



# LEARNING GUIDE



## PLAYING AND SCORING TIPS

- Pre-Game** – When rating yourself, consider how you use behavior and how you encourage others to use it.
- iF Cards** – Use Game card definitions to guide responses: Feats *grow* business. Threats *slow* business.
- Bold Behavior Cards** – Use Game card definitions to focus responses on specific details of questions.
- iF Bucks** – iF Bucks only have value when you give them out to reward insightful and original responses.

## SAMPLE QUESTIONS AND ANSWERS

As in real life innovation scenarios, there is no "one right answer" for game questions. There are "right responses" based on definitions, know-how of team members and the decision by two out of three teams.

### IF CARD SAMPLE

A financial services company publishes the top ten reasons to work in their company. One of the ten reasons is: Freedom to make mistakes. Using a baseball metaphor, they say, "we want you to swing for the fences here and we understand that sometimes you're going to strike out."  
**Innovation threat or feat? Why?**

### SAMPLE RESPONSE

Innovation Feat. These actions build business. The company gives every person equal opportunity to create value.

### BOLD BEHAVIOR CARD SAMPLE

**FAILURE**  
pushing to the edge; feedback; mistakes that matter; falling short  
How might permission for failure change how problems are solved in this company?

### SAMPLE RESPONSE

More problems might be solved more creatively because risk-taking is expected, embedded in the culture and virtually unlimited.

### IF BUCKS SAMPLE RESPONSE

Publishing the top ten reasons to work for a company and making them mantras for how people behave is a smart way to recruit and retain the best people because people hold each other to these mantras to keep the company great.

## ANSWER SUPPORT: IF AND BOLD BEHAVIOR CARDS

**BLUE**

- Threat: Departments slow development by not sharing information  
Interest: Buyers and sellers are existing resource for product input
- Feat: Group sees business value in differentiating product  
Involvement: Employees show urgency, know competitors, desire change
- Threat: Company is slowing person's achievement potential  
Individuality: Person will do best work in job that fits evolved interests
- Threat: Sales are slower without all employee voices in marketplace  
Inspiration: Enthusiasm of employee advocates attracts new customers
- Threat: Opportunity to hire best people is slowed by failure to change  
Ingenuity: Survey data can change thinking, improve work climate
- Feat: Manager sees every customer as opportunity for business building  
Focus: Raises customer expectations; good word-of-mouth story
- Feat: Company collaborates with right partner to eliminate competition  
Fun: Strategy relies on customer surprise, location exclusivity
- Feat: Manager shifts people's thinking from neutral to building business  
Flexibility: New positive mantra gives permission to move past fears
- Feat: Leaders make meeting time productive for building business  
Fast: Learning with customers saves time, shortens selling cycle
- Feat: Company gives every person equal opportunity to create value  
Failure: Risk taking to build business is expected when mistakes are ok

**GREEN**

- Threat: A business-building idea is ignored because of fear, not data  
Failure: Challenge employees to prototype a secure, profitable model
- Threat: Slow response to idea generation bogs down new products  
Fast: Plan follow up as part of event to filter ideas through key groups
- Feat: Employees think like customers and interact with competitors  
Flexibility: They proactively learn from other's good ideas and mistakes
- Feat: Better relationships focus brain power on business building  
Fun: The story metaphors diffuse differences and enhance similarities
- Feat: Manager finds business value in peer's customer story  
Focus: Executive sees and shares customer need; manager takes action
- Feat: Both have a competitive advantage through customer relationships  
Ingenuity: Connecting what customers want with fresh service ideas
- Feat: Customers and new ideas treated as business assets, not problems  
Inspiration: Change non-productive practice into a customer community
- Feat: Prospective employees provide fresh business opportunities  
Individuality: Find best people, gain insider advocates, improve product
- Threat: Slow implementation can retard results with all talk, no action  
Involvement: Put people right into problem solving situations; no waiting
- Feat: Customer focus, shared interest and diverse strengths add value  
Interest: The focus is on what matters most which builds brand loyalty

**YELLOW**

- Feat: Creative retention strategy costs less than losing key people  
Focus: Valuing people's energy directs more of it to work output
- Threat: Protecting perception of previous actions slows progress  
Flexibility: Executive learns what's not working; managers get heard
- Feat: This approach frames employees as business-building assets  
Failure: Share new work in progress, reward actions as success
- Threat: CEO slows organization growth by ignoring manager input  
Involvement: CEO and managers interact online to improve face to face
- Threat: President's close-minded view could slow business growth  
Inspiration: Lose chance to be first, lose learning, lose customers
- Feat: People are more likely to build business with clear leadership  
Fun: Positive, inclusive event gives new direction for behavior
- Threat: Inability to partner internally can weaken market response  
Fast: Low tolerance for behaviors that threaten forward progress
- Feat: Turning people's passion into business asset is valuable solution  
Interest: People's interests self-power their engagement and results
- Feat: The education process models the business-building process  
Individuality: Teams need divergent thinking and common ground
- Feat: Employee's solution is good for customer and business  
Ingenuity: Customer relationships expand; problem solving improves

