

Referee script: Relocating 1000 of your workforce in 60 weeks *read out the italics to the teams*

Relocating 1000 of your workforce in 60 weeks

Congratulations. You have just been asked to lead the relocation of 20% of your organisation's workforce (1000 staff & contractors) from a historically prestigious building to a site one mile away. Builders are on site refurbishing the new building and the in-house IT team has agreed to deliver the new IT solution. You have been told not to worry about the building work or IT and to focus on moving the people. Some early movers are already working in part of the new building; the remaining move is split into four phases. Space is at a premium so you are introducing desk sharing in both the new and existing buildings. This is unpopular and necessary. You are co-locating with people from two partner organisations who have different cultures but common business aims.

Lessons learned from the early movers include a need to establish 'moving champions' to help co-ordinate the move of each team and enduring 'desk management co-ordinator' roles to manage each team's allocated desk area once the organisation moves to desk sharing.

You have sufficient funding for this project but limited time. In sixty weeks a VIP visit will officially open the new facility and meet the people working there. Your sixty weeks is split into three Programme Increments (PIs), each ten sprints in duration.

Before you call the removal van, you must decide what you want out of this relocation. Are you the Operations Director who wants increased productivity, the Estates Director who wants more people for fewer desks, the HR Director who wants increased workforce wellbeing or the Futures Director who wants flexibility for a future no-one can yet imagine?

*Each team must nominate a **SCRUM LEAD**, whose job is to make sure the team works well together and keeps focus. And a Business Change Manager (**BCM**) whose role is to remind you this project is primarily about people, monitor and understand morale and advise accordingly. Share the four user cards between the remaining team members who now act as **PRODUCT OWNERS** and ensure the team delivers enough to satisfy the wishes on their user cards.*

Give the teams time to allocate roles and user cards

*Now you have agreed who wants what out of your relocation, you must decide what features you want to create it. From the 80 feature cards, choose the features your **PRODUCT OWNERS** want delivered and discard those they don't think are important. Some of the feature cards will deliver something tangible, the others will engage with your workforce and affect morale. Remember you must complete your four phases of moving and host your pre-arranged VIP visit by the end of the third PI.*

Give the teams up to ten minutes to choose their features (but keep them focused or this will go on forever)

*Now you know what you want to do, it's time for a reality check. You have sixty weeks, broken into three sets of ten weeks. So you have three **Programme Increments**, each ten sprints in duration.*

*Each feature card is rated according to the effort needed to complete it. A feature worth 1 **STORY POINT** is easy to complete, a 12 point task is much harder. You are limited to a maximum capacity of twelve story points per sprint, or one hundred and twenty in a PI. You will find some features should be done before others. For example, you can't move your people until you have agreed which will move and which will remain. And you must complete the plan next PI features before the end of each PI.*

Don't forget you must be ready for your pre-arranged VIP visit in the last PI and you cannot have more time. The team with the greatest morale score is the winner; any team not holding their VIP visit in the last PI, after all 4 phases of move are completed is disqualified.

PI (Programme Increment) 1

Let's plan PI 1. Remember you have a maximum of 120 story points in your PI. Choose only the features you want to complete in the first PI and spread them out face up in **TO DO THIS PI**. Put all the others face down in a pile in the **BACKLOG**.

Give the teams 2-3 minutes for this

<PING> Let's start PI 1. Put a token on the "start here" circle on the morale tracker. Put a token on the "Sprint 1" circle on the sprint tracker. The BCM reads out the top morale card, someone rolls the 12 sided morale dice and moves the morale counter accordingly.

Hold your first **SPRINT PLANNING** session to agree what to prioritise this sprint. Throw the pair of six sided dice to see how many story points you achieved. Take this number of tokens out of the **TOKEN POOL**. Place the tokens on the feature(s) you agreed to prioritise. If you have partially completed a feature, move it to **IN PROGRESS**. You can have several features **IN PROGRESS** at any one time and you don't have to complete a feature before you start another one. If you have fully completed a feature, move the card to **DONE**, honk your horn and return the tokens to the **TOKEN POOL**. If the card affects morale then move your morale counter accordingly.

At any point you can 'trade' morale for story point dice throws (ie move your morale counter back 6 morale points and roll one of the six-sided dice to gain additional story points). You can do this even when your morale is negative. When your morale hits -40, morale cannot get any worse.

Give the teams 1-2 minutes for the first sprint

<PING> It is now sprint 2. Move your token forward one sprint. Follow the instructions on the next morale card, agree what you will prioritise this sprint, roll the pair of six-sided dice, allocate your tokens and move the feature cards.

Move the teams forward one sprint every 30-60 seconds using the <PING> to keep the game moving until the end of the first PI. Ensure 'plan next PI' card is completed.

Congratulations on completing your first PI. Time for a quick **RETROSPECTIVE**. Did you complete all your features? How happy are your **PRODUCT OWNERS**. How is morale? How many story points did you achieve out of 120? Do you still think you can achieve all your ambitions? You may want to review your backlog and discard some features but keep your **PRODUCT OWNERS** happy, and keep your morale up!

PI 2

Let's plan PI 2. You may have some left over features **IN PROGRESS** or some you haven't even started. If you still want to complete them, leave them where they are. If you no longer want to complete them then discard the cards, returning any tokens to the **TOKEN POOL**. Place any completed features face down on **DONE HISTORY**. Choose the features from the **BACKLOG** you want to complete in the next PI.

Move the teams forward sprint by sprint until the end of PI 2

RETROSPECTIVE time. Did you achieve all you planned for this PI? How is morale?

PI 3

Let's plan PI 3. This is your last PI. Remember to host your VIP visit in your last sprint. Your facility must be ready in time for the visit, all four moving phases completed, morale should be positive so your workforce gives a good impression and you must satisfy all your **PRODUCT OWNERS**. No pressure! Pick the features you want to achieve in your last PI.

Move the teams forward sprint by sprint until the end of PI 3. Give no mercy for pleas of extra time! As referee you are the VIP visitor. Get them to show off what they achieved and award the team with the highest morale as the winner.

Group discussion part 1

- Did you deliver enough features to meet the aim of each user card and keep your **PRODUCT OWNERS** happy?
- How did you adapt as morale varied?
- What did you learn about using the sprint approach, your ability to plan in advance, prioritise and estimate what you can achieve?
- What did you learn about doing tangible things vs engaging with staff?
- How would you change your approach if you played this game again?

A tiny bit of theory

This is the basis of all agile project leadership. You have practised the fundamental 'ceremonies': PI planning, end of PI retrospectives and sprint planning. (You need to play the garden version of Scrumples! to practise sprint delivery). You have practised two fundamental roles: product owner (the people most passionate about delivering the wishes on the user card) and the scrum leader (the person organising your team). You have practised the fundamental tool for driving progress: the Kanban.

Group discussion part 2

- Where could you use this approach in your day-job?
- What do you need to do to try using this approach?
- How will you know if this approach is making things better?