



Plan & Build: Exercise Description

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Plan & Build

Background

This exercise has been designed to engage participants in planning and executing a production run of a simple product. It is suitable for graduate to middle managers. This is a 'non-assigned role' group exercise where participants work together in one group with an identical brief. Alternatively two groups can work in parallel to introduce an element of competition. The main focus in observer assessment is primarily participant interactions, coupled with the quality of input made.

Two assessors play the roles of Customer and Supplies Supervisor – they can act out these roles with some caricature, but overacting is not advised. Scoring is performed at the end of the task. Where Plan & Build is run in parallel for 2 teams, the spirit of competition adds usefully to the exercise. It is only necessary to have one Customer and one Supplies Supervisor to cover the two teams.

The competencies that are relevant to this exercise and can be used as rating dimensions are as follows:

Analysis & Problem Solving Skills

Customer Focus

Results Orientation

Team Orientation

Users may substitute versions of the competencies above from their own existing competency framework as desired.

Administration and completion time totals 70 minutes. A 10 minute briefing is required in which candidates are introduced to the task and provided with instructions. This is followed by a 40 minute group planning phase after which there is a 10 minute period of production. Scoring and review in accordance with the rules given to participants will take 10 minutes. We recommend that this exercise is run with between 4 – 6 participants per group, with no more than 2 groups at a time.

Exercise Content

The 4-page participant brief provides all of the information needed to complete the task including a specification and pricing structure for the manufacturing phase and a set of rules to abide by during planning and production:

“In this exercise your group has to first plan and then implement a 10 minute production run ...”

“You will have 40 minutes to plan and practice the production run, and 10 minutes in which to manufacture ...”

“You will be observed in both the planning and the production phase of the exercise. “

“Your overall aim is to manufacture as many correct specification, high quality ...”

“.. you must also forecast correctly to maximise your final score, and therefore profit.”

The specification rules include constraints on the availability of materials together with other conditions, such as:

3. The same team member cannot pick up materials from Supplies twice in succession.
10. The Customer will observe all practice and production, and may ask questions from time to time.

Participants are advised that score is dependent upon output but that points will be deducted if the group fails to reach the forecast target or overproduces resulting in wastage.

Assessor Brief

The Assessor Brief provides background information (i.e. an Overview of the task, Relevant Competencies, Timing, Exercise Materials and Key Issues). General advice is provided on observing and rating the exercises, along with rating guidelines, and details of how to conduct a Post Exercise Review. A separate full set of Administration Instructions is also provided.

Scoring guidelines document the rewards available and the simple rules to follow to award (or deduct) points to the group at the end of the exercise. A scoring matrix helps with this. The point scoring applied to the groups is independent of the rating of individuals' competencies.

Quantities

The Administration Pack contains the following items:

- 12 Participant Briefs
- 2 sets of Admin Instructions
- 12 Observation Sheets
- 12 Rating Forms
- 4 Assessor Briefs

After initial purchase of the Admin Pack, a Refill Pack may be purchased which contains the following consumable items:

- 12 Participant Briefs
- 12 Observation Sheets
- 12 Rating Forms

Current pricing can be determined by reference to <http://www.sr-associates.com/pricing.html>

If desired, further queries as to the exercise demands and content can be made to:

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