A Skill Building Game by Successful Projects

Presented by the
ITS Project Management Office
Davenport University
Game Players

❖ Session Facilitator
  o Scott Radtke, Director of Project Management

❖ Game Facilitators
  o Dewayne Harris, ITS Project Manager
  o Kerry Prentice, ERP Project Manager
  o Kevin Koetsier, ITS Project Manager

❖ Project Teams
  o 2 teams of up to 8 players (attendees)
  o Selected Project Manager for each team (attendee)
Project Risk — Why a Game?

▷ Intriguing and engaging
  - Getting in the right mindset to interact and learn
  - Balance between educating and entertaining

▷ Experiential
  - Encounter risks, including budget and team issues
  - Meaningful observations, feelings and reactions

▷ Discovering and concluding
  - How do chosen strategies affect outcomes
  - Gain valuable insights
  - Stimulates dialog on the topics of project risk management

▷ Repeatability
  - Can be played once or repeatedly. No tricks or secrets revealed
  - Can create own risk cards to simulate other risks encountered
Take Away

✦ Exposure to concepts of Project Management
  o Phases, terminology, teams, status reports etc.

✦ Learn to identify and discuss project risk
  o Positive and Negative risks
    • + Resources freed up earlier than expected
    • - Server downtime longer than planned

✦ How to participate in project risk management
  o Learn strategies for dealing with positive and negative project risk
  o Proactive and disciplined

✦ Negotiating project decisions among team members
  o Making a case for a strategy and gaining consensus

✦ Learning in the context of a simulation vs. a lecture
Let’s Setup the Game!
Gameboard Setup

- 60 project budget chips (Blue or Purple)
  - Stack 50 in “Project Chips”
  - Stack 10 in “Bank Chips”
- Project Team member pawns
  - 5 team member pawns in team area
  - 1 Project Manager token (black) on Initiating
  - 1 Consultant (green) above bank
- 15 Management Reserve Chips
  - Place next to Bank
- 6 sided die and 8 sided die
- Status Report Pad
The Gameboard at Start
Setting up the Risk Cards

8 Risk Cards
- Shuffle and pick two cards
  - Place these face down on the game board in Unidentified Risk area
- Place the remaining 6 cards face up in the Identified Risk area

Place empty “trigger” stands above the board

Place Mitigated / Enhanced cards on left by the Risk Strategy descriptions

Take note of the Issues Log area
- Resolved risks are place here
Risk Card Log
Use Status pad to record play and risk strategies
  o One sheet per status period (equates to 1 turn or 1 month)
  o Checklist for standard play

For each Status period:
  o Move the Project Manager pawn 1 space per team member (excluding the PM)
  o Blue Funding Milestones
    • Not counted as spaces
    • Collect 10 additional budget chips when you pass one
    • You can borrow money from a funding milestone at a 10% interest
      • You cannot collect again when you pass milestone you borrowed against

Pay for the steps moved
  o Cost per space is shown on the game board
  o Execution phase is the most costly

Roll the 8-sided risk die and record the number
  o Indicated risk encountered this status period
Dealing with Risk

- If the risk is already resolved and on the issues board, move to the next agenda item.
- If the risk is among the unidentified risks, the risk occurs immediately (unknown unknowns).
  - Execute the instructions on the card and place in the issues log.
- If the risk is an identified risk, place it in a triggered stand. It does not occur at this point, it is only triggered.
- Discuss Risk Strategy with your project team:
  - Risk strategies for both positive and negative risks are listed on the gameboard.
  - Costs associated with these strategies are described on the card and on the gameboard.
  - Mitigated or Enhanced risk strategies are marked with a corresponding card.
  - Any triggered risks can be acted on each turn.
- The Risk will occur the next time the risk number is rolled on the die unless you placed a strategy on it.
- More on risk strategies shortly.
Project Funding

- Initial Project Budget
  - 50 chips
  - 15 management reserve chips

- Receive 10 chips for each funding milestone that you pass, unless you have borrowed against it
  - Project completion is also a funding milestone!

- If you borrow from all funding milestones and still need money you can draw from the management reserves
  - Management reserves can not be put back
Special Scenarios

- Need funding now! – Borrow from a funding milestone
  - Just take 9 of 10 chips as it cost 10% to borrow

- Fire team members
  - At the beginning of each turn you can fire any team member
    - You cannot hire a fired team member back

- Running out of time? – Hire a consultant
  - After entering the Planning Phase you can bring in a consultant at the beginning of any turn.
  - Cost of 2 chips to bring on board and another 2 chips every time you cross a funding milestone
  - Once you let a consultant go you cannot rehire
  - The consultant becomes part of project team so adds 1 space to the number moved each turn
  - Must pay for the additional space moved
Project not going well?
Special Scenario - Heroic Mode

- Low on Money and/or Team Members or way behind schedule
- Option for projects that are not doing well
  - Lots of coffee and Mt. Dew, weekends, nights etc.
  - Not a great option but you might just save the project
- In this mode you save money, paying only for the team members you have, but you move forward by rolling the 6-sided die.

Changes to standard play
1. Let go (fire) team members – you need at least one to move on the board
2. Roll the 6 sided die and move that many spaces
3. Pay only for the number of team members on your team
   1. Ex: 2 team members and you move 6. Only pay for 2 spaces
4. Continue with standard play for determining risk
Strategizing on Negative Risks

- **Mitigate** – Action to reduce the chance of occurrence or the impact should it occur
  - Cost: Pay impact score in chips
  - Indicate with mitigated card in the trigger stand with the risk card
  - Mitigated status is lost if you roll the risk number again but you may choose to mitigate repeatedly at the same cost

- **Avoid** – Take the risk out of the project and off the board
  - Cost: Pay double the impact score in chips

- **Transfer** – Pass the responsibility for the risk to another party
  - Cost: Negotiable between parties
  - Indicate by giving card to the team who accepts the responsibility

- **Accept** – Do nothing. Accepting some risk is normal
  - Risk occurs next time the risk number is rolled
Strategizing of Positive Risks

☞ **Exploit** – Ensure risk is realized by removing all uncertainty
  - Cost: Pay double the impact score in chips
  - Implement the instructions on the card immediately

☞ **Enhance** – Increases the probability and/or positive impacts of the risk.
  - If the enhanced risk is rolled, you get double the benefits on the card
  - Cost: Pay the impact score in chips
  - Indicate with enhanced card on risk card

☞ **Share** – Allocating some ownership of the opportunity to another party
  - When a risk is shared, when either party rolls the risk, the benefits are split
  - Cost: negotiated cost and split
  - Indicate “contract” on your status pad

☞ **Accept** – Do nothing.
  - Take advantage of it if it comes along, but don’t actively pursue.
Scoring the Game

- 12 month project (12 turns)
  - No bonus for early finish
  - -20 points per period over 12 turns
- 1 point for every project budget chip remaining
- 2 points for every management reserve chip remaining
- 10 points per team member remaining (not including PM)

- Project failed
  - If out of project budget chips AND management reserve chips OR all your team members are let go
Let’s Get Started!

- Project: Rollout of a new Student Services Application
- Timeline: 12 months (or turns) to complete
- Select Project Team Name
- Select Project Manager
  - PM will track project status on the status report pad
  - Facilitates your project meetings
- Good Luck!
Wrap-up

- How did we do?
- Score Projects by team
- Discussion and Comment