

A photograph showing two hands, one from the left and one from the right, exchanging a bright red baton. The background is a clear blue sky with soft, white clouds. The text 'Succession Management' is overlaid in large, bold, black letters, with a thin horizontal line underneath it.

# **Succession Management**

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EXPERIENTIAL ACTIVITY PACKET

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## Materials for Experiential Activity

Materials List:	√
Experiential Activity Packet - 1 per Facilitator	
A timer (watch/stopwatch) - 1 per Facilitator	
Blank paper - 20-30 sheets	

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*Note: When printing the Experiential Activity Packet, please print single-sided only. The Instruction Sheets at the back of the packet are to be handed out one at a time.*

Time	Section	Action/Content
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2 min.	Beginning Instructions	<ul style="list-style-type: none"> <li>❑ Divide the class into two teams</li> <li>❑ Assign a Team Leader to each team</li> <li>❑ Provide the following instructions:               <ul style="list-style-type: none"> <li>• This activity will be a competition between two teams to see who can create the most paper objects. Each person on the team will have a role:                   <ul style="list-style-type: none"> <li>○ <b>The Team Leader:</b> <ul style="list-style-type: none"> <li>▪ Responsible for reading the Instruction Sheets to the team</li> <li>▪ <u>Cannot</u> touch the paper objects or assist the team with creating the objects</li> <li>▪ Must assign every person one of the following roles – Workers or Observers                       <ul style="list-style-type: none"> <li>• Observers are optional</li> </ul> </li> </ul> </li> <li>○ <b>Workers:</b> <ul style="list-style-type: none"> <li>▪ Workers are the <u>only</u> individuals on the team who are allowed to create the objects or touch the paper</li> </ul> </li> <li>○ <b>Observers:</b> <ul style="list-style-type: none"> <li>▪ <u>Cannot</u> touch the paper objects. Observers are responsible for listening carefully to the instructions for creating the paper objects and providing verbal support to the workers</li> </ul> </li> </ul> </li> </ul> </li> <li>❑ Allow 30 seconds for Team Leaders to assign roles to their team</li> </ul> <div style="background-color: black; color: white; padding: 10px; margin-top: 10px;"> <p><i>Note: The instruction sheets are located in the back of this packet. Remove the instruction sheets from the packet now.</i></p> <p><i>The instruction sheets are slightly different for each team. Do <u>not</u> announce this fact to the teams, but be mindful of which sheets are being handed to each team.</i></p> </div> <p><b>CONTINUED ON NEXT PAGE</b></p>
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Time	Section	Action/Content
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	<b>Beginning Instructions (continued)</b>	<ul style="list-style-type: none"><li>□ Review the process for using the Instruction Sheets:<ul style="list-style-type: none"><li>• Each sheet contains instructions for completing the paper objects</li><li>• When Round 1 begins, Sheet #1 will be given to the Team Leader</li><li>• The Team Leader will then read the instructions to the team</li><li>• Once the team has completed the steps on Sheet #1, Sheet #2 will be given to the Team Leader</li><li>• When the steps on Sheet #2 are completed, Sheet #3 will be given to the Team Leader</li></ul></li></ul>
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Time	Section	Action/Content
4 min.	Competition Round 1	<ul style="list-style-type: none"> <li>❑ <b>Begin Round 1</b> <ul style="list-style-type: none"> <li>• <b>Distribute</b> Sheet A1 to the Team Leader of Group A</li> <li>• <b>Distribute</b> Sheet B1 to the Team Leader of Group B</li> <li>• <b>Instruct</b> Team Leaders to use the Instruction Sheets to lead their group in creating the objects</li> <li>• <b>Start</b> the stopwatch</li> </ul> </li>   <li>❑ <b>Allow</b> the teams to work for <b>2 minutes</b></li>   <li>❑ <b>Provide</b> the following instructions to end Round 1: <ul style="list-style-type: none"> <li>• <b>Say</b>, <i>“Because of some changes to our company, your Team Leaders have been promoted! Team Leaders, please hand me your Instruction Sheets.”</i></li> </ul> </li>   <li>❑ <b>Collect</b> the Instruction Sheets from both Team Leaders <ul style="list-style-type: none"> <li>• Keep Team A and Team B Instruction Sheets separated</li> </ul> </li>   <li>❑ <b>Instruct</b> the original Team Leaders to please sit down away from the rest of the team and remain quiet for the remainder of the activity. They will no longer be able to participate in the competition.</li>   <li>❑ <b>Ask</b> the original Team Leaders if they have an appointed Assistant (<i>Only Team A will have an appointed Assistant</i>). The Assistant will become the new Team Leader.</li>   <li>❑ <b>Hand</b> the new Team Leader of Team A the Instruction Sheets <ul style="list-style-type: none"> <li>• <b>Remind</b> the new Team Leader that he/she cannot touch the paper objects or assist the team with creating the paper objects and they are only permitted to read the instructions <ul style="list-style-type: none"> <li>○ Note: <b>DO NOT</b> hand Team B their Instruction Sheets</li> <li>○ They will begin Round 2 without a Team Leader or any Instruction Sheets</li> </ul> </li> </ul> </li> </ul>

