FRIDAY NIGHT
AT THE ER

ORGANIZATIONAL
RESILIENCE
SYSTEMS THINKING
PROCESS EXCELLENCE
EFFECTIVE
COMMUNICATION

DATA-DRIVEN DECISION MAKING

A team-learning simulation game and educational tool

A unique approach to understanding team dynamics

CTI

ABOUT THE GAME

THE GAME EXPERIENCE

Each simulated hour, patients arrive, transfer between departments and exit. Department managers complete tasks, manage resources, make decisions and document results. They are pressured by time limits, quality and cost measures and interactions with peers.

The activity simulates the flow of people or goods through parts of an organization. It feels "frighteningly real," as one CEO put it, yet people enjoy the experience. The gameplay is highly engaging and teams are motivated to perform well.

Team dynamics at each table will vary, while the overall spirit in the room is lively. Group sessions may range from 4 to several hundred participants.

THE INTERACTIVE DEBRIEF

Following the gameplay and scoring, a program leader guides participants through an interactive debrief that includes huddles, exercises and rich discussion. A standard debrief and support materials, included with the game package, can be customized to meet distinct group needs.

WHAT DOES THE GAME TEACH?

- Applied systems thinking
- Collaboration across boundaries
- Smart innovation
- Data-driven decision making
- Designing structure for desired behavior
- Understanding challenges through simulation

WHEN IS THE GAME USED?

- Leadership retreats
- Team kickoff
- Management education
- Team building
- Graduate education

HOW CTI USES THE GAME

CTI utilizes "Friday Night in the ER" in three different educational sessions. These sessions each focus on a different team dynamic. The learning objectives for each of these sessions is listed below.

SESSION OBJECTIVES

SYSTEMS THINKING:

- Describe how what we can't see often has more of an impact than what we do see
- Utilize three different levels of thinking to analyze issues more clearly
- Recognize the mental models that often inhibit progress and how to change them
- Integrate systems thinking to help you lead and manage change more effectively
- Recognize that structure drives behavior and leaders are the architects of structure

PROCESS EXCELLENCE:

- Explain process improvement and Lean concepts and their applications.
- Identify the common forms of waste.
- Describe a process for assessing and identifying waste in a system.
- Formulate specific action plans utilizing Lean concepts.
- Identify opportunities for the application of Lean in your function to improve flow and outcomes.

EFFECTIVE COMMUNICATION:

- Describe the leader actions that help create a trusting communication climate.
- Apply effective listening skills to avoid misunderstanding and de-escalate defenses.
- Describe the "Ladder of Inference" and its impact on communication.
- Explain how stating your intentions and using "I" wording can reduce defensiveness during a conversation.
- Ensure clear communication handoffs through effective summaries and perception checking

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