



# BUILDING HIGH PERFORMANCE TEAMS

*“One of the best simulations I know of for learning around quality, process improvement and the value chain. Participants quickly engage with this fun and challenging exercise. The designed debrief/feedback sessions are great reflection points for learning and continuous improvement. This simulation is a standard for learning how each person contributes to the greater cause.”*

Don Gunther  
Gunther Leadership

Designed from a systems perspective, **Paper Planes, Inc.**® (PPI) is a simulation focusing on team work, collaboration, organization effectiveness, silos, engagement and customer service. