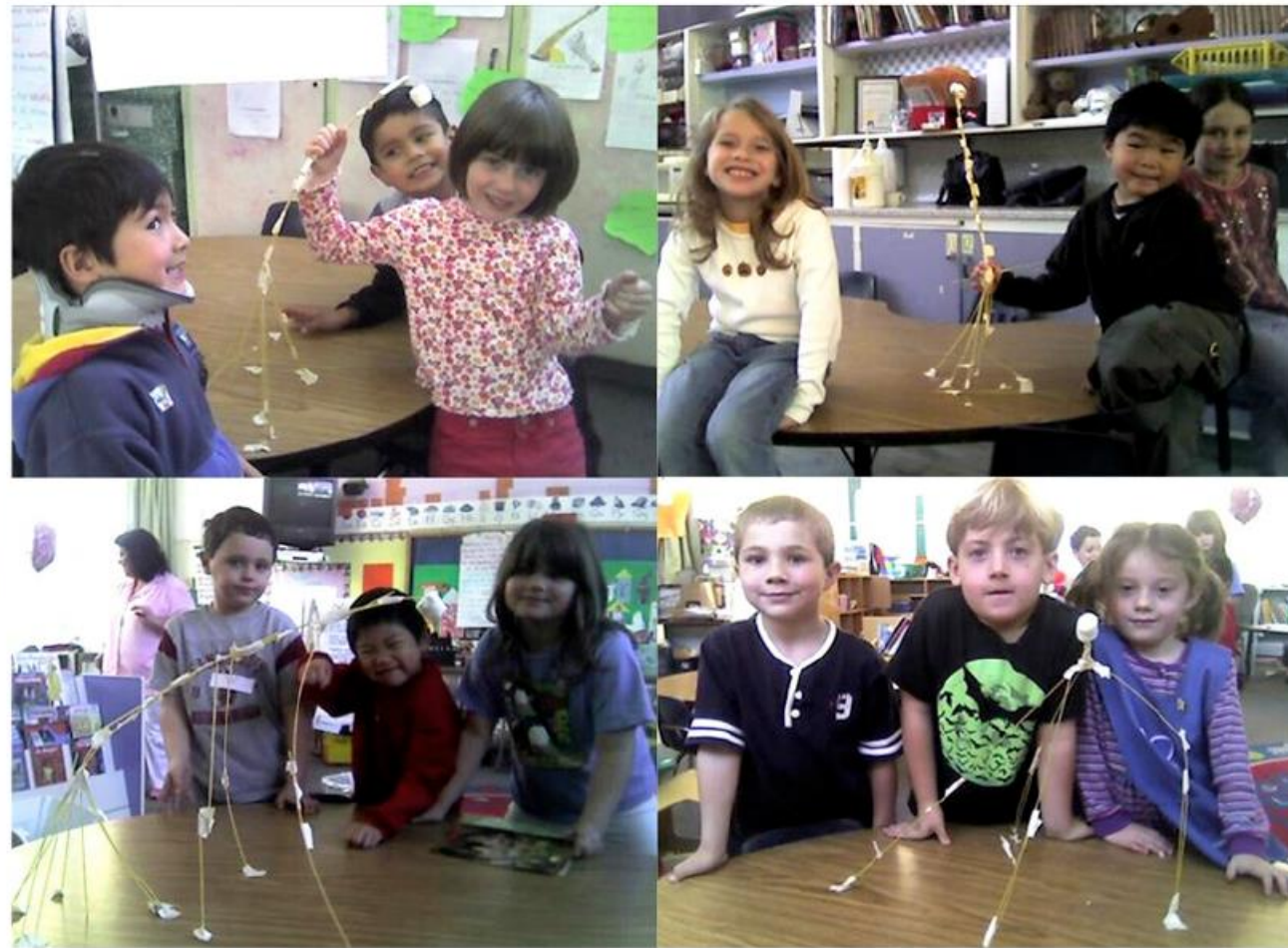
Monday, March 15, 2010

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# Recent Kindergarten School Graduates



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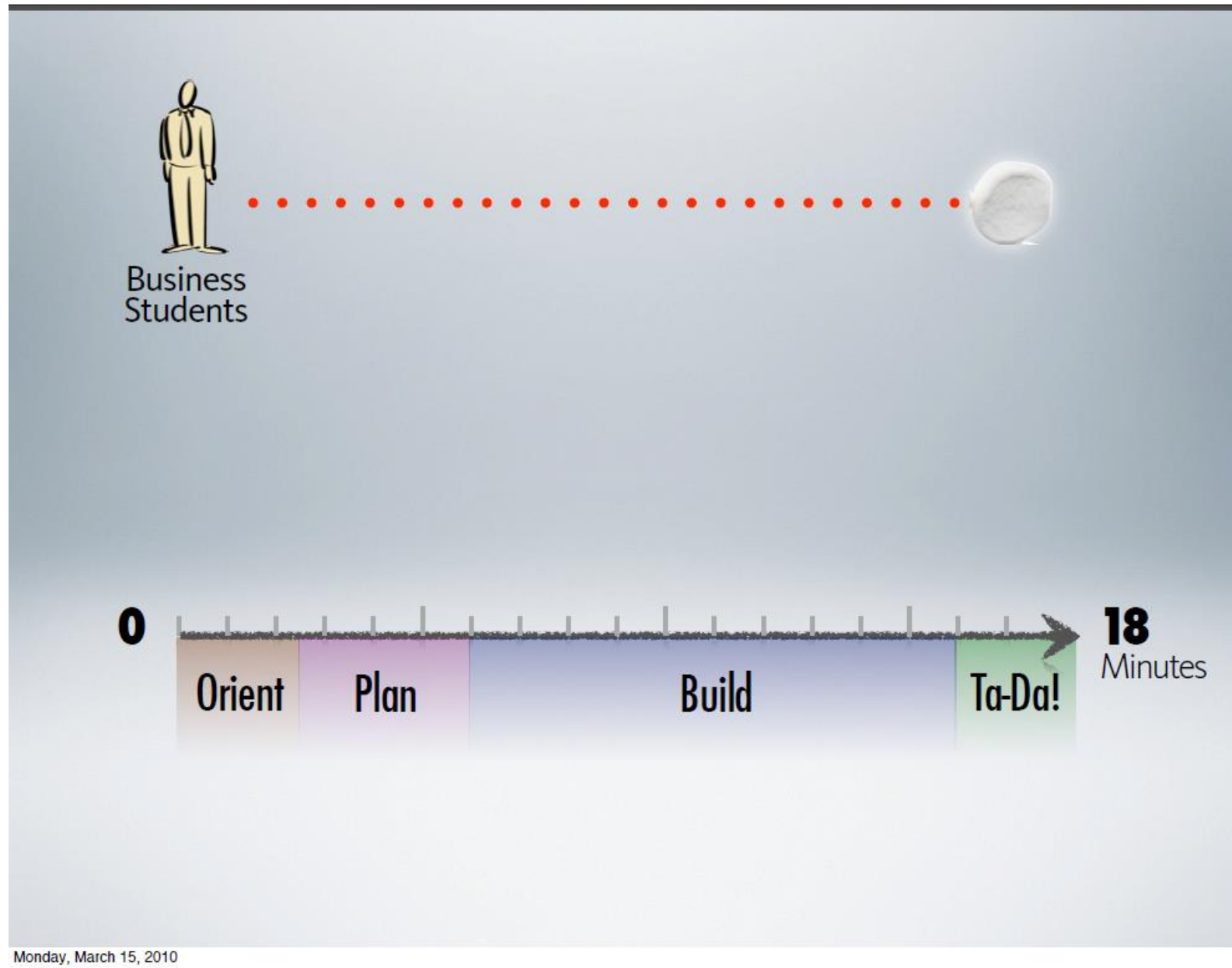
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# Why?

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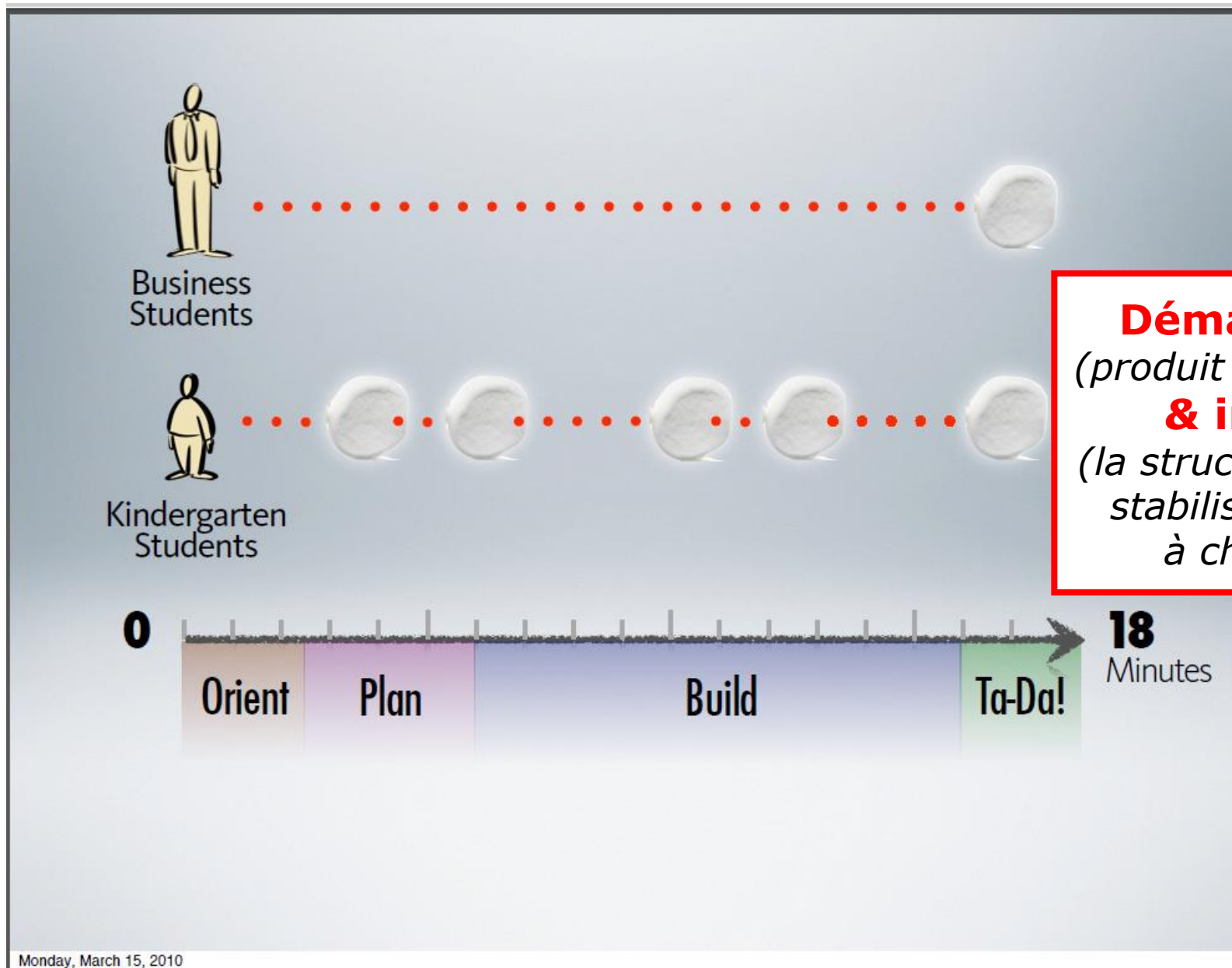
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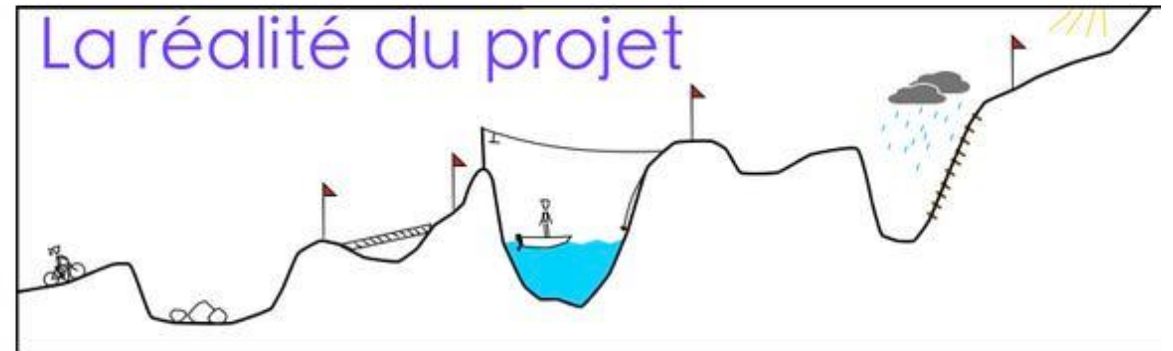
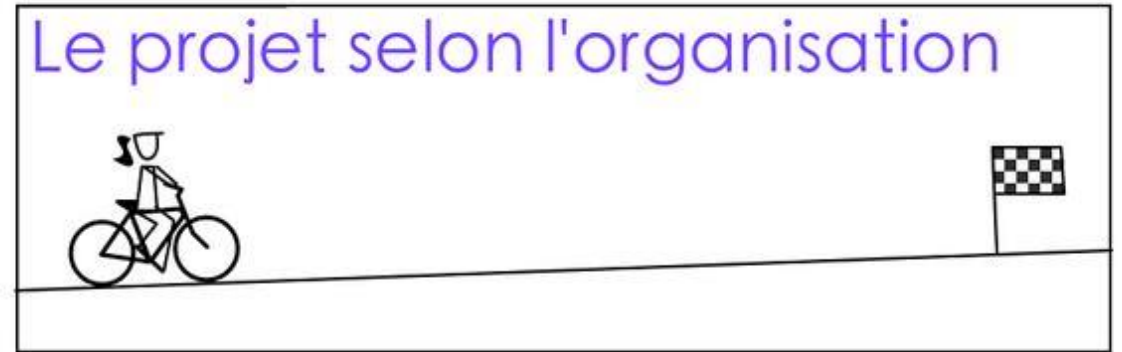
**Démarche itérative**  
(produit livré régulièrement)  
**& incrémentale**  
(la structure est améliorée :  
stabilisée et/ou agrandie  
à chaque itération)