Time	Section	Action/Content
3 min.	Competition Round 2	<ul style="list-style-type: none"> <li>❑ Start the stopwatch for <b>Round 2</b> of the competition</li> <li>❑ <b>Instruct</b> both Team A and Team B to continue where they left off with creating the paper objects <ul style="list-style-type: none"> <li>• <b>Remind</b> both teams that this is a competition against the other team to create as many of the paper objects as they can <ul style="list-style-type: none"> <li>○ Note: Expect Team B to be confused but encourage them to do their best with continuing to create the paper objects</li> </ul> </li> </ul> </li> <li>❑ <b>Approach</b> Team B after approximately <b>45 seconds</b>: <ul style="list-style-type: none"> <li>• <b>Ask</b> Team B how they think it is going and allow them to respond</li> <li>• <b>Acknowledge</b> their struggle because they do not have any instructions, nor do they have a Team Leader prepared to continue providing instructions</li> </ul> </li> <li>❑ <b>Assign</b> Team B a new Team Leader: <ul style="list-style-type: none"> <li>• If the team <b>has</b> Observers: Choose one of the Observers to be the new Team Leader</li> <li>• If the team <b>does not</b> have an Observer: Choose a new Team Leader based on the person whose first letter of their last name is the earliest in the alphabet (i.e. Andrews comes before Smith) <ul style="list-style-type: none"> <li>○ <b>Instruct</b> the team to tell you when they have identified their new Team Leader based on the first letter of their last name; this individual is now the new Team Leader <ul style="list-style-type: none"> <li>▪ <b>Tell</b> the individual, <i>“You are now the new Team Leader.”</i></li> </ul> </li> </ul> </li> </ul> </li> <li>❑ <b>Hand</b> the new Leader of Team B the Instruction Sheets <ul style="list-style-type: none"> <li>• <b>Remind</b> the New Team Leader that he/she cannot touch the paper objects or assist the team with creating the paper objects</li> <li>• They are only permitted to read the instructions</li> </ul> </li> </ul> <p><b>CONTINUED ON NEXT PAGE</b></p>

