Objective: Put the puzzles together. This activity simulates the problems associated with coordination across large, cross-cutting Agile efforts — along with possible solutions to those problems.

Puzzle Breakdown / Set Up
Take 6 unique 48-piece puzzles and spread the content in 6 boxes.
P# represents the puzzle and B# represents the box of pieces.
The bold numbers represent the original pieces from that puzzle.

<table>
<thead>
<tr>
<th>P1</th>
<th>B1</th>
<th>B2</th>
<th>B3</th>
<th>B4</th>
<th>B5</th>
<th>B6</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>P3</td>
<td>8</td>
<td>30</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>P4</td>
<td>8</td>
<td>5</td>
<td>20</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>P5</td>
<td>8</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>P6</td>
<td>8</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>48</td>
<td>57</td>
<td>40</td>
<td>49</td>
<td>33</td>
<td>61</td>
</tr>
</tbody>
</table>

Separate participants into 6 groups of 2-3 people and give them 1 box. Identify a timer to track total time to complete puzzle (not including pauses).

Facilitator Tips and Variations
Tip: Anticipate responses from non-Agile practitioners
Tip: Prompt people to go talk to others or change something each round
Tip: Prompt them to do a quick “inspect & adapt”
Tip: Might need to shorten time in each round to 1 minute
Tip: Team temp or “How do you feel” after each round
Variation: Have one group in a different room
Variation: Add a round with a priority change
Variation: Hide a puzzle piece
Variation: Share puzzle vision after 1st or 2nd round

Key Take-Aways
- Provide a visual big picture/vision
- Celebrate wins along the way
- Take time to understand needs
- Set clear priorities and expectations
- Inspect & Adapt often even if disruptive
- Have a collective desire to work together
- Encourage team to self-organize
- Ask for help from others
- Collaborate with each other, build relationships
- Physical environment helped be successful
- Ask the team when they can finish, don’t tell them
- Ask “why”
- Have a leader (e.g. PO, SM, PM) to funnel requests
- “Helicopter Mom” your teams as they work
- Have multiple #1 priorities
- Set time constraints for others
- Fix your scope if there is a fixed delivery date
- Create restrictions or bottlenecks

StateFarm created by Season Tanner and Jenny Jaworek
How to play
4 rounds of play in which teams attempt to get their puzzle completes on time. Be sure to debrief after each round. See reverse side for debrief topics.

Round 1
Give teams 1 min to get acquainted and then 2 minutes to put their puzzle together.
RULES: Each puzzle is a priority and puzzle #1 (B1) and puzzle #5 (B5) need to be completed in 2 minutes. Puzzle 3 (B3) has to be done within 5 minutes. Note: it is highly unlikely any team completes a puzzle during the first 3 rounds.

Round 2
Give teams 2 minutes to continue working on puzzles. Same rules as round 1.

Round 3
Give teams 2 minutes to continue working on puzzles. Same rules as round 1.

Round 4
RULE CHANGE: Puzzle 1 needs to be completed in 2 minutes, if Puzzle 1 team approaches your team, stop everything and provide their pieces. Puzzle 5 has to be done next. If puzzle 5 team approaches your team, stop everything and help them ONLY IF PUZZLE 1 IS COMPLETE. Puzzle 3 needs to be completed next. If puzzle 3 approaches your team, stop everything and help them ONLY IF PUZZLE 1 and 5 ARE DONE. Puzzles 2, 4, and 6 can be completed in any order and do not have a time constraint.

Debrief Topics
After each round spend time discussing the following
Round 1 discussion topics
• How this is like real life
• What challenges did your team encounter?
Round 2 discussion topics
• Add to list of how this is like real life
• What are the obstacles?
Round 3 discussion topics
• Add to list of how this is like real life
• Create a list of how this is NOT like real life
Round 4 discussion topics
• Add to list of how this is like real life
• Create a list of take-aways, what did they learn about what to DO and what NOT to do?

End of Activity Data
Puzzle 1 needed 40 pieces from 5 teams and had to give 40 pieces to 5 other teams.
Puzzle 2 needed 18 pieces from 4 teams and had to give 27 pieces to 5 teams.
Puzzle 3 needed 28 pieces from 5 teams and had to give 20 pieces to 4 teams.
Puzzle 4 needed 24 pieces from 5 teams and had to give 25 pieces to 5 teams.
Puzzle 5 needed 32 pieces from 5 teams and had to give 17 pieces to 3 teams.
Puzzle 6 needed 16 pieces from 3 teams and had to give 29 pieces to 5 teams.