**pour des  
structures  
créatives**

# Le risque de notre challenge !!!!



***Même s'il paraît tout léger,  
Le marshmallow peut "peser"  
énormément dans certains cas...***

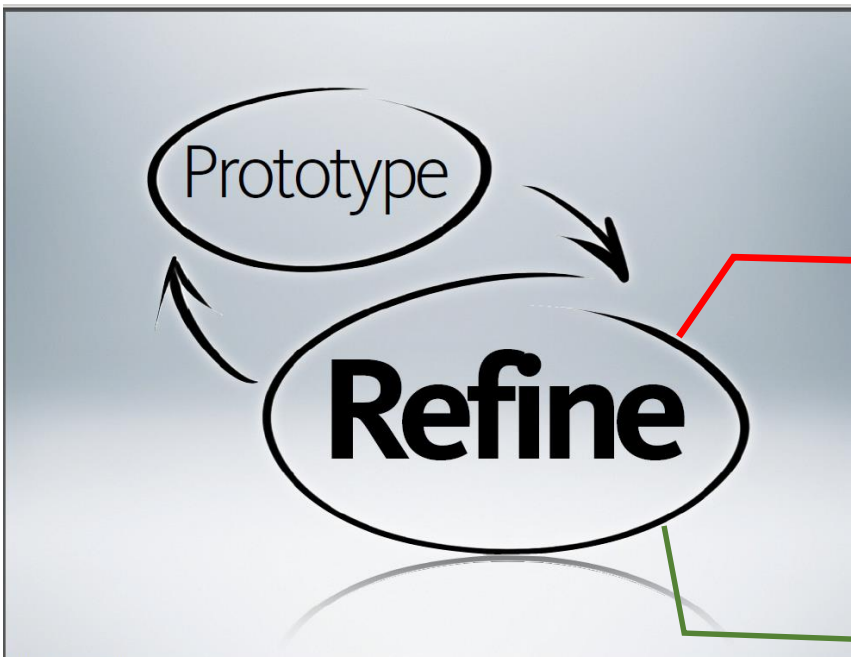


DOGHOUSE DIARIES

***Avec les enfants,  
le risque est évalué régulièrement  
au cours du jeu ...***

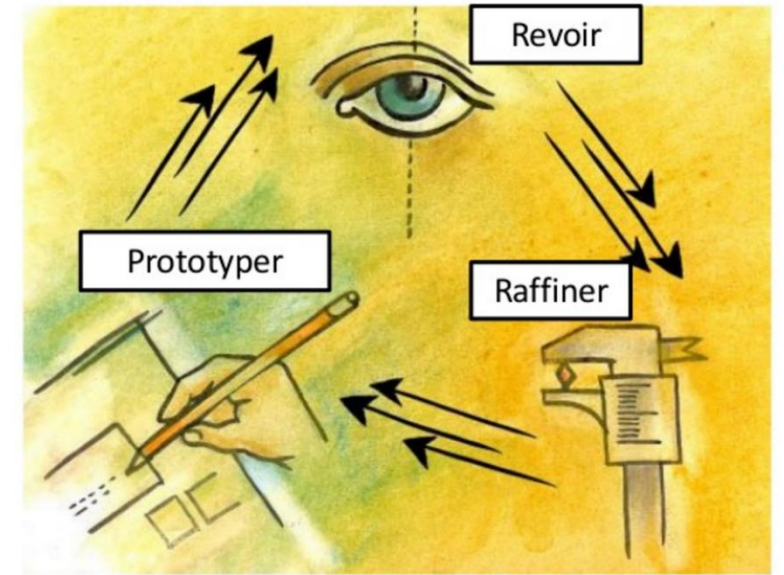


# Le prototypage (Essai/Erreur) au cœur de la démarche itérative incrémentale



**Echec du prototype**  
⇒ *Le produit est revu et corrigé pour être amélioré*

**Succès du prototype**  
⇒ *Le produit est amélioré par l'ajout de nouvelles fonctionnalités*



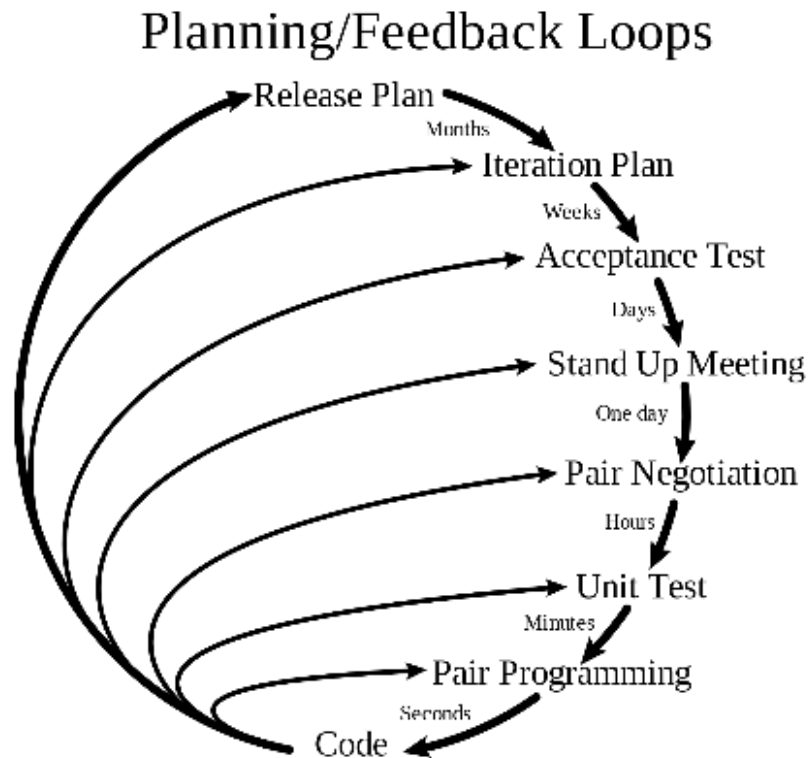
**Prototyper** permet :

- de répondre aux questions (apprendre et mieux **comprendre les besoins**)
- d'**échouer au plus tôt pour mieux réussir**



# Gestion du risque ds le développement logiciel agile

## Boucles de Feedback mises en avant par l'Extreme Programming

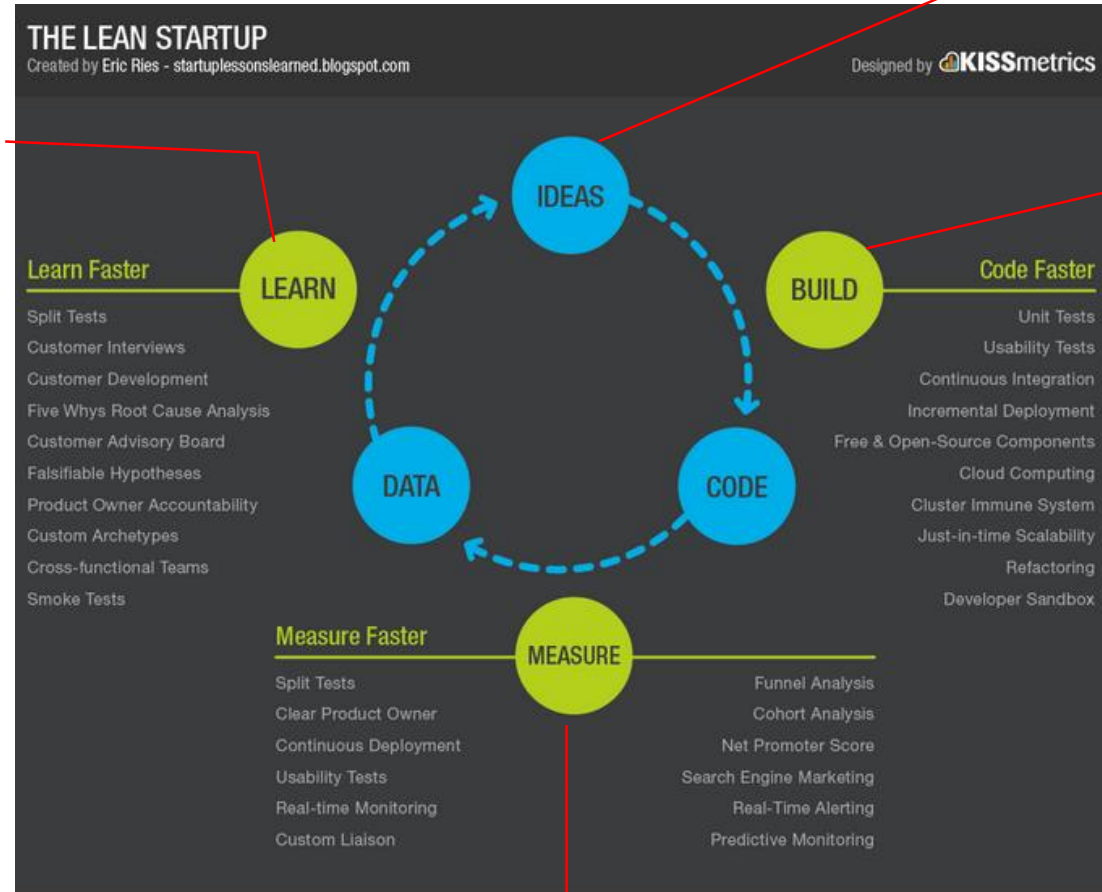


**Tester & communiquer  
pour apprendre  
et s'améliorer en continu ...**

# Gestion du risque & Innovation :

## Hypothèses & MVP au cœur du Lean Startup

Valider ses hypothèses,  
c-à-d  
**Apprendre**  
afin d'améliorer l'**Idée**  
lors de la prochaine  
**itération**,  
voire la faire **pivoter**  
si nécessaire en  
une nouvelle **hypothèse**  
qui nécessitera  
un nouveau **MVP**...