Time	Section	Action/Content
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	Competition Round 2 (continued)	<ul style="list-style-type: none"><li><input type="checkbox"/> Instruct Team B to continue where they left off with creating the paper objects</li><li><input type="checkbox"/> <b>Stop</b> the stopwatch after <b>3 minutes</b> or once one of the teams has completed all 10 objects</li></ul>
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Time	Section	Action/Content
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15 min.	Debrief the Competition	<ul style="list-style-type: none"><li><input type="checkbox"/> Congratulate the winning team (this is the team that had the most completed objects)<ul style="list-style-type: none"><li>• If there is a tie between the teams, congratulate both teams</li></ul></li><li><input type="checkbox"/> Instruct teams to collect their remaining blank paper, objects, and Instruction Sheets for recycling/disposal<ul style="list-style-type: none"><li>• Collect the stacks of paper</li></ul></li></ul> <p><i>If there is a clear winner (one team created more objects than the other) turn to page 8-10 for your debrief questions.</i></p> <p><i>If there was not a clear winner (the teams created the same number of objects) turn to page 11-13 for your debrief questions.</i></p>
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	<p>Clear Winner Debrief</p>	<p>□ Explain the following:</p> <ul style="list-style-type: none"> <li>• Team A’s instructions told them to assign one of their Observers as an Assistant during Round 1; if they didn’t have an Observer they chose a Worker             <ul style="list-style-type: none"> <li>○ The Assistant was now able to see the Instruction Sheets <b>and</b> touch the paper objects</li> <li>○ Once Round 2 began, this Assistant became the new Team Leader and was immediately given the Instruction Sheets</li> <li>○ Team A was able to continue creating the paper objects</li> </ul> </li> <li>• Team B had to continue without a Team Leader or any Instruction Sheets             <ul style="list-style-type: none"> <li>○ Eventually Team B was assigned a new Team Leader who received the Instruction Sheets a minute into Round 2</li> </ul> </li> </ul> <p>? Ask, “Winning team, how did the transition go between Round 1 and Round 2 when you lost your original Team Leader?”</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• We had a new Team Leader, so it was a smooth transition</li> <li>• Confusing at first, but we quickly got back on track</li> </ul> <p>? Ask, “Not so winning team, tell us why do you perceive your team was not as successful?”</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• We didn’t have a Team Leader going into Round 2</li> <li>• The new Team Leader that was assigned was not prepared and didn’t have instructions to lead us right away</li> <li>• We didn’t have all the information as a team that we needed to succeed</li> </ul> <p><b>CONTINUED ON NEXT PAGE</b></p>
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Clear Winner  
Debrief  
(continued)

? Ask, "Teams, how did you feel during Round 2? Team Leaders, how did you feel when you got promoted?"

**Expected Responses from Team B:**

- Confused, frustrated
- Like we were failing
- We made up our own rules so we could complete the objects

**Expected Responses from Team Leaders:**

- We wished we could help our old team

? Ask, "What conclusions can we draw from this activity that relate to our work environment?"

**Expected Responses:**

- Not having people ready to move into leadership roles when the need arises can cause poor performance and confusion and stress for the entire team
- Transition and change can be difficult even with preparation, but with a prepared replacement, the transition is easier and the team is more likely to begin performing well again at a quicker rate of speed
- When a person has received advanced preparation, he/she is more comfortable and more successful when he/she steps into a management role

? Ask, "How many of us, once we were promoted, identified tasks or experiences we wished someone would have taught us or told us about PRIOR to receiving our current position? What were those tasks?"

