

# The “Let’s Get Rid of Waste” Game

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This is a first draft and I would love to hear comments, suggestions and builds:  
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## Introduction

This session has been designed as part of an Agile Mindset module to get a group of participants to explore how they can make their work more effective and more profitable.

The session should work for 15-25 participant with a single facilitator and has been designed to last 60-90 minutes but could take longer depending on the depth of discussion.

## The Rules

- We are going to discuss how inefficient we are, but no finger pointing, blame or penalties are allowed
- Whatever we discuss stays in the room: What Happens in Vegas, Stays in Vegas
- The aim is to find lots of wasted time and then to remove some of it
- Be as honest and radical as you can be in exploring ways to reduce waste
- Take off your titles, especially management and leadership roles
- Trust the process. It's a game and intended to model rather than fully represent the truth.
- Let everyone speak and build on what they say.

## The Goals

- Explore the ways in which we do things now and show that it is full of wasted time and resources
- Discuss the many kinds of waste that occur all over the business
- Commit to making small changes in your own working practices to reduce waste
- Agree ways to support others in your team and workplace in their efforts to remove waste

## Before you start

- Print out a Time Grid for each participant
- Print out and cut a set of Cards for each team of 3-5 people
- Familiarise yourself with The Time Grid
- Procure some small prizes for the winning teams

## The Game

1. Introduce the challenge "Let's find \$100,000" or some other suitably large number
2. One week inventory - individually work out how productive you were last week. Calculate what your none productive cost last week ( $\text{Salary}/40 \times \text{Percentage Wasted}$ )
3. Calculate Total Waste for the whole group
4. Discuss the Waste Cards in small groups - choose 2-3 to work on
5. Discuss the Solutions that might fit the chosen problems. Think of solutions that go beyond the cards
6. Present back a single solution to the whole group
7. Reflect on whether the solutions are achievable
8. Commit to experimenting with these changes

## 9. Award prizes

1. Greatest honesty in admitting waste on Time Grid
2. Team presenting most radical idea for change
3. Biggest ah ha moment
4. Make up some prizes of your own

## **The Time Grid**

- Encourage participants to use timesheets and calendars to remember what they did last week.
- The aim is to find as much wasted time as you can
- Give them 10 mins maximum to fill in their personal grids
- Let them discuss with each other whether they are being realistic
- Turn the waste into money by using a low average cost per hour. This may need to be negotiated with the team
- Add up the waste in each group

# The Time Grid

	<b>Total Hours</b>	<b>Super Productive Hours</b>	<b>Fairly Productive Hours</b>	<b>Barely Productive Hours</b>
<b>Name each project you were working on</b>	<b>Total hours you spent on each project (approximately)</b>	<b>Chargeable Project time: making, writing, coding, delivering I was 100% productive</b>	<b>Planning, discussions &amp; meetings  I was 50% productive</b>	<b>Not very productive: interruptions, surfing, travel I was 10% productive</b>
<b>Project 1:</b>				
<b>Project 2:</b>				
<b>Project 3:</b>				
<b>Add up your totals</b>	Total hours worked	Total super hours	Total fairly productive	Total barely productive
<b>My cost per hour</b>				
<b>Money Found:</b>				

## The Waste Cards

- Deal out the blue cards (2-3 per participant is enough) and get participants to discuss whether they have heard or said each of the statements.
- Ask them why this creates waste
- Ask them to consider whether this is a big problem or a small problem in their teams
- Get them to generate an example of when this has mattered to a project
- Get them to select the greatest waste creators
- Ask them what needs to be done to eliminate or reduce this kind of waste
- Ask them what is stopping them from doing this

1. I'm waiting for someone else before I start
2. I know there is a deadline but I'm busy doing something else
3. I've nearly finished this but I need more time
4. Here are my first thoughts to keep you going; the final version will follow
5. I need to do this again given what you have just told me
6. We're using the wrong tools or technology or system
7. We're using the wrong people
8. I'm doing 15 high priority tasks
9. My team keeps getting reallocated to other projects
10. The client keeps changing their mind
11. Let's start with lots of stakeholder interviews
12. We've never done a project exactly like this one
13. I don't know what I'm supposed to be doing
14. I have no idea what everyone else is doing
15. Let's do extra work as an investment for future projects
16. Let's have a meeting
17. I'm not sure whether this is finished or not
18. I'm busy filling in my timesheet
19. The client has not signed off the last phase of the project
20. I don't know enough to start this
21. I can't bill for this because it was not in the original requirements
22. This task is outside my job scope
23. Let's move into crisis mode because the deadline is approaching
24. I'm not billable

## The Waste Solutions

- Give every team a set of the purple cards and ask them to look through the cards
- Can they see the solutions that they suggested earlier?
- Are their new ideas here that they could apply
- Get them talking about what each card means
- Get them to select and commit to a few that should be implemented with their team

1. Shared visibility
2. Adaptability
3. Honesty
4. Client engagement
5. Work on the business, not the process
6. Re-use mindset
7. Self organising team
8. Iterative development
9. Focus
10. Regular re-prioritisation
11. Clear definitions of done
12. Limit work in progress
13. Continuous communication
14. Testing and quality processes
15. Better charging strategies

## References and ideas to explore

<http://www.agileadvice.com/2005/04/27/scrumxplean/eliminate-waste/>

<https://codepunk.io/the-seven-wastes-of-software-development/>

<https://agileknowhow.com/2016/07/14/getting-rid-3-ms-agile-tackles-problem-muda-mura-muri/>

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