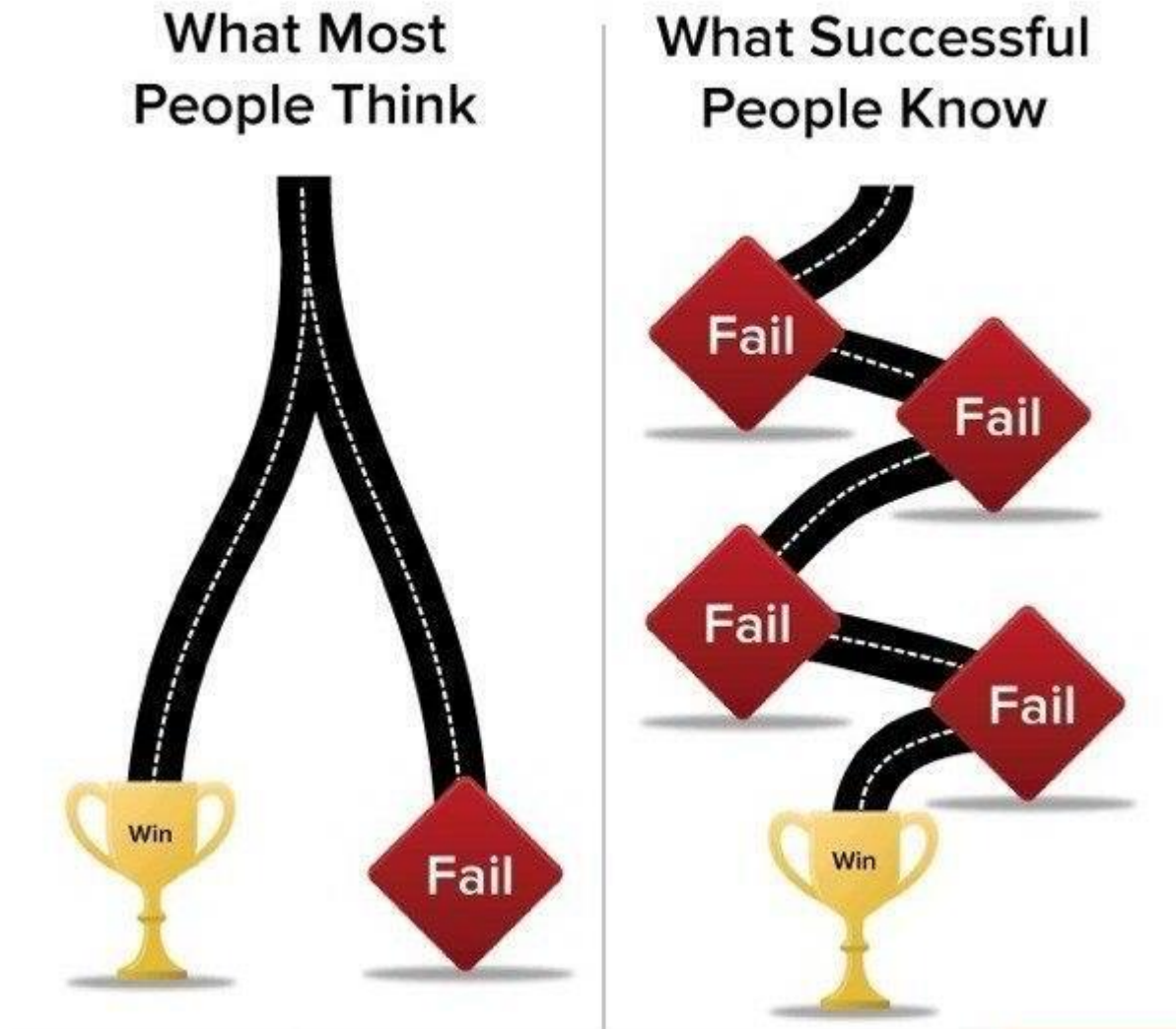
1. Poser son **Hypothèse**

2. **Construire** rapidement  
le **Code** correspondant  
pour obtenir un petit **MVP**  
(**Minimum Viable Product**)

3. **Mesurer** et traiter  
les **Données** récoltées

Le tout le **plus rapidement possible**,  
de manière extrême, sans gaspillage ....

# Essai/Erreur : un chemin vers la réussite ... (about #Success and #Failure)

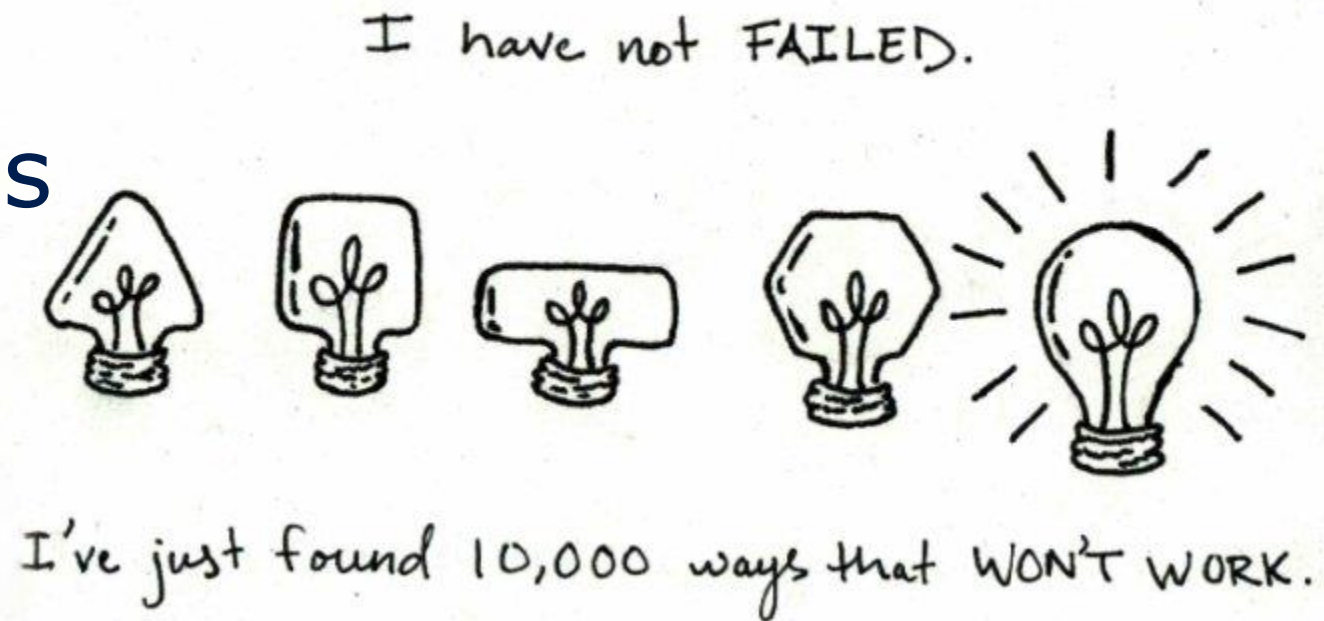


# ... Car l'échec est une opportunité d'apprendre & d'innover

***If you're not failing, you're not learning.*** Bryan Beecham

***If you're not failing, you're not innovating.*** Elon Musk (Tesla Motors)

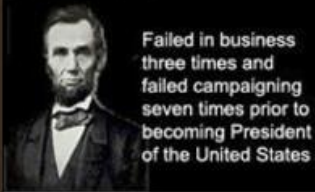
Accumuler des prototypes  
permet d'explorer  
rapidement  
de nouvelles solutions



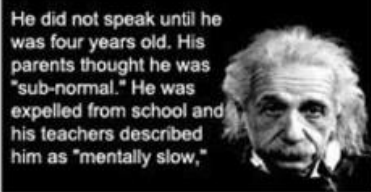


# FAMOUS FAILURES

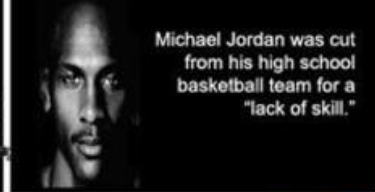
www.TheQuotes.Net



Failed in business three times and failed campaigning seven times prior to becoming President of the United States



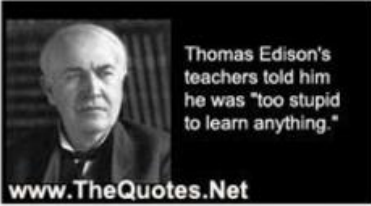
He did not speak until he was four years old. His parents thought he was "sub-normal." He was expelled from school and his teachers described him as "mentally slow."



Michael Jordan was cut from his high school basketball team for a "lack of skill."



Bill Gates was a Harvard University dropout and his first business, Traf-O-Data, was a failure.



Thomas Edison's teachers told him he was "too stupid to learn anything."

www.TheQuotes.Net



At 30 years old he was left devastated and depressed after being unceremoniously removed from the company he started.



She had a rough and abusive childhood and was fired from her job as a reporter because she was "unfit for TV."



Rejected by Decca Recording studios, who said "we don't like their sound" "They have no future in show business"



Marilyn Monroe was dropped by 20th Century-Fox after one year because her producer told that she wasn't pretty or talented enough to be an actress.



Fired from a newspaper for "lacking imagination" and having "no original ideas".



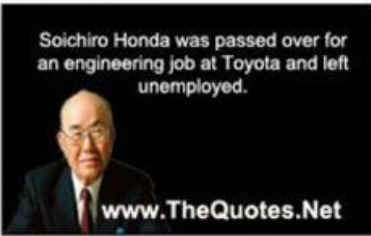
Henry Ford was a failure at three businesses before finally succeeding with Ford Motor Company at age 53.



Colonel Hardland David Sanders (KFC) couldn't sell his chicken. More than 1,000 restaurants rejected him.



Stephen King's first book, Carrie was rejected 30 times. He proceeded to throw it in the trash.



Soichiro Honda was passed over for an engineering job at Toyota and left unemployed.

www.TheQuotes.Net



J.K. Rowling was unemployed, divorced and raising a daughter on social security while writing the first Harry Potter novel. Her novel "Harry Potter" was rejected by 12 publishing houses.

IF YOU YOU HAVE NEVER FAILED  
YOU'VE NEVER TRIED ANYTHING NEW



Believernomics

@Believernomics

FAILURE is not what you EXPERIENCE,  
FAILURE is what you ACCEPT.

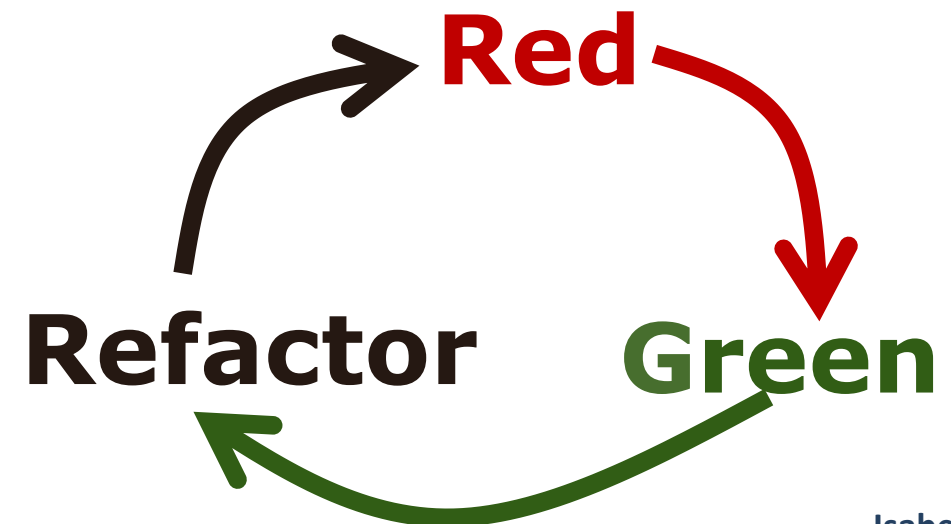
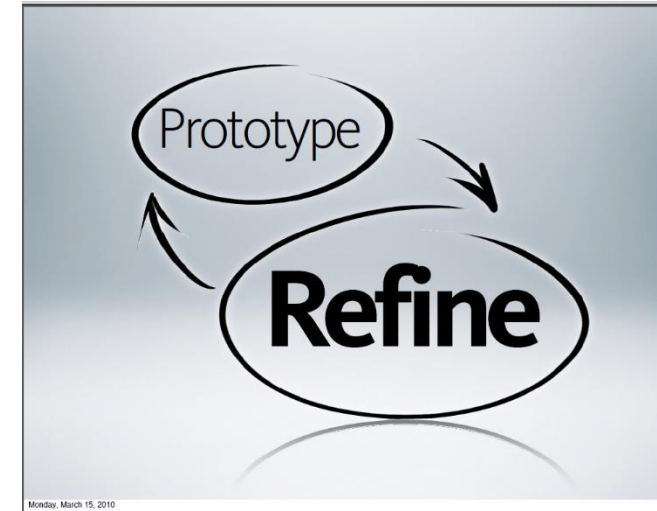
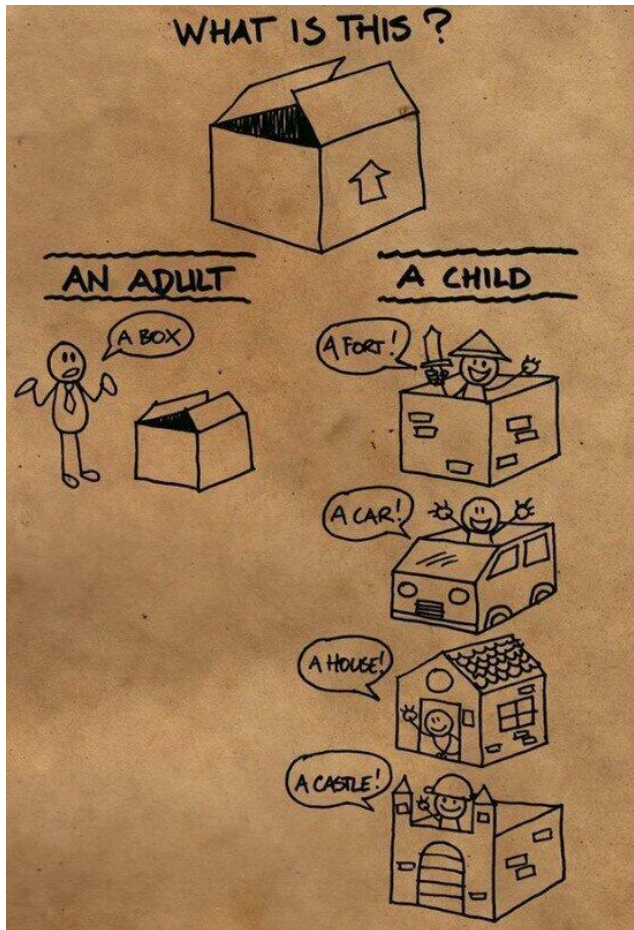
#ThinkBIGSundayWithMarsha #leadership  
#entrepreneur #startup #success

Extrait :

<https://twitter.com/Believernomics/status/802896918624030720>

# Et le prototypage libère la **créativité** (les idées) donne **confiance** et l'envie d'essayer

If you want to be more creative,  
try to see the world through  
a child's eyes





Lesson Two:

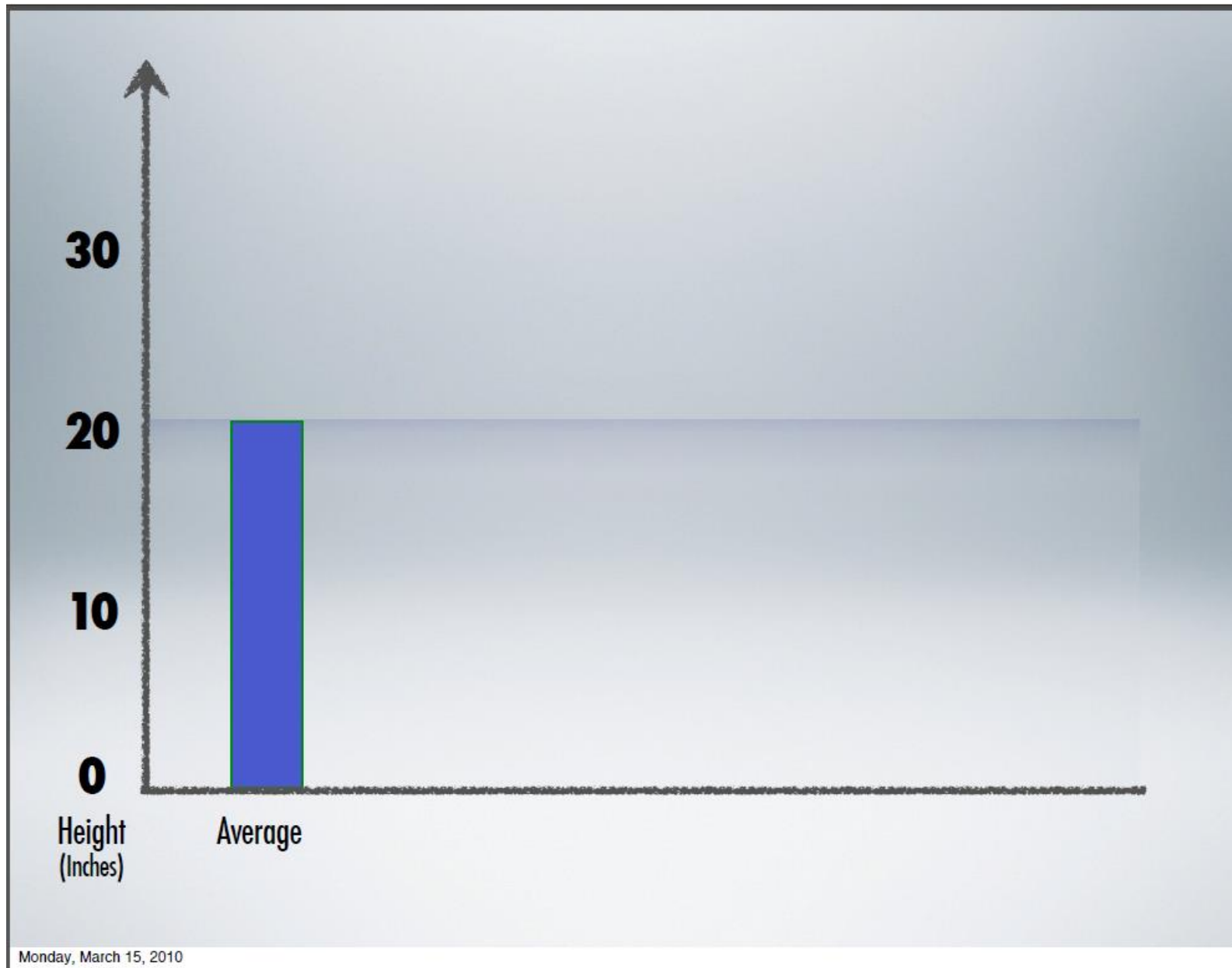
# Diverse Skills Matter

Monday, March 15, 2010

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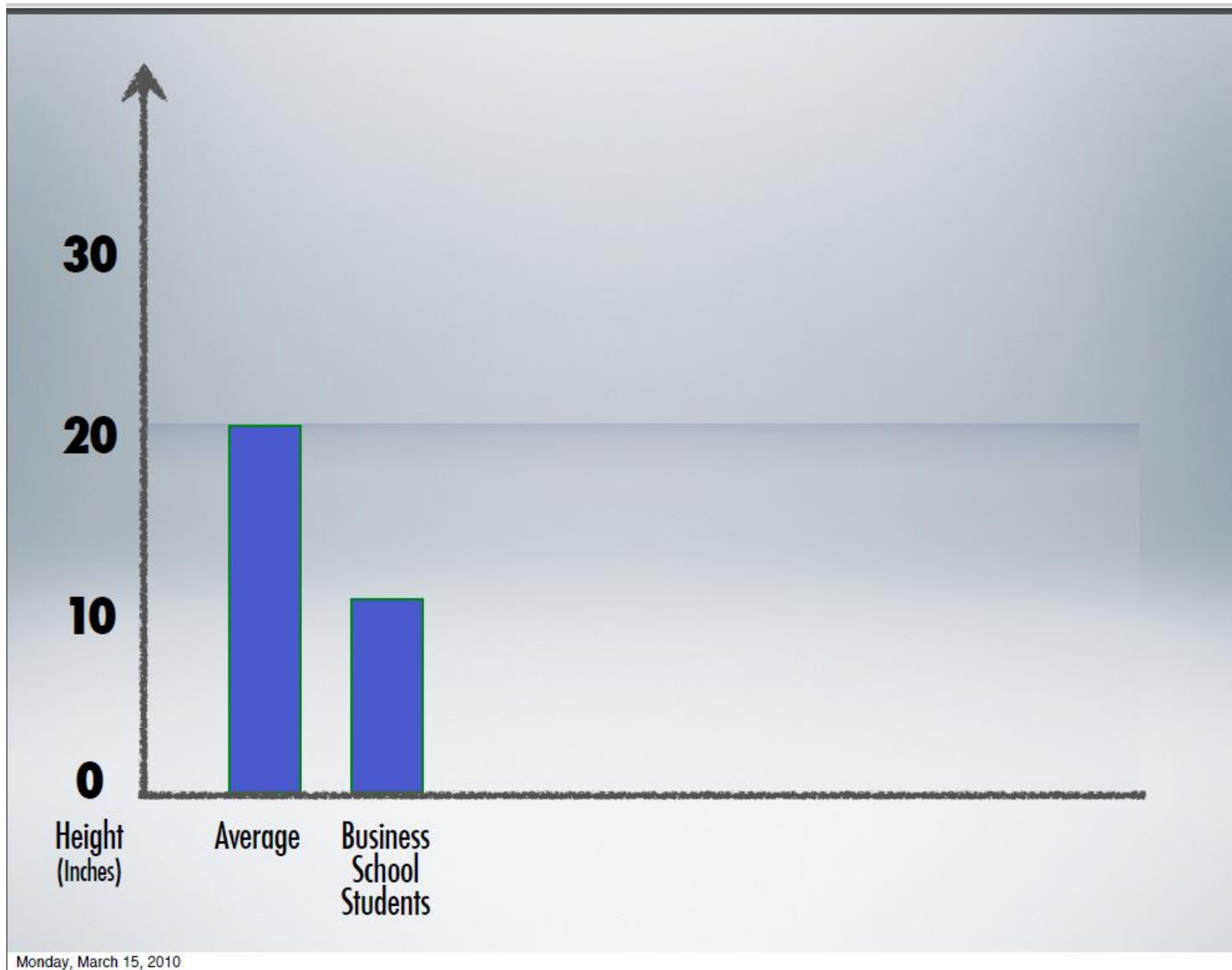
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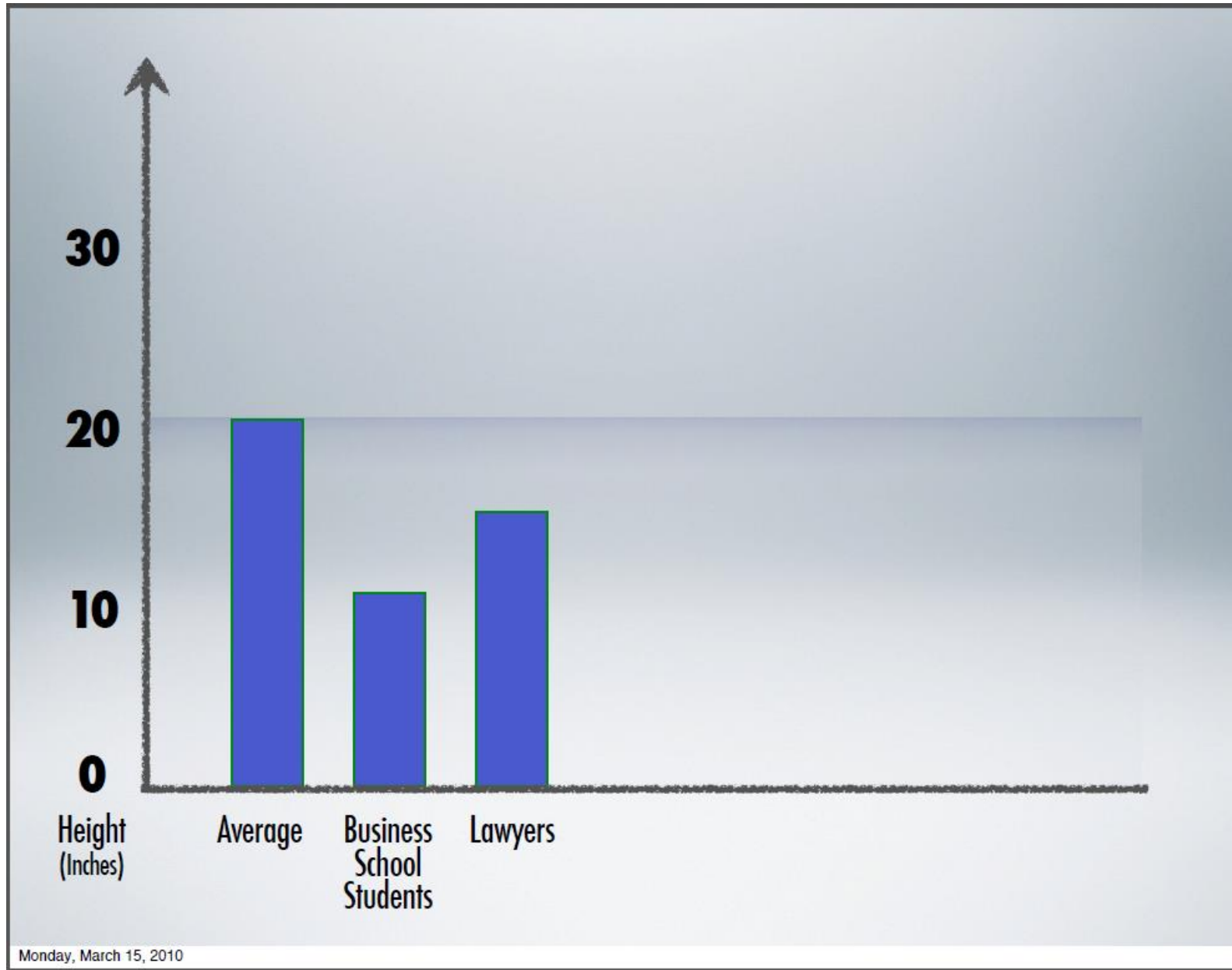
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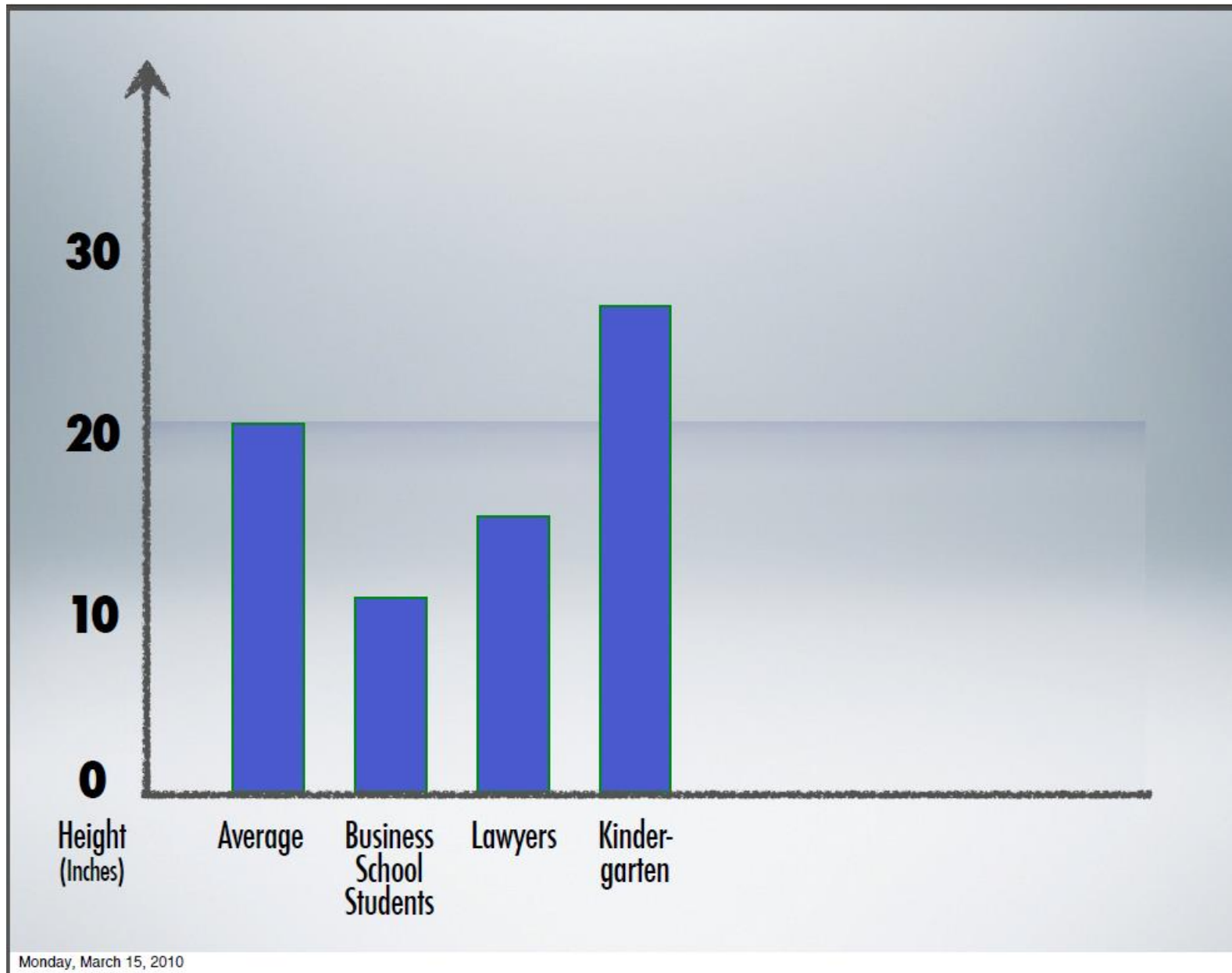
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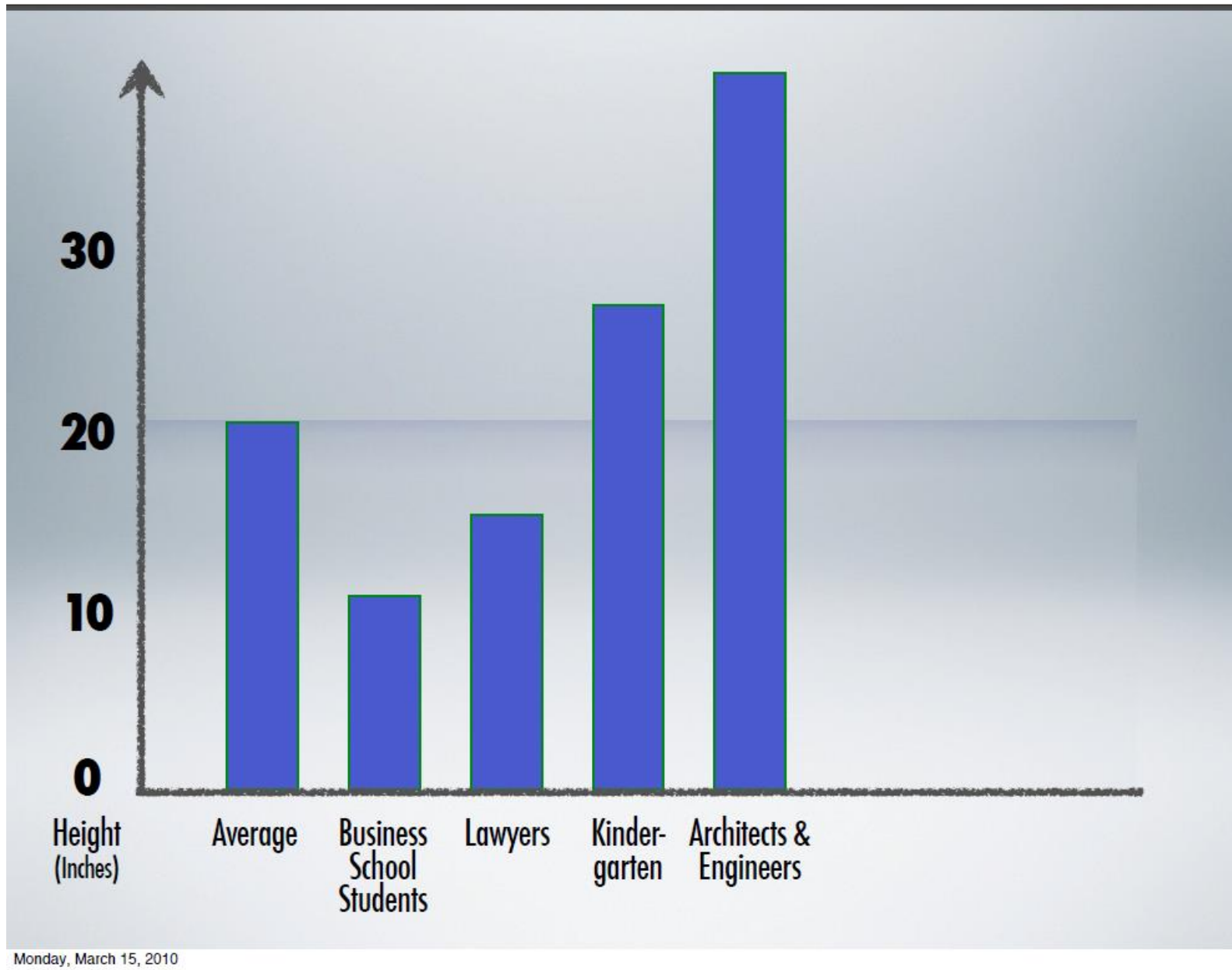
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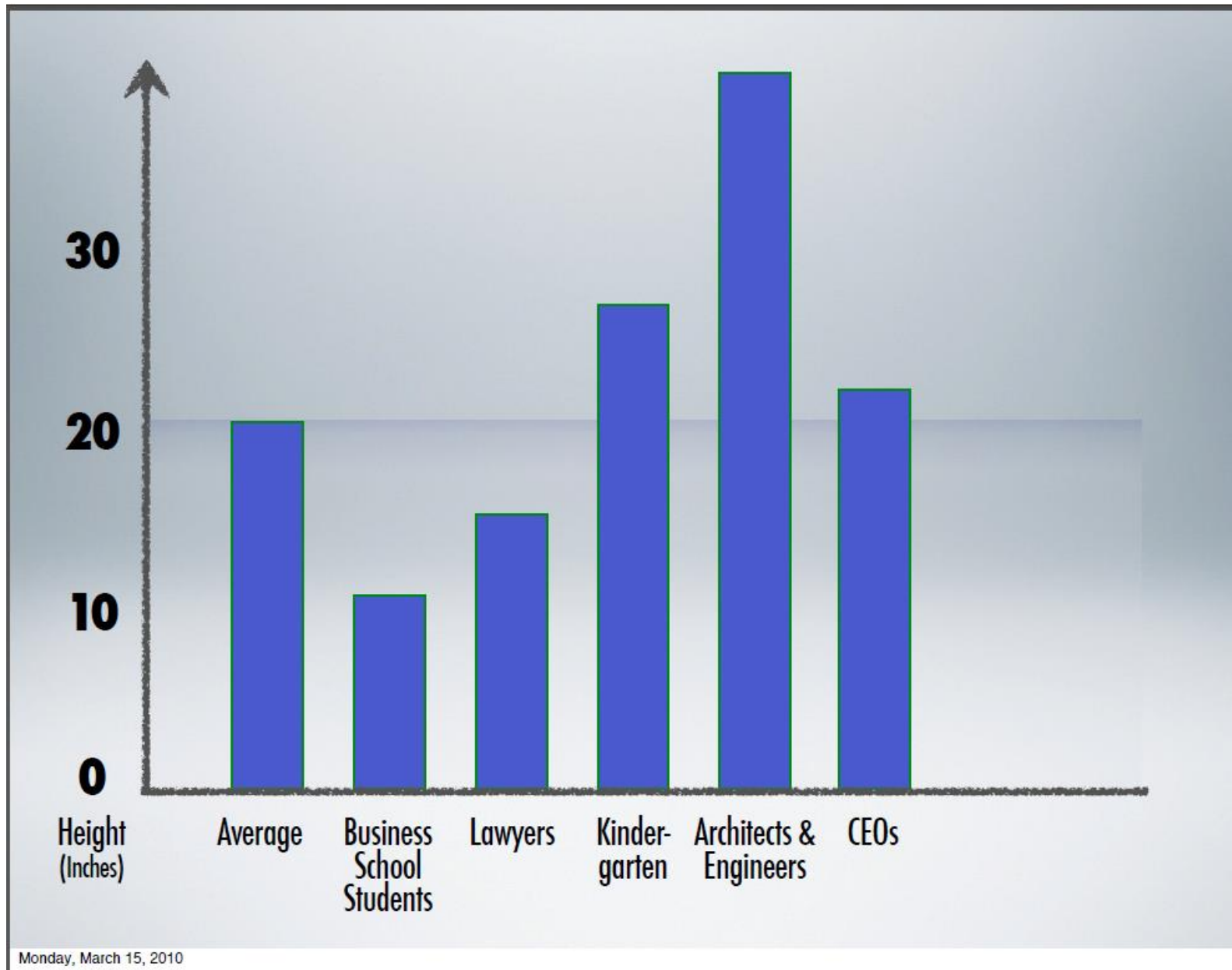
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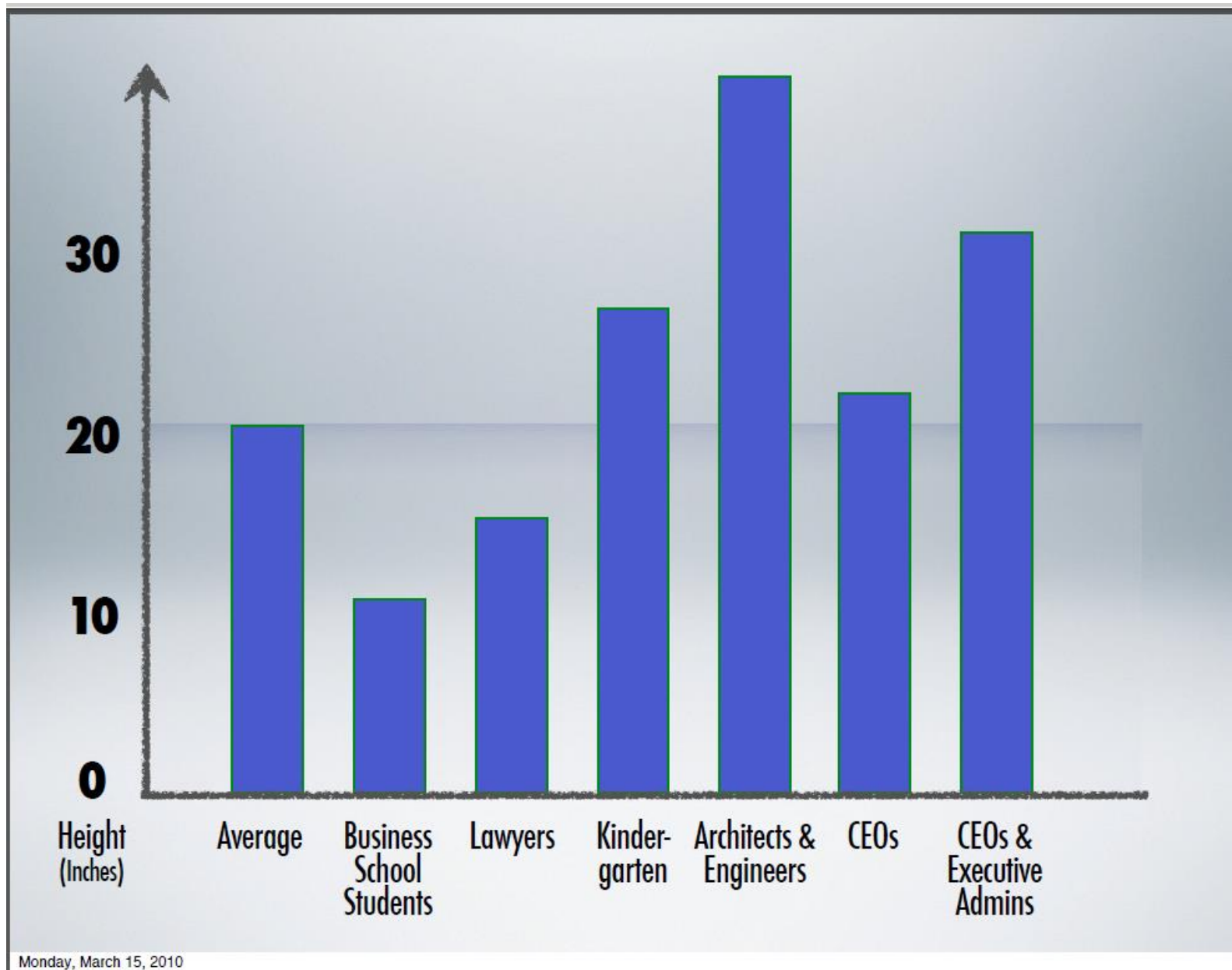