**Expected Responses will vary**

**CONTINUED ON NEXT PAGE**

Time	Section	Action/Content
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	<p><b>Clear Winner Debrief (continued)</b></p>	<p>? Ask, <i>“Having instructions prior to the end of Round 1 and early in Round 2 prepared Team A’s new Team Leader to succeed. In our environment, how can we get others ready to step into leadership roles?”</i></p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Give them experiences to observe us performing management responsibilities</li> <li>• Enroll them in management training programs</li> <li>• Verify they have completed all necessary training</li> <li>• Be sure they understand the requirements of the job</li> <li>• Give them a clear picture of the role and responsibilities</li> </ul> <p>? Ask, <i>“What additional conclusions can we draw based on this activity and preparing individuals for future leadership roles?”</i></p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Preparing future leaders is the difference between a work environment that is functioning well and one that’s not</li> <li>• When everyone on the team knows what they are supposed to do the workplace runs smoothly</li> <li>• When a work environment is running well the Manager can spend time doing things like training, coaching, and encouraging the team</li> </ul>
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Time	Section	Action/Content
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15 min.	No Clear Winner Debrief	<p>□ Explain the following:</p> <ul style="list-style-type: none"> <li>• Team A’s instructions told them to assign one of their Observers as an Assistant during Round 1; if they didn’t have an Observer they chose a Worker               <ul style="list-style-type: none"> <li>○ The Assistant was now able to see the Instruction Sheets <b>and</b> touch the paper objects</li> <li>○ Once Round 2 began, this Assistant became the new Team Leader and was immediately given the Instruction Sheets</li> <li>○ Team A was able to continue creating the paper objects</li> </ul> </li> <li>• Team B had to continue without a Team Leader or any Instruction Sheets               <ul style="list-style-type: none"> <li>○ Eventually Team B was assigned a new Team Leader who received the Instruction Sheets a minute into Round 2</li> </ul> </li> </ul> <p>? Ask, “Team A (this is the team that had the instruction to assign an Assistant), <i>how did the transition go between Round 1 and Round 2 when you lost your original Team Leader?</i>”</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• We had a new Team Leader, so it was a smooth transition</li> <li>• Confusing at first, but we quickly got back on track</li> </ul> <p>? Ask, “Team B, <i>how did the transition go between Round 1 and Round 2 when you lost your original Team Leader?</i>”</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• We didn’t have a Team Leader going into Round 2</li> <li>• The new Team Leader that was assigned was not prepared and didn’t have instructions to lead us right away</li> <li>• We didn’t have all the information as a team that we needed to succeed</li> </ul> <p><b>CONTINUED ON NEXT PAGE</b></p>
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	<p>No Clear Winner Debrief (continued)</p>	<p>? Ask, "Teams, how did you feel during Round 2? Team Leaders, how did you feel when you got promoted?"</p> <p><b>Expected Responses from Team B:</b></p> <ul style="list-style-type: none"> <li>• Confused, frustrated</li> <li>• Like we were failing</li> <li>• We made up our own rules so we could complete the objects</li> </ul> <p><b>Expected Responses from Team Leaders:</b></p> <ul style="list-style-type: none"> <li>• We wished we could help our old team</li> </ul> <p>? Ask, "Even though the teams created the same number of objects or were very close in the competition, which team had a better overall experience as they were working together to complete the paper objects? Why?"</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Team A had a better overall experience because it was a smoother process with a clear Team Leader and they had clear instructions</li> <li>• Team B, though successful, had a chaotic experience and the team members were frustrated during the activity</li> </ul> <p>? Ask, "What conclusions can we draw from this activity that relate to our work environment?"</p> <p><b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Not having people ready to move into leadership roles when the need arises can cause confusion and stress for the entire team</li> <li>• Transition and change can be difficult even with preparation, but with a prepared replacement, the transition is easier and the team is more likely to begin performing well again at a quicker rate of speed</li> <li>• When a person has received advanced preparation, he/she is more comfortable and more successful when he/she steps into a management role</li> </ul> <p><b>CONTINUED ON NEXT PAGE</b></p>
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	<p>No Clear Winner Debrief (continued)</p>	<ul style="list-style-type: none"> <li>• Even though our work environment and the individuals in it may be performing well, without having people prepared to step into a leadership role the environment can be stressful and chaotic</li> </ul> <p>? Ask, “How many of us, once we were promoted, identified tasks or experiences we wished someone would have taught us or told us about PRIOR to receiving our current position? What were those tasks?”  <b>Expected Responses will vary</b></p> <p>? Ask, “Having instructions prior to the end of Round 1 and early in Round 2 prepared Team A’s new Team Leader to succeed. In our environment, how can we get others ready to step into leadership roles?”  <b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Give them experiences to observe us performing management responsibilities</li> <li>• Enroll them in management training programs</li> <li>• Verify they have completed all necessary training</li> <li>• Be sure they understand the requirements of the job</li> <li>• Give them a clear picture of the role and responsibilities</li> </ul> <p>? Ask, “What additional conclusions can we draw based on this activity and preparing individuals for future leadership roles?”  <b>Expected Responses:</b></p> <ul style="list-style-type: none"> <li>• Preparing future leaders is the difference between a work environment that is functioning well and one that is not</li> <li>• When everyone on the team knows what they are supposed to do the work environment runs smoothly</li> <li>• When a work environment is running well the Manager can spend time doing things like training, coaching, and encouraging the team</li> </ul>
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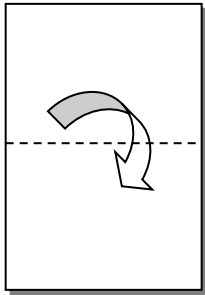
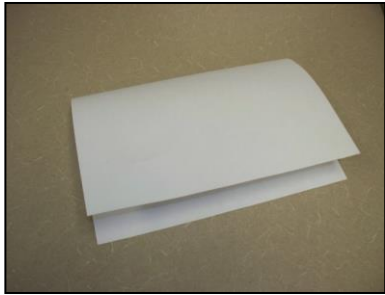
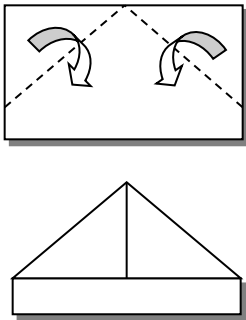
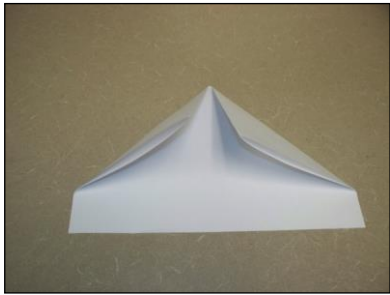
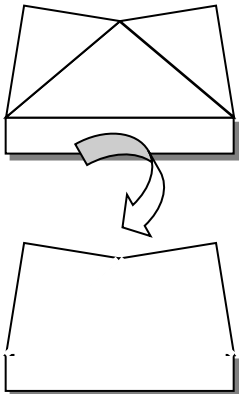
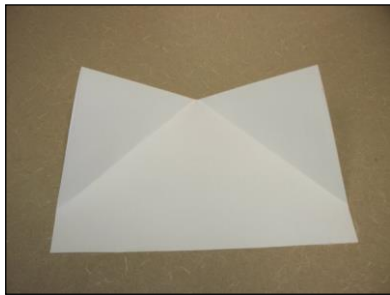
# Instruction Sheets

