

Double Keypunch

Objectives

- To energize and engage your group
- To illustrate group problem-solving skills and offer opportunities for continuous improvement
- To provide a group with a challenging problem to solve that supports communication, consulting subject matter experts, change and quality control
- To experience EQ elements, MBTI preferences, conflict or motivational styles in action when used in conjunction with the corresponding organization development instruments

Trainer Instructions

Note: This exercise is best done with a group at the early portion of a half day or full day of experiential activities or at the beginning of the afternoon session of a day of MBTI or EQ-i training. The activity can be done with one set of numbered mats, if the group is small. The focus here would be on continuous improvement. However, the larger the group is and the more complex you want the activity to be, the more sets of numbers and the more variety in the number sequence you want to introduce.

1. Mark out two circular areas (each 12 feet in diameter) 20 to 30 feet apart with rope.
2. Scatter at random the numbered sheets of paper or mats randomly on the floor so that no space is more than two feet from the next one. Make sure that each set of numbers gets randomly scattered in each roped area. Do not mix the sets.
3. Have participants stand at a line drawn 30 feet from the keypunch areas. They can see the numbered pads or sheets, but they cannot make out the relationship between the numbers or the random way the mats are scattered.
4. Hand them the instructions typed up. The instructions come after this document and are labeled “Client Visits.”
5. Ask the teams to plan behind the designated line and inform them that they cannot walk up to the keypunches during the planning phase. Once they cross the line, the trials will have begun.
6. The teams have 5 trials each or a total of 30 minutes (whichever comes first)

Category

Group Problem Solving

Post Introduction to MBTI, post introduction to EQ-i Feedback, or introduction to other organization development psychometric tool

Exercise Stage

Basic stand alone, as part of a half day to a full day of experiential activities

Post-intro to an organization development instrument

Number of Participants

Minimum: 10 (possible for a small group to engage with this content—but the benefits of group-level interaction are missing)

Ideal: 10 - 16

Maximum: 20

Time Required

Minimum: 30 minutes

Maximum: 60 minutes

(larger groups need more sub-groups, which takes more time, and the amount of discussion/process of exercise output is a variable affecting time)

Materials Needed

- Two sets of numbered cards or sheets of paper (8x11 inches) or plastic mats, the size of placemats. One set is numbered 1 – 30, the other 2 – 60 even numbers only.
- Two watches or stopwatches for timing may be helpful here.



to complete the task, which is to touch each mat in sequence.

7. The goal is to touch the mats and return to the starting line in the least possible time.
8. After the third trial, ask the teams to switch keypunches (regions or areas) they are running their trials in.

Frame: You are expected to visit client sites to check on the quality of the product or services you have been contracted to provide your client with. Each office (team) has a geographic region you are responsible for. You have 30 clients in each region and you are expected to visit each client in sequential order (touching each numbered mat in ascending order of numbers). After each team completes their third trial, instruct them that the president of the company would like cross training to occur by switching teams to different geographic locations.

Processing Questions

- In what ways does this exercise reflect your daily work?
- What worked well – what are best practices – in getting “client visits” completed?
- What happened when you switched keypunches (regions or areas)?
- What does that remind us of, if we put it in work context?
- What happened to our time as we repeated the trials?
- What happened when we switched keypunches (regions or areas)?

Debriefing Instructions

1. Ask the processing questions above throughout the exercise or at the end, after they complete the task.
2. Ask the group if everyone’s ideas were heard.
3. Ask how welcoming the group was to new ideas.
4. Ask questions about the group’s ability to exchange best practices once the switch in keypunches was announced.
5. Was the set up intended to be a competition? If not, why did you see it that way?
6. Explore with the team why they were or were not willing to share best practices and if they let the other team know about the nuances in the number sequence.
7. Help the team discover how the process of continuous improvement is a common theme that emerges from the repetitive nature of the trials.
8. Explore with the team the possibility of hiring a consultant from the other team to share best practices before they embarked on their fourth trial.



Debriefing Instructions If Activity is Used After MBTI Introduction

Note: This is a great activity to see how Extraverts and Introverts manage issues around communication as well as how J and P issues surface around planning. This activity can highlight other issues around the Data Gathering Function and around the Decision Making Function.

1. Was everyone heard?
2. Was there enough airtime management?
3. Was there a plan?
4. Did you notice a difference between how Js and Ps went into the implementation phase?

Debriefing Instruction If Activity is Used After EQ-i Introduction

Note: This is a great activity to see how behaviors associated with many EQ elements manifest. Most commonly encountered behaviors associated with EQ elements on this activity are: Emotional Self Awareness, Emotional Expression, Assertiveness, Independence, Empathy, Problem Solving, Impulse Control and Flexibility. The list of questions to ask around EQ elements are numerous, but some common ones are:

1. Did anyone feel frustrated at some point?
2. Were you able to identify the feelings experienced and what was causing them?
3. How did you express or deal with that?
4. Did anyone dominate the conversation or speak incessantly?
5. Was anyone inhibited from voicing their opinion about how you should solve this problem?
6. How assertive were you?
7. Did people think of new ideas that had not been brought up before? Did they voice that?
8. How did your emotions, as you experienced them, help or get in the way of working together on solving the challenging environment of varying opinions and perspectives?
9. How flexible were you in adopting an idea and changing your views/emotions about it?
10. Were you able to approach the changing directions with an open mind or were you stuck on the “old way of doing things?”

Client Visits

GOAL:

- For the entire team - excluding the timekeeper and quality control manager - to visit (touch) 60 clients in the least amount of time possible. Each team has responsibility for visiting 30 clients in their geographic area

PROCEDURES:

- Elect a timekeeper to keep track of overall time.
- Elect a quality control person to keep track of infractions.
- You have 5 trials or 30 minutes to get your best time.
- Trial times start as soon as a team member crosses the starting line. After the team completes the task, the trial time stops when the last person has crossed back behind the starting line.
- You will be given 5 minutes to plan.
- Planning will be done behind the starting line. After the 15 minutes of planning, you may begin your first trial
- Trials may begin only after the planning time is complete.

GUIDELINES AND CONSEQUENCES:

- Clients must be visited in sequence/order.
- All clients are fixed – neither they nor the boundary or starting lines can be moved.
- Any and all members of the team may cross the starting line.
- Only one person may be in their geographic area at a time. For each extra person that enters/breaks the vertical plane of their geographic area, or for each client touched out of sequence, there will be 5 seconds added to that trial time.
- The facilitator will also be checking for infractions and will confer with the team's quality control person after each trial. For each infraction the quality control person does not notice, 10 seconds will be added to that trial time.
- NO RUNNING. An automatic 10 second penalty will be incurred for each person that runs. Speed or mall walking is allowed.

***You may only ask the facilitator 3 questions.**

GOOD LUCK!