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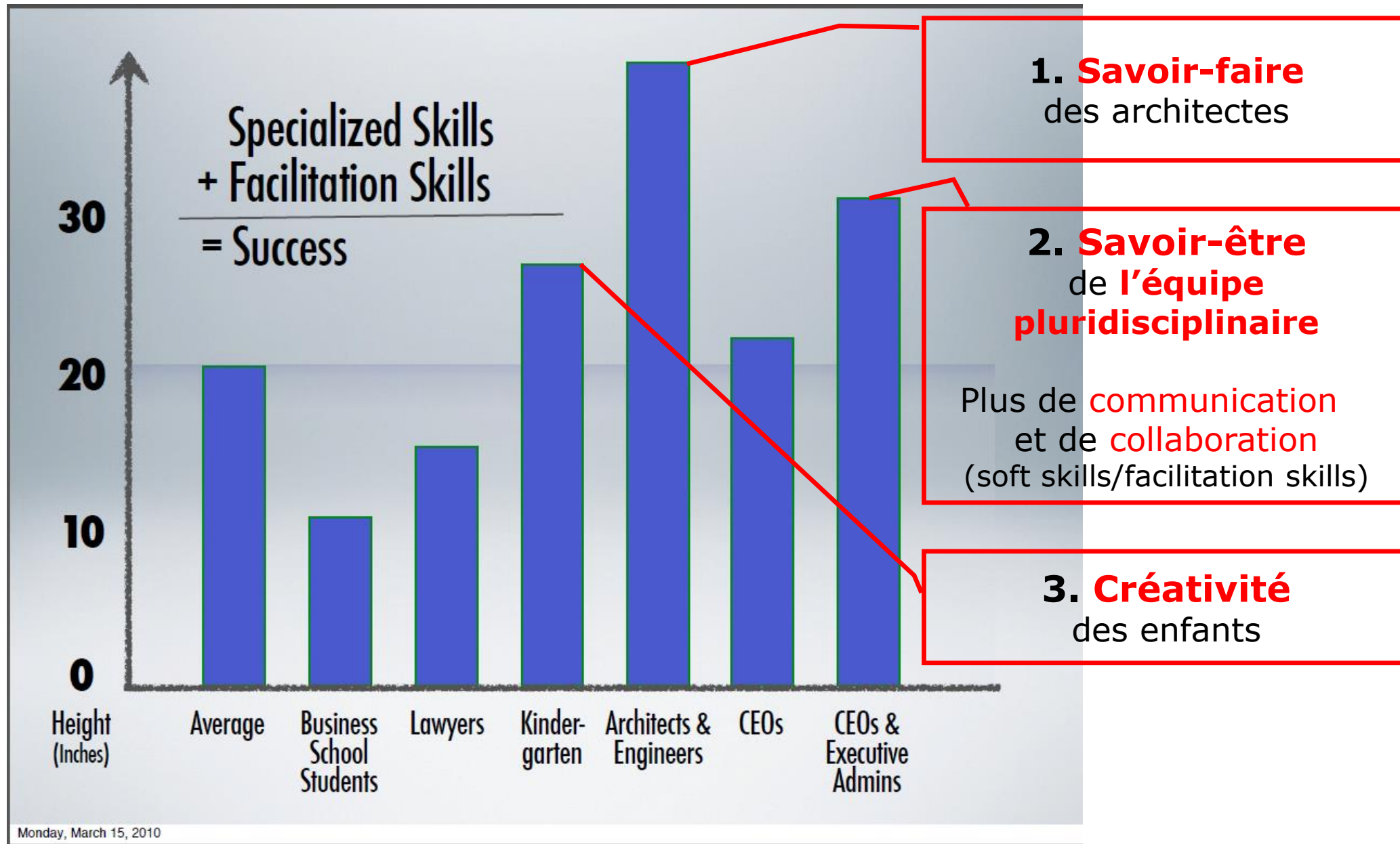


