

EXPERIENTIAL LEARNING EVENTS

Friday Night at the ER®

A SIMULATION THAT...

- Enables your people to experience the principles of Systems Thinking, how...
- the parts (e.g. unit, department, function) of a system are interdependent
- decisions that may be optimal for one department can reduce the full system's potential to generate results.
- Prepares them to think beyond their own area and across silos.
- Sparks collaboration across units, departments, functions and even the entire organization.
- Fosters a mindset of individual accountability for the success of the entire system
- Awakens an intact team to the barriers preventing it from maximum its results.

THE SETTING...

It is noon on Friday and the managers of several key departments of a local hospital are about to guide their units through a 24-hour cycle that encompasses Friday night, the busiest night in the Emergency Department.

Tasked with managing the flow of patients through their respective units, Emergency, Surgery, Critical Care, and Step Down, they will have to make quick decisions under time pressures. The challenge is to make the entire system work through the ups and downs of a frenetic Friday night, where the actions they take individually can have a major impact on the quality and financial outcomes of their fellow departments.



THE LEARNINGS...

Systems Thinking

The complexity of modern organizations, businesses, and markets require us to look at—and operate—our team, unit, or department as both a system in itself, as well as a part of a larger system. Working with this broader perspective is a key factor for success.

Collaboration

To make any even somewhat complex system work optimally, collaboration is key. You can increase the degree of inter-unit collaboration from (1) minimal communication, through (2) shared information, (3) treating one another as customers, and (4) jointly planning, to (5) sharing responsibility for the success of the whole operation.

Unleashing Teams

Our mental models and assumption become, in effect, “rules” that determine our behavior and decisions within our team. Therefore, there is great value in the team challenging its conventional ways of thinking and operating that stand in the way of achieving a higher level of performance. In the process, team members gain personal insight about the effectiveness of their own way of participating.

Innovation & Improvement

When system performance hits a ceiling, it is often because we are operating on limiting assumptions and mental models. You must go beyond the boundaries of conventional thinking and adapt the processes of a system to meet the needs of all the participants and stakeholders

Friday Night at the ER® (Cont.)



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Learning and Adapting

The most successful systems consistently measure performance and seek feedback from the system's players as to what they need and customers/stakeholders as to what they value. This data and knowledge then drives better decisions, going forward, for the system as a whole.

How underlying structural elements in teams and organizations can drive people's behavior

THE EVENT...

Friday Night at the ER is played at separate tables, four participants to a table. Each table group represents a hospital and the four players are the managers of the four key departments.

The event works can be held with as few as four participants or groups up to 60 or more. Including the explanation of the game rules and process, the play itself, and a customized debrief, time

required to do it justice is 3 1/2 to 4 hours. We build in some time pressure to replicate the real work environment.

This is a very effective way to have your managers and/or staff experience, first-hand, operating in a system where the parts are connected and therefore which calls for a more complex approach to the work. The lessons from the experience transfer very well back to the participants' work world.

It is an ideal activity for:

*Departmental or team building retreats
Newly formed cross-functional or project teams
Strategic planning meetings
As part of a change management initiative*

SAMPLE OF OVER 250 CLIENTS SERVED:

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National Association of Convenience Stores
North York Branson Hospital
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Sunkist Growers
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Fulcrum Associates is a leadership development firm dedicated to helping our clients leverage the talents of their managers and teams for significantly superior results.

Fulcrum offers facilitation services and executive coaching that help managers—mid-level to executive—generate consistently high performance by (1) fostering commitment and accountability in their employees and (2) building productive teams.

Fulcrum Associates was founded in 1988. We are headquartered in Northern Virginia, with a presence in Toronto. Over three decades we have worked extensively with clients on both sides of the border. These include organizations from the corporate, public, and not-for-profit sectors, as well as associations.



IAN COOK, MILR, CSP IS A SEASONED PRESENTER, GROUP FACILITATOR, AND LEADERSHIP COACH.

His leadership coaching addresses the so-called *outer game* of leaders' behaviors, decisions, and competencies as well as their *inner game* of assumptions, beliefs, and ingrained thought patterns that ultimately determine their success.

Ian facilitates team building for leadership teams, limited life teams, and whole department events.

He is the author of: *Would They Call You Their Best Boss Ever? Practical Tips and Insights for the Successful Manager*

Ian began his independent practice in 1988, following seventeen years of corporate experience in both the high tech manufacturing and transportation industries.

He can be reached directly at 571-226-6610



UNITED STATES
1711 Pine Valley Drive
Vienna, VA 22182-2339
Phone: 703-255-4605

CANADA
14 Shand Avenue
Toronto, Ontario, M8X 1T5

www.888Fulcrum.com