

Instructions for Technicians

Goal of this simulation:

This simulation enables you to experience some of the feelings that may occur if you have to work together across sites under time-pressure. In order to make this experience you have to accomplish a real task together with members of another group. Thus, you are forming a cross-site project-team and will experience potential conflicts that may occur in your real work. The debriefing of the simulation will help you to work together across sites on real projects.

Situation:

Your group consists of a team of technicians who are assigned the task to build a bridge in another country, an island named Dardia. This bridge will be represented by a paper-bridge during the simulation. Not only is this bridge important for you, the technicians – they have to accomplish their task – but also for the inhabitants of Dardia, the Derdians: Without the bridge, the Derdians have to travel a long and tedious way to cross the river – the bridge will make travelling a lot easier.

You, the technicians, are under a lot of pressure: You have to have the bridge build in time. Otherwise your employer might not extend your contract. Because there are quite a number of wild rivers on the island of Dardia, you are expected not to build the bridge yourself but to enable the inhabitants of Dardia to build bridges themselves. You have to teach the technique of bridge-building to them: The Derdians shall learn how to build bridges themselves.

It has been agreed with the national government of Dardia that the Derdians are to receive food during the time of construction: The last harvest on Dardia has been very poor.

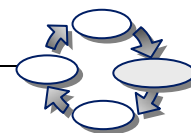
Schedule of the simulation:

You have 20 minutes to read the instructions and to make some general planning concerning your approach. Please select 2 members of your group and mark them with a red dot. They will act as observers that study the Derdians before bridge-building begins.

After 20 minutes, 2 members of your group (with red dot) are allowed to watch the behaviour of the Derdians for 2 minutes. They may also engage in contacts with the Derdians.

Afterwards, your group has another 8 minutes to draw conclusions from the observations the two observers made.

Building Bridges Across Sites: With The Derdians



After those 30 minutes, construction begins. In those 30 minutes of construction-time you have to teach the Derdians how to build the bridge. Please remember: The Derdians must learn how to build the bridge and must do it themselves.

Afterwards, you will be asked to write down your experiences:

- What were your feelings during construction?
- What was working together like?
- How did you experience the Derdians regarding work?
- What was the social system of the Derdians like?

Construction-plan for the bridge

For constructing the bridge, you may only use those materials that have been given to you

- Paper
- Glue
- One pair of scissors
- One ruler
- One pencil

The bridge should have as much span length and as much stability as possible.

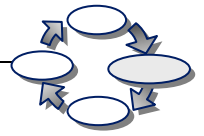
At the end of the simulation, the span length of the bridge will be measured in terms of how much distance between two tables can be bridged by it. The stability is measured as follows: The bridge must be able to carry the weight of at least one ruler.

The bridge may only consist of strips of paper. Each strip of paper has to be 4 centimetres wide. The strips of paper may be cut, bent, jointed, curved, et cetera, in what way you might think of.

One rule has to be followed in any case: To create a strip of paper (e.g. the main component of the bridge), you have to mark the paper with ruler and pencil to create a strip of exactly 4 centimetres width and then cut the paper with the pair of scissors given to you.

Construction-time in Dardia is limited to 30 minutes.

Good luck!



Instructions for Derdians

Goal of this simulation:

This simulation enables you to experience some of the feelings that may occur if you have to work together across sites under time-pressure. In order to make this experience you have to accomplish a real task together with members of another group. Thus, you are forming a cross-site project-team and will experience potential conflicts that may occur in your real work. The debriefing of the simulation will help you to work together across sites on real projects.

Schedule of the simulation:

You will represent an inhabitant of the island of Dardia. The behaviour of the Derdians might be different from your own behaviour. This simulation can only work if you learn the rules of Derdian behaviour and act accordingly during the simulation. Please take this task of learning Derdian behaviour seriously – it will be fun anyway.

Firstly, you will have 15 minutes time to read the instructions and to try to perform some elements of Derdian behaviour.

