Friday Night at the ER®

STRATEGY GUIDE

The exercises in this Strategy Guide are designed to help you reflect on the lessons learned during the Friday Night at the ER® simulation activity and support the transfer of these insights to your work environment.

Your responses should be detailed and honest. They may be compiled and shared as a collective work product of this session.

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Your Name

Core Strategy 1: Collaboration

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

─── **Part A: Collaboration Ladder** ───

Where is your organization on the Collaboration Ladder? **Choose one.**

High	Share Responsibility	○
	Jointly Plan	○
	Treat Peers as Customers	○
	Communicate Needed Info	○
Low	Minimal Communication	○

─── **Part B: Influences on Collaboration** ───

List the influences that promote (drivers) and inhibit (barriers) **collaboration** in your organization.
Circle the most powerful influences on each side.

Drivers ⟩⟩⟩⟩⟩

On-time delivery requires teamwork

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⟨⟨⟨⟨⟨ Barriers

We compete for budget resources

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Core Strategy 2: Innovation

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

── Part A: Mental Model Reverser ──

Identify a widely-held assumption that limits your organization's performance (left side).
Then **reverse it** to generate a possible alternative that could benefit the organization (right side).

Assumption:	Possible alternative:

Assumption:	Possible alternative:

── Part B: Influences on Innovation ──

List the influences that promote (drivers) and inhibit (barriers) **innovation** in your organization.
Circle the most powerful influences on each side.

Drivers ▶▶▶▶▶   ◀◀◀◀◀ Barriers

Drivers	Barriers
we need to keep up with competitors	*Challenging what we've always done feels risky*

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Core Strategy 3: Data-Driven Decisions

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

——— Part A: Decision Informer ———

Describe a routine 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:

——— Part B: Influences on Data-Driven Decisions ———

List the influences that promote (drivers) and inhibit (barriers) **data-driven decision making.**
Circle the most powerful influences on each side.

Drivers ⟫⟫⟫⟫⟫
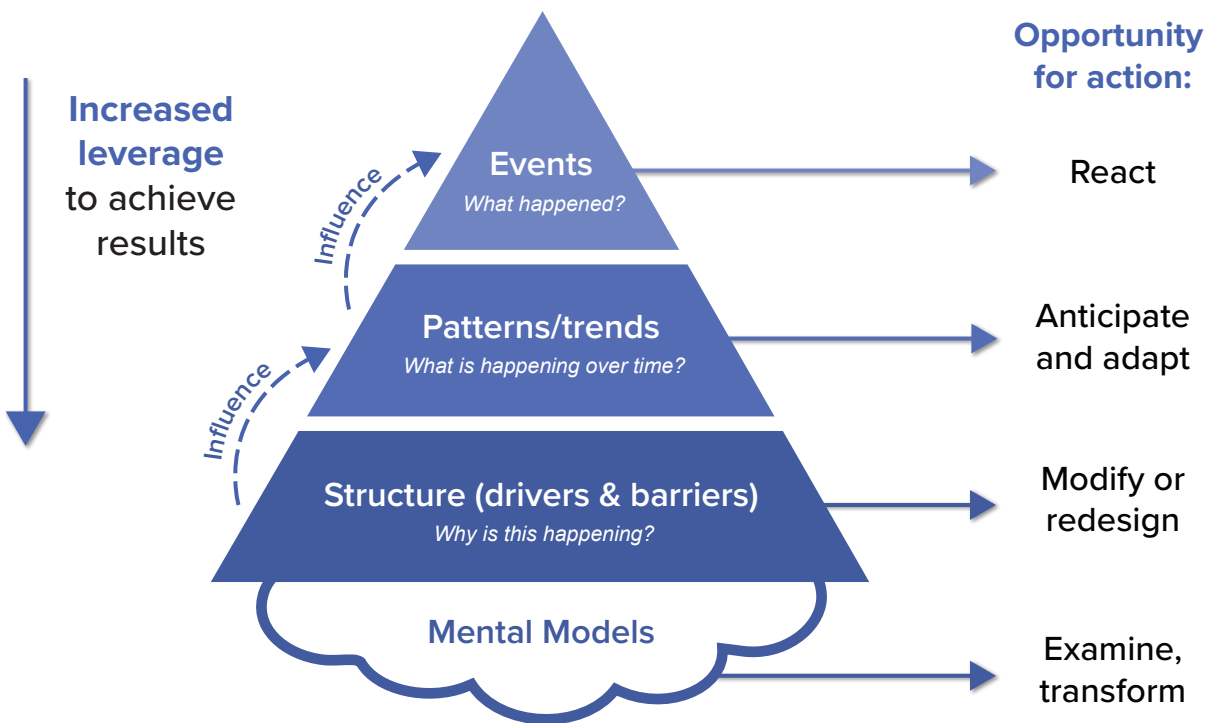
Our industry relies on accurate data

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⟪⟪⟪⟪⟪ Barriers

We're overwhelmed by the volume of data

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Finding Leverage

Systems Thinking Principle: "A small change in the right place can significantly influence results."

——— Part A: Leverage Spotter ———

Where is the "water level" in your organization? Do people only see events and spend all their time reacting to them? **Draw a line between sections of the iceberg to represent the water level.**

Increased leverage to achieve results

Opportunity for action:

Events
What happened? → React

Influence

Patterns/trends
What is happening over time? → Anticipate and adapt

Influence

Structure (drivers & barriers)
Why is this happening? → Modify or redesign

Mental Models → Examine, transform

——— Part B: Reflection ———

Think of a recurring problem in your organization and consider **what underlying patterns, structure, or mental models** might be causing "what's happening" at the tip of the iceberg.

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Final Reflection

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

Personal

What key insights did you gain from the simulation and debrief?

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Organizational

What important ideas surfaced that should be formally followed up?

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