*Please remove the pages that follow. They will be handed out to the groups during the activity.*

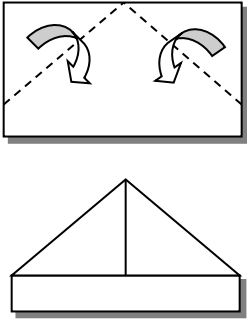
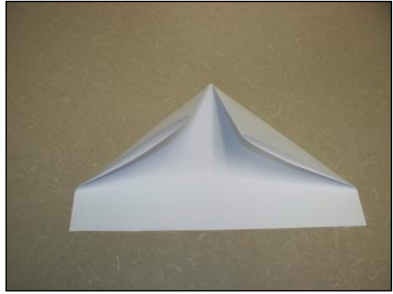
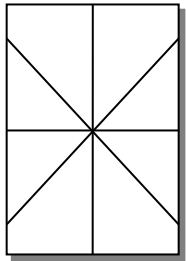
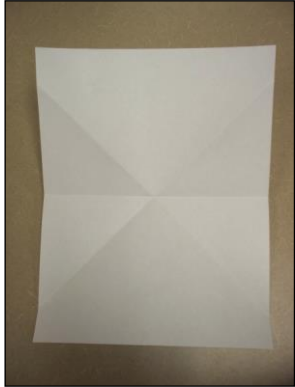
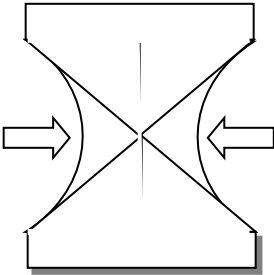