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Lesson Three:

# Incentives Magnify Outcomes

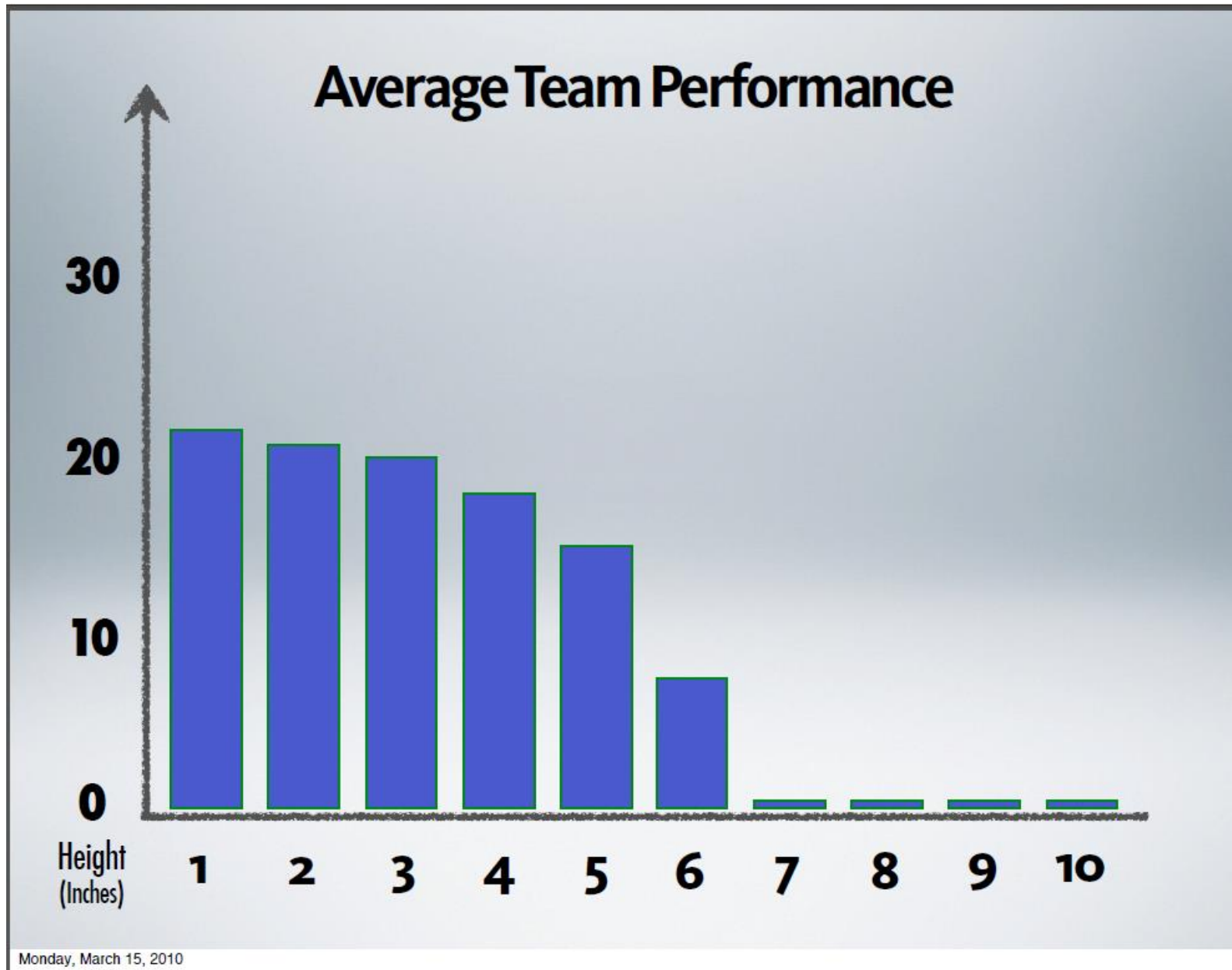
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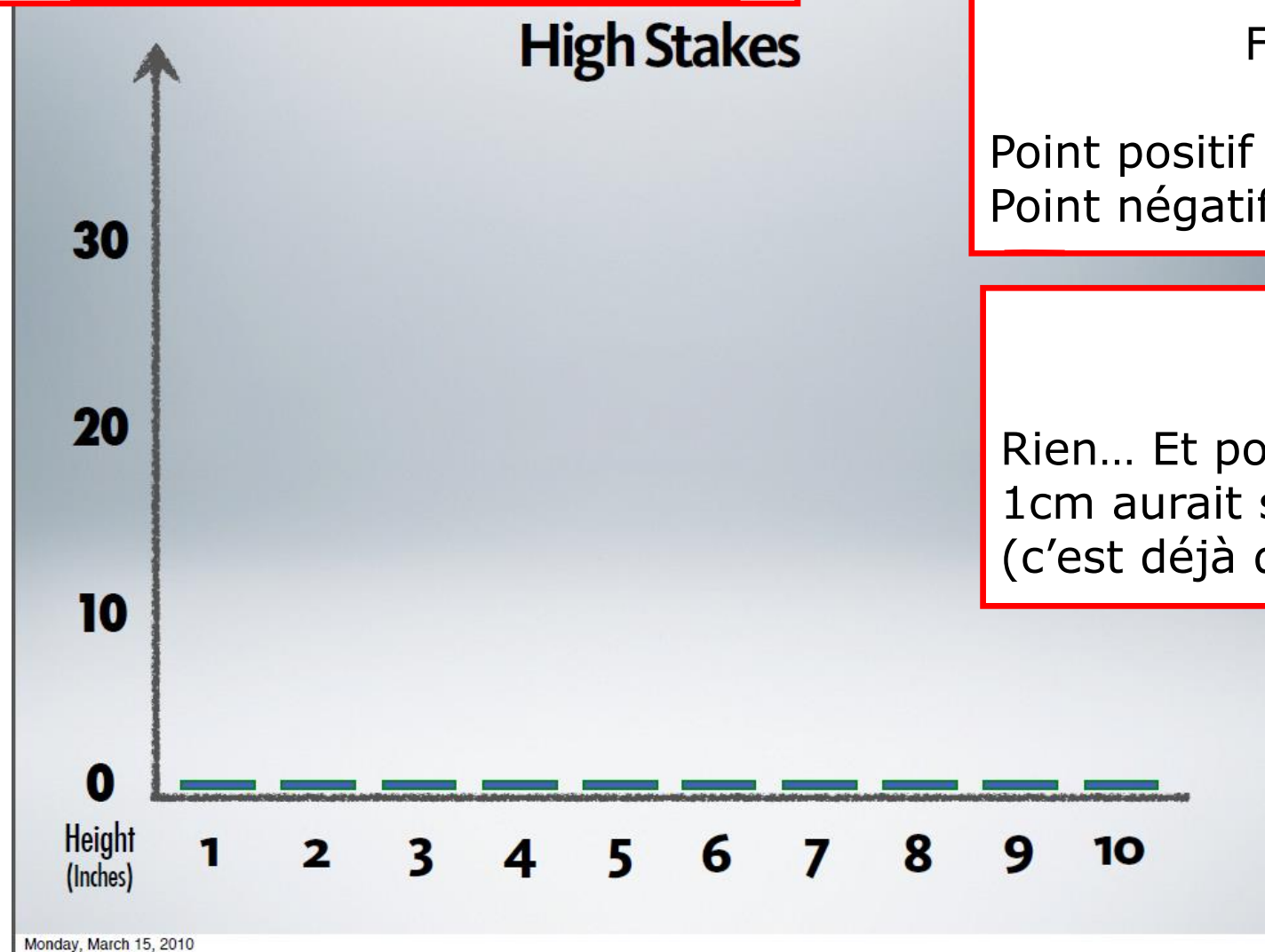


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# Est-il vrai qu'une forte récompense peut considérablement améliorer les performances ? (croyance du management)



# La récompense seule ne suffit visiblement pas à améliorer les performances ...



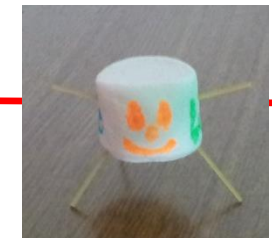
Forts enjeux

⇒

Point positif : Plus d'**implication**

Point négatif : Plus de **pression**

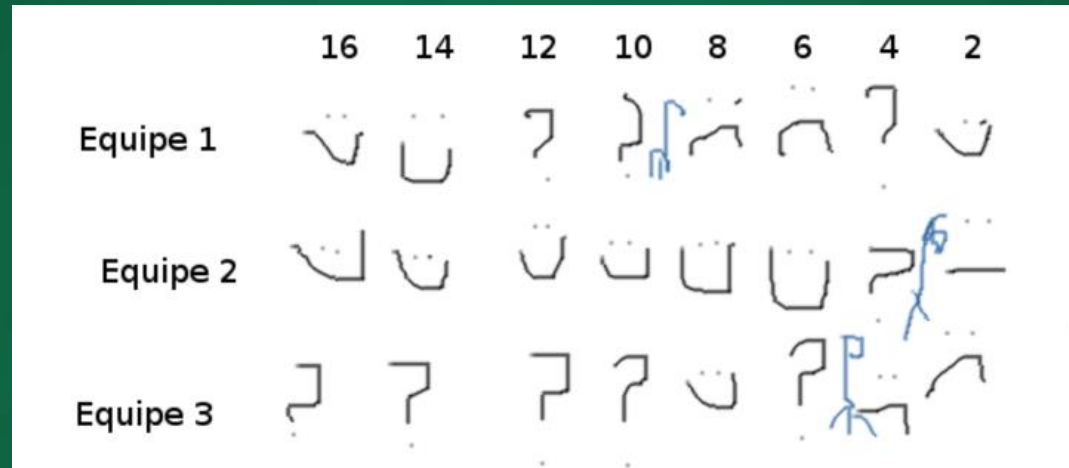
Rien... Et pourtant,  
1cm aurait suffit pour gagner.  
(c'est déjà de la **valeur métier**)



# Zoom sur l'indicateur de la création de valeur ...

Rappelez-vous pendant le challenge :

1 question : Comment va le projet ? Toutes les 2 minutes ...