**RED**

- Feat: Employee/students and organization get value from status change  
Ingenuity: Makes you wonder how to create mutually valuable solution
- Feat: Work environment levels playing field for acting on new ideas  
Inspiration: Attention paid to value of the idea not politics of the person
- Feat: Short term decision protects what company stands for in long term  
Individuality: Its integrity could slip away one transaction at a time
- Feat: Strategically challenging new hires focuses fresh minds on growth  
Involvement: The recruits are put into a mission-critical business problem
- Feat: Passion and interest are natural resources that speed results  
Interest: The dog lovers are the market so they develop what they'll buy
- Feat: President looks for value in the opportunity to learn from mistake  
Failure: In this case: \$500,000, a redeemed employee, and a new product
- Feat: Company openly solicits customer ideas and takes them seriously  
Fast: Direct request for ideas at point of service provides timely feedback
- Feat: Empowered employees protect creative climate for business' sake  
Flexibility: Move forward on business-building ideas; don't get stuck
- Feat: The contest provides real data and has business-building intent  
Fun: The philosophy of All Eyes Open is activated in a win/win strategy
- Feat: The company is staying true to its purpose and core customer  
Focus: They know who they're serving; star's action reinforces mission

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"Innovative learning experiences inspire innovative behaviors."



Sue Baechler



# PLAYING GUIDE

## WELCOME TO iF

The game where everyone creates business value with innovation feats



### WHAT YOU LEARN AND DO

**Innovation is a team sport.** It starts with fresh thinking to solve or improve something and it gains value when it builds business. To get from ideas to innovation takes everyone participating in **innovation feats** – thinking and acting that builds business. The iF game introduces ten **bold behaviors** for innovation feats that build business and overcome **innovation threats** that slow business. In the game, teams compete and collaborate to apply bold behaviors to **innovation opportunities** inspired by innovation-driven organizations. The game is a fast-moving interactive conversation where playing, scoring and winning reward bold behaviors that create business value.

### OBJECT OF THE GAME

Earn the most points by using bold behaviors to create business value with innovation feats.

### PLAYERS: 8 PER GAME TIME: 2 HOURS

SIT IN 4 TEAMS OF 2 AROUND TABLE; SET UP; REVIEW HOW TO PLAY, SCORE, WIN; BEGIN

## SETUP

#### 1 PREPARE GAME BOARD

Place timer and dice in middle of game board. Team with highest dice roll starts.



#### 2 DEAL CARDS

Give each team 10 iF cards and 10 Bold Behavior cards in matching colors. Stack both sets of cards on board in order 1 (top) –10 (bottom).



Place 3 Pre-Game cards in front of each team in any order and give each player 1 Game card.

#### 3 PASS OUT IF BUCKS

Give each team 25 iF Bucks in colors that match their cards.



## PLAY

### 1 PRE-GAME: 30 MINUTES

THE PRE-GAME IS A NON-SCORING ROUND TO RATE YOUR CURRENT USE OF INNOVATION BEHAVIORS.

Each team plays 1 Pre-Game card per turn in 2 minutes. On each turn, select any of your 3 Pre-Game cards.

Read innovation behavior definition and example of behavior out loud.

Set 2-minute timer. (Next-up team watches timer)

Rate yourself (1-5) on how you use behavior now. Going clockwise, ask all 7 other players to rate themselves out loud before time is up.

Continue team turns clockwise until all 12 cards are used. Put cards aside.



### 2 GAME: 90 MINUTES

THE GAME IS TEN SCORED ROUNDS USING BOLD BEHAVIORS FOR LESS THREATS AND MORE FEATS.

Each team plays 1 iF card and 1 Bold Behavior card per turn in 2 minutes. On each turn, select top card from each stack.

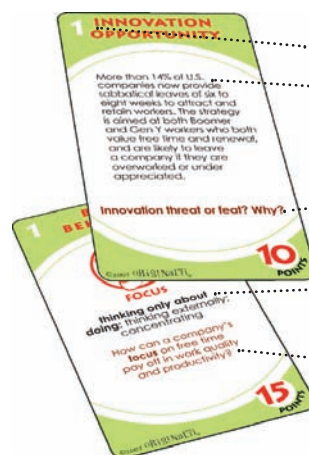
Make sure card numbers match.

Read innovation opportunity out loud.

Set 2-minute timer. Read question out loud and answer it.

Read bold behavior and definition out loud.

Read bold behavior question out loud and answer it before time is up.



Continue team turns clockwise until each team plays 10 sets of cards. Put winning cards in a pile.

## SCORE

### ON EACH TURN TEAMS HAVE 3 CHANCES TO SCORE A MINIMUM 30 POINTS.

#### 1 SCORE 10 POINTS:

Answer the question and convince two of three teams why the innovation opportunity is a threat or feat.



#### 2 SCORE 15 POINTS:

Answer the question and convince two of three teams how the bold behavior is used for innovation feats.



#### 3 SCORE 5 POINTS:

Other teams give you bonus iF Bucks when your answers to the iF and Bold Behavior cards demonstrate original thinking.



Scoring tips, sample answers and answer support available in Learning Guide on back page to use before or during game.

### THE TEAM WITH THE MOST TOTAL CARD POINTS AND IF BUCKS POINTS WINS THE GAME.

## WIN



After each team has played all 10 iF cards and 10 Bold Behavior cards, add up your card points and iF Bucks points. Everyone wins in a learning game, but if your team has the most total points, you win the iF game.



Use your Game card to help you win. Take it with you as a reminder to use your ten bold behaviors for innovation feats.