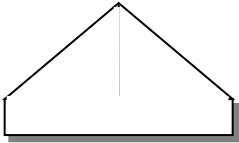
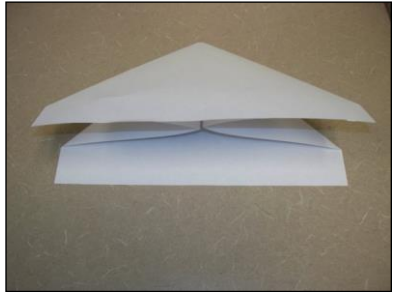
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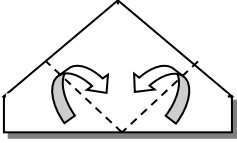
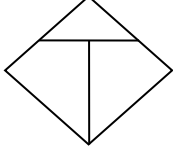
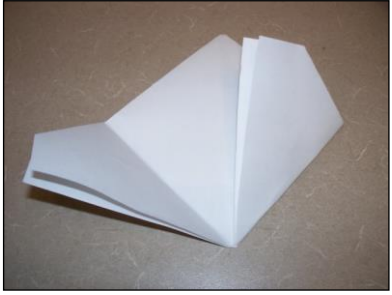
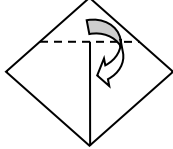
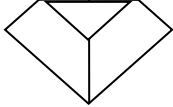



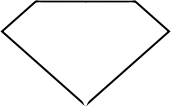
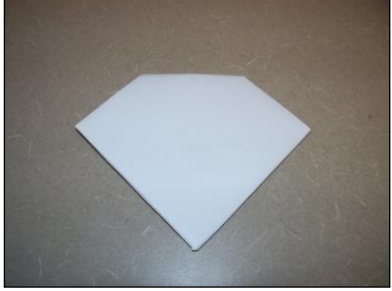
- In order to complete the paper objects, your team will need 10 sheets of paper
- Remember, this is a competition! The goal is to complete more paper objects than the other team

*Note: Look carefully at the pictures and diagrams and make sure your team is making objects that resemble the pictures. You may need to provide more instruction than what is written below if your team is having difficulty.*

<p><b>Step 1:</b></p> <ul style="list-style-type: none"> <li>• Hold the sheet of paper portrait-oriented</li> <li>• Fold the sheet of paper in half horizontally</li> </ul>		
<p><b>Step 2:</b> Assign one of your Observers to be your “Assistant”. If you do not have an Observer, assign a Worker as your “Assistant.” He or she is permitted to see the instructions from this point forward to assist you with guiding the team. He or she can also touch the paper objects.</p>		
<p><b>Step 3:</b></p> <ul style="list-style-type: none"> <li>• Hold the paper with the folded crease at the top</li> <li>• Fold both upper corners down diagonally to meet in the middle</li> </ul>		
<p><b>Step 4:</b></p> <ul style="list-style-type: none"> <li>• Unfold the corners</li> <li>• Flip the sheet of paper over</li> </ul>		