Comment va le projet ?  $\Rightarrow$  Où en est la création de valeur ?

Le véritable indicateur de l'état du projet  
c'est d'avoir à intervalles réguliers  
un marshmallow qui tient tout seul.

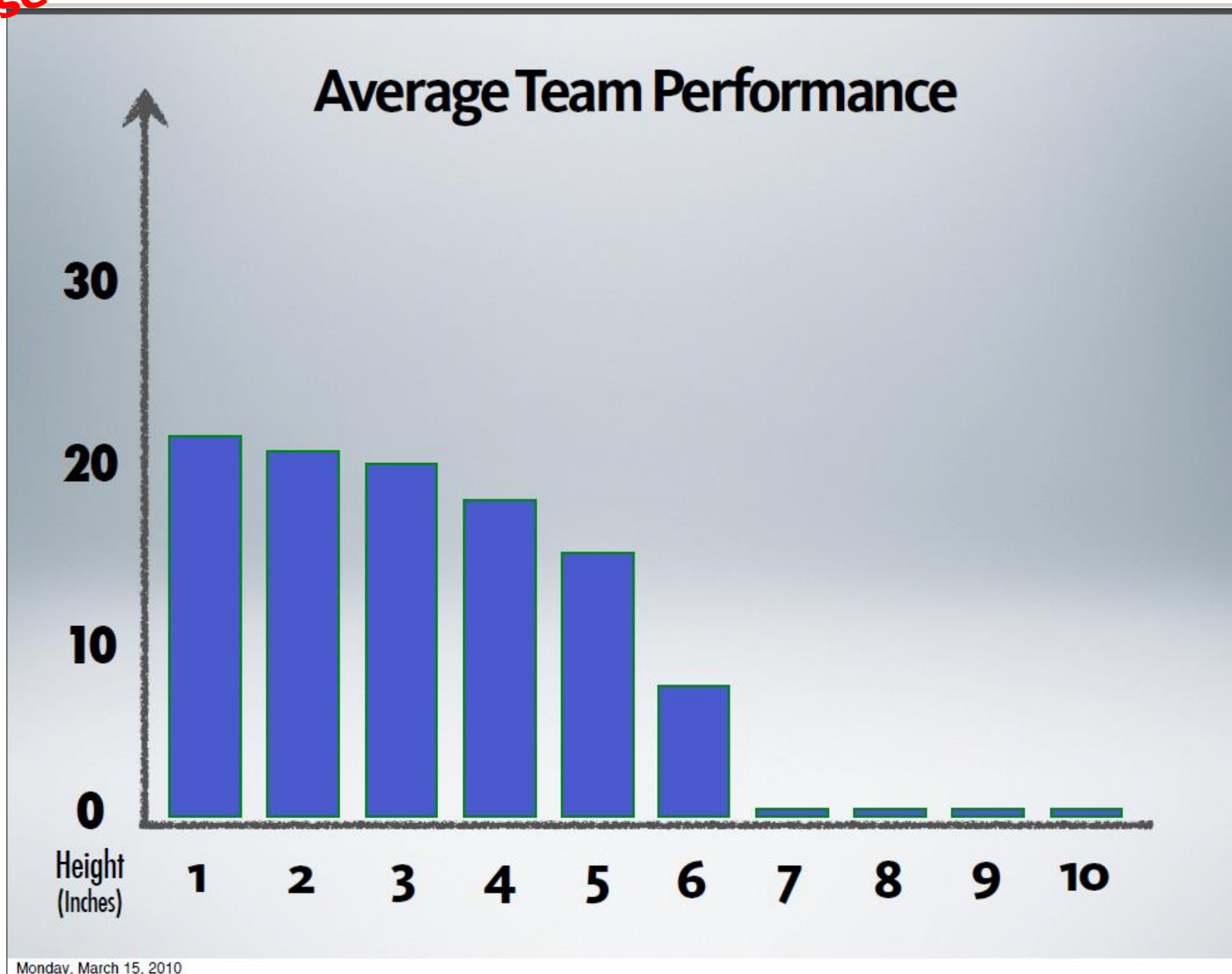


Source :  
[http://marshmallowchallenge.com/TED\\_Talk\\_files/TED2010\\_Tom\\_Wujec\\_Marshmallow\\_Challenge\\_Web\\_Version.pdf](http://marshmallowchallenge.com/TED_Talk_files/TED2010_Tom_Wujec_Marshmallow_Challenge_Web_Version.pdf)

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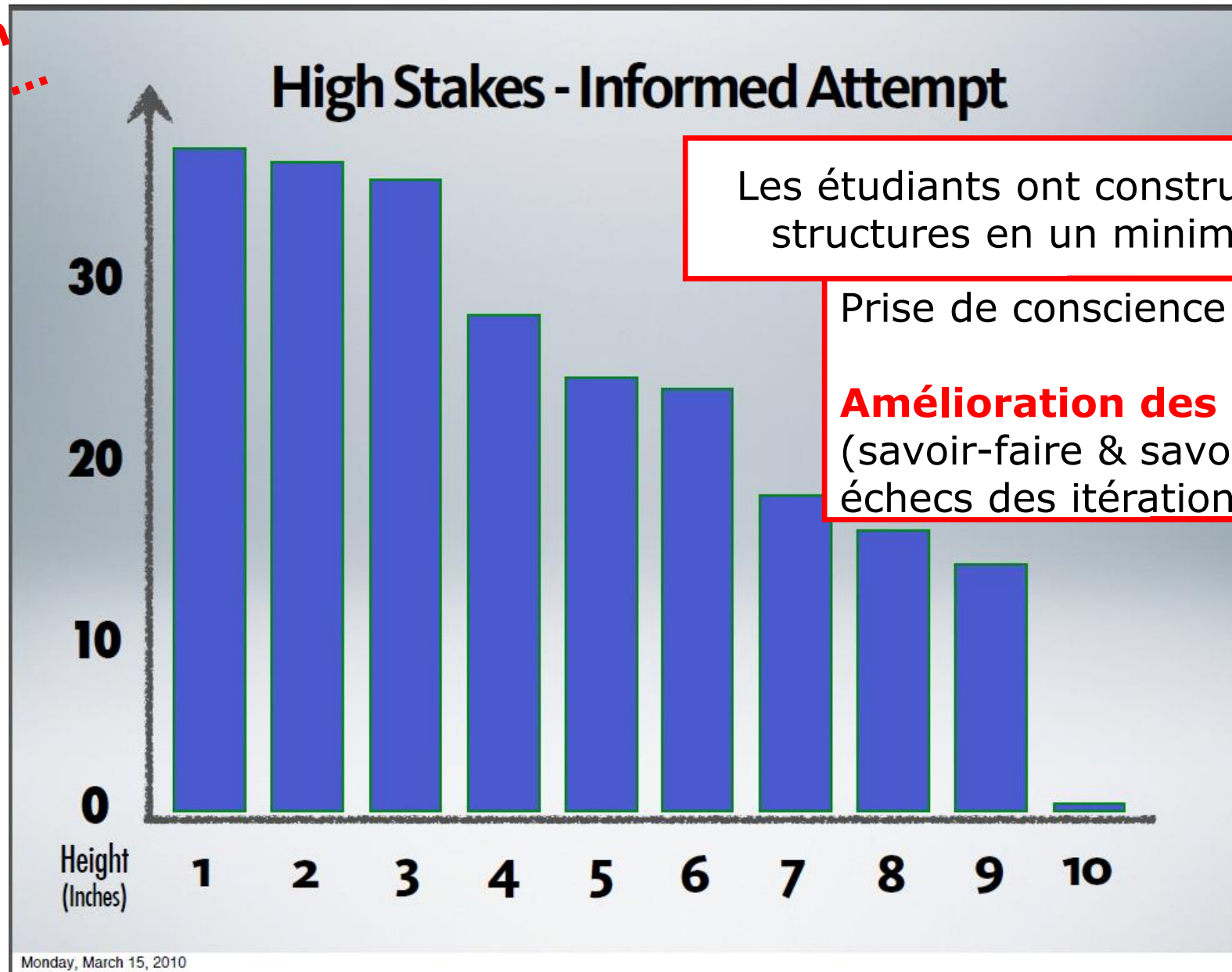
**Sans récompense  
(rappel)**



Source :  
[http://marshmallowchallenge.com/TED\\_Talk\\_files/TED2010\\_Tom\\_Wujec\\_Marshmallow\\_Challenge\\_Web\\_Version.pdf](http://marshmallowchallenge.com/TED_Talk_files/TED2010_Tom_Wujec_Marshmallow_Challenge_Web_Version.pdf)

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Avec récompense  
2<sup>ème</sup> itération  
4 mois après ...



Les étudiants ont construit les plus hautes structures en un minimum de temps ...

Prise de conscience de la **valeur**

**Amélioration des compétences**  
(savoir-faire & savoir-être) suite aux échecs des itérations précédentes

Une forte récompense  
et peu de compétence  
peuvent tuer la performance

Incentives + Low Skills  $\neq$  Success

Incentives + Skills = High Success

Forte Récompense  
(**implication** et  
prise conscience de  
la **valeur métier**)

ET

Fortes Compétences  
(**savoir-faire & savoir-être**)  
améliorées par les échecs  
(**leçons apprises**)

Monday, March 15, 2010



# Why Conduct the **Marshmallow Challenge?**

Monday, March 15, 2010

Source :  
[http://marshmallowchallenge.com/TED\\_Talk\\_files/TED2010\\_Tom\\_Wujec\\_Marshmallow\\_Challenge\\_Web\\_Version.pdf](http://marshmallowchallenge.com/TED_Talk_files/TED2010_Tom_Wujec_Marshmallow_Challenge_Web_Version.pdf)

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Help Teams Identify the  
**Marshmallow**  
 in their Projects.



Monday, March 15, 2010

Et Team Building :  
« Bâissez une tour,  
bâissez une équipe ! »



Shared  
**Experience**

Common  
**Language**

Prototyping &  
**Facilitation**

Monday, March 15, 2010

Monday, March 15, 2010

Source :

[http://marshmallowchallenge.com/TED\\_Talk\\_files/TED2010\\_Tom\\_Wujec\\_Marshmallow\\_Challenge\\_Web\\_Version.pdf](http://marshmallowchallenge.com/TED_Talk_files/TED2010_Tom_Wujec_Marshmallow_Challenge_Web_Version.pdf)

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A voir sur : [https://www.youtube.com/watch?v=bFF2N\\_suSd8](https://www.youtube.com/watch?v=bFF2N_suSd8)

Retrouvez dans cette vidéo les techniques à avoir et pièges à éviter pour faire de votre Marshmallow Challenge un jeu impactant.