

This workbook contains a series of debrief exercises designed to help you reflect on the lessons learned during the Friday Night at the ER® simulation game and support the transfer of these insights to your work environment.

Your responses in this workbook should be both honest and comprehensive. Note that responses may be compiled and shared as a collective work product of this session.

Your Name

Core Strategy 1: Collaboration

Systems Thinking Principle: "The parts of a system are interdependent."

Instructions

- **Step 1:** As a team, discuss where your organization is on the Collaboration Ladder. Consider what barriers seem to prevent people from moving up to a higher level.
- **Step 2:** Individually, complete the exercise below based on your own perspective. Your responses may differ from the rest of your team.

Collaboration Ladder -

Where is your organization on the Collaboration Ladder? (Choose one)



What barriers seem to prevent people in your organization from moving to a higher "rung on the ladder"?

Core Strategy 2: Innovation

Systems Thinking Principle: "Mental models powerfully influence behavior."

Instructions

- **Step 1:** As a team, identify and discuss a mental model (assumption or belief) that could be reversed to benefit the organization. Consider what barriers are in the way.
- **Step 2:** Individually, complete the exercise below based on your own perspective. Your responses may differ from the rest of your team.

Mental Model Reverser	
Limiting assumption or belief	Possible alternative
What barriers seem to prevent your organiz	

Core Strategy 3: Data-Driven Decisions

Systems Thinking Principle: "A system must be able to use data to learn and adapt."

Instructions

- **Step 1:** As a team, discuss a decision that impacts the organization where the choice is unclear. Consider what information would lead to the best results and the associated barriers.
- **Step 2:** Individually, complete the exercise below based on your own perspective. Your responses may differ from the rest of your team.

———— Decision Informer ————
Describe a decision that impacts the organization where the choice is unclear:
Decision:
For this decision, what missing pieces of information would be needed to better inform the choice that would lead to the best results.
Missing piece of information 1: Missing piece of information 2: Missing piece of information 3:
What barriers seem to prevent people in your organization from accessing and using information that would inform decisions for optimal performance?

Seeing the Invisible

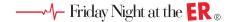
Systems Thinking Axiom: "Structure produces results."

Instructions

- **Step 1:** As a team, choose a desired organizational behavior (e.g., collaboration, innovation, data-driven decisions) and discuss the drivers and barriers that produce results.
- **Step 2**: Complete the exercise below including all ideas contributed by your team and come to consensus about which two elements of structure from each list have the most influence.

Desired behavior: Drivers (Driving Forces) Barriers (Inhibiting Forces) Which elements of structure have the most influence? (Circle two from each list)

This exercise is an adaptation of the "Force Field Analysis" originally developed by Kurt Lewin in the 1940s.



Final Reflection

Reflect on the Friday Night at the ER® group learning experience

Instructions

- **Step 1:** As a team, discuss key insights gained from today. Consider what important ideas should be formally followed up for the organization.
- **Step 2:** Individually, respond to the questions below based on your own perspective. Your responses may differ from the rest of your team.

Personal
What key insights did you gain from the simulation and debrief?
Organizational
What important ideas surfaced that should be formally followed up?