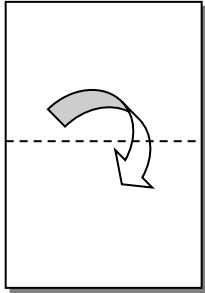
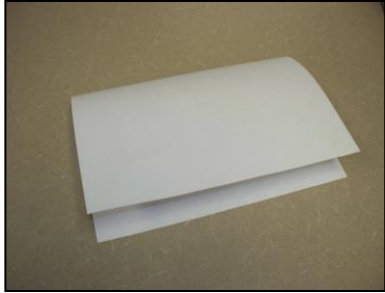
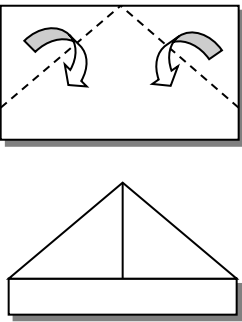
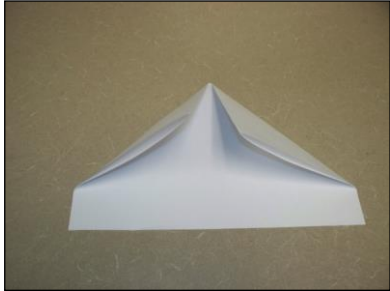
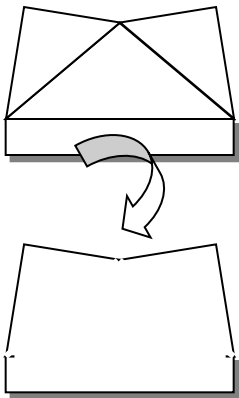
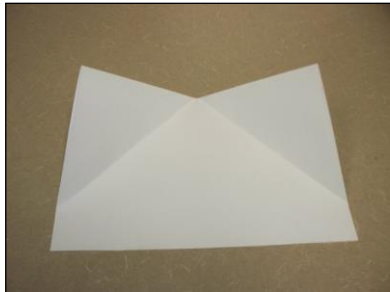
<p><b>Step 5:</b></p> <ul style="list-style-type: none"> <li>• Keep the folded crease at the top</li> <li>• Repeat folding both upper corners down diagonally to meet in the middle</li> <li>• This will crease the seams in the opposite direction</li> </ul>		
<p><b>Step 6:</b></p> <ul style="list-style-type: none"> <li>• Open the sheet of paper completely</li> </ul>		
<p><b>Step 7:</b></p> <ul style="list-style-type: none"> <li>• Push the longer sides of the paper in towards each other to make a pyramid</li> <li>• You may need to re-crease some of the seams if they were not originally folded sharply enough</li> </ul>		
<p><b>Step 8:</b></p> <ul style="list-style-type: none"> <li>• Tuck the longer sides of the paper under to flatten the point of the pyramid</li> <li>• Hold the paper so the point is at the top</li> </ul>		

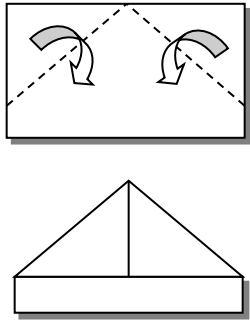
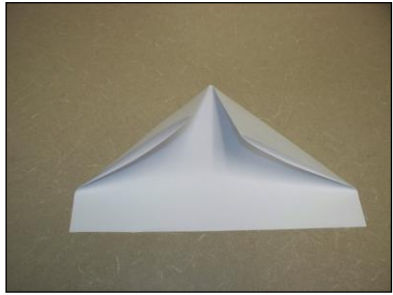
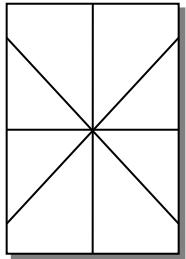
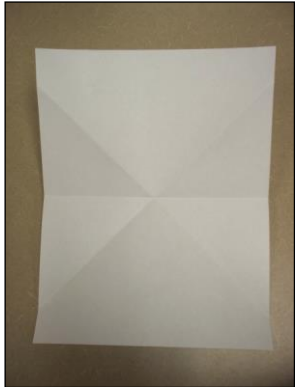
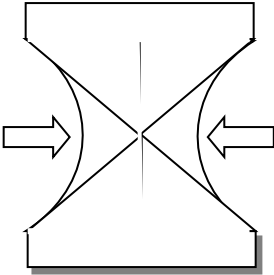