During the following 15 minutes, please perform the whole repertoire of Derdian behaviour. Please try to make it look as “real” as possible. After 5 minutes of performing, you will be visited by two foreign technicians. Practice your behaviour but don't explain it to the foreigners – even if they ask you questions about it. The foreigners will leave after some time.

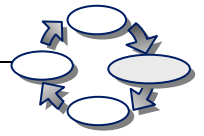
After those 30 minutes of preparation in total, construction of a bridge will begin. A group of foreign technicians will be visiting you during this time. Construction of the bridge will take 30 minutes.

Afterwards, you will be asked to write down your experiences:

- What were your feelings during construction?
- What was working together like?
- How did you experience the technicians regarding work?
- What were the technicians like socially?

Situation:

You are all inhabitants of the island of Dardia. You are looking forward to a visit by foreign technicians. They will teach you how to build a bridge over a wild river. This bridge is very



important to you: It will enable you to travel much faster across the island. During the simulation, this bridge will be symbolised by a paper-bridge.

You know the tools needed for construction and how to use them (during the simulation those materials will be: scissors, paper, ruler, glue et cetera). What you don't know, is the technique of construction. Furthermore, your island lacks resources in construction material which will be given to you by the foreign technicians.

The construction of the bridge is crucial to you. Additionally, you will receive food during construction by the technicians. But this is only a minor aspect to you: Most important is the construction of the bridge.

Social rules of the Derdians:

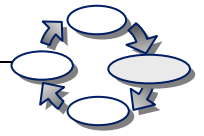
You, the Derdians, are used to touching each other. While talking to each other, you will always touch each other. Even if Derdians pass each other, they will briefly touch each other, most likely a slight touch at the shoulder is sufficient. Not to touch each other means: I don't like you.

Greetings:

You, the Derdians, greet each other in the following way: You kiss each other's shoulder. The Derdian starting the greeting ceremony will kiss the other person on the recipient's right shoulder, the other person will answer with a kiss on the left shoulder. These kisses have to be exchanged successively, not simultaneously. Any other form of greetings will be considered an insult: You, the Derdians, will react with verbal aggression (name-calling, scolding) to express that there is no reason to humiliate a person in such a way. Handshaking is also considered an insult on Dardia (and will be answered with verbal aggression).

Society:

Derdian society consists of two distinct groups: Farmers and Warriors. Both men and women can be either Farmers or Warriors. Warriors can be easily recognised through a badge on their chest. Traditionally, Farmers and Warriors are responsible for certain, distinct tasks: A Warrior would never take a Farmer's task; a Farmer would never take a Warrior's task. In contact with others, Warriors traditionally look out for those wearing badges and seek leaders among them.



Yes / No:

As a Derdian you will never use the word „No“, you will always use the word „Yes“, even if you actually mean “No”. Actually saying “No” would be incredibly rude. If a Derdian says “Yes” while nodding his head up and down vigorously, he means “No”. Please practise this aspect of Derdian behaviour thoroughly – it is the most difficult to perform.

Way of work:

During work, you, the Derdians, act as you usually do: You touch each other while interacting. However, you also keep in mind not to disturb another person’s task.

All Derdians – Farmers and Warriors – know how to use paper, pencil, scissors and glue. However, scissors are considered to be a martial, warrior-like tool – thus Farmers will never touch scissors. Pencil and ruler are considered a rural tool – thus Warriors will never touch them. Paper and glue are not categorised in this sense.

This concept (to categorize material and tool as rural or martial) makes sense to you – your society is based on it. Warriors don’t touch rural tools, Farmers don’t touch martial tools.

Interaction with foreigners:

As Derdians, you are always friendly to foreigners. But you are also very proud of your country. All Derdians know that they need the foreigners’ help to build the bridge they need to have. However, Derdians don’t consider the foreigners to be superior: They consider them to be guests and colleagues in a joint task.

A warrior from Dardia will never approach a foreigner without a badge to establish contact with him. He expects a farmer from Dardia or a foreigner without a badge to introduce the foreigner with a badge to him. If the foreigner with a badge is not introduced to the Derdian Warrior, the Derdian Warrior will not talk to him.

Good luck!