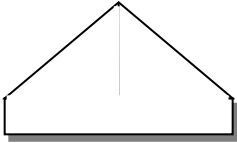

<p><b>Step 9:</b></p> <ul style="list-style-type: none"> <li>• Fold lower corners diagonally up to the center</li> <li>• The two corners will meet in the middle</li> </ul>	 	
<p><b>Step 10:</b></p> <ul style="list-style-type: none"> <li>• Fold upper point down over the edges</li> </ul>	 	
<p><b>Step 11:</b></p> <ul style="list-style-type: none"> <li>• Tuck corners into pockets made by the point</li> </ul>		
<p><b>Step 12:</b></p> <ul style="list-style-type: none"> <li>• Turn over to see your completed object!</li> </ul>		


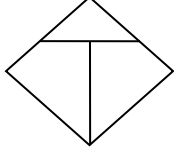
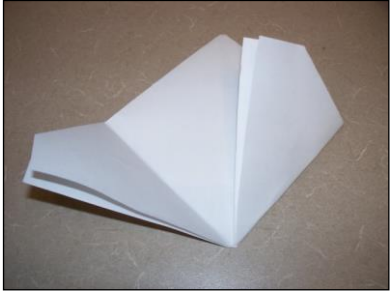
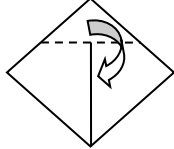
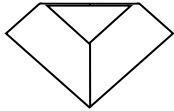
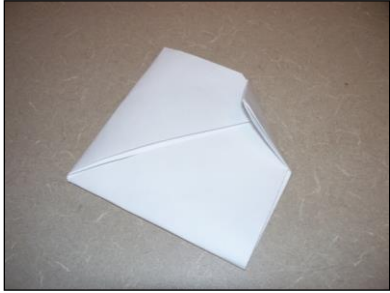


**Instructions:**

- In order to complete the paper objects, your team will need 10 sheets of paper
- Remember, this is a competition! The goal is to complete more paper objects than the other team

*Note: Look carefully at the pictures and diagrams and make sure your team is making objects that resemble the pictures. You may need to provide more instruction than what is written below if your team is having difficulty.*

<p><b>Step 1:</b></p> <ul style="list-style-type: none"> <li>• Hold the sheet of paper portrait-oriented</li> <li>• Fold the sheet of paper in half horizontally</li> </ul>		
<p><b>Step 2:</b></p> <ul style="list-style-type: none"> <li>• Hold the paper with the folded crease at the top</li> <li>• Fold both upper corners down diagonally to meet in the middle</li> </ul>		
<p><b>Step 3:</b></p> <ul style="list-style-type: none"> <li>• Unfold the corners</li> <li>• Flip the sheet of paper over</li> </ul>		

<p><b>Step 4:</b></p> <ul style="list-style-type: none"> <li>• Keep the folded crease at the top</li> <li>• Repeat folding both upper corners down diagonally to meet in the middle</li> <li>• This will crease the seams in the opposite direction</li> </ul>		
<p><b>Step 5:</b></p> <ul style="list-style-type: none"> <li>• Open the sheet of paper completely</li> </ul>		
<p><b>Step 6:</b></p> <ul style="list-style-type: none"> <li>• Push the longer sides of the paper in towards each other to make a pyramid</li> <li>• You may need to re-crease some of the seams if they were not originally folded sharply enough</li> </ul>		
<p><b>Step 7:</b></p> <ul style="list-style-type: none"> <li>• Tuck the longer sides of the paper under to flatten the point of the pyramid</li> <li>• Hold the paper so the point is at the top</li> </ul>		

<p><b>Step 8:</b></p> <ul style="list-style-type: none"> <li>• Fold lower corners diagonally up to the center</li> <li>• The two corners will meet in the middle</li> </ul>	 	
<p><b>Step 9:</b></p> <ul style="list-style-type: none"> <li>• Fold upper point down over the edges</li> </ul>	 	
<p><b>Step 10:</b></p> <ul style="list-style-type: none"> <li>• Tuck corners into pockets made by the point</li> </ul>		
<p><b>Step 11:</b></p> <ul style="list-style-type: none"> <li>• Turn over to see your completed object!</li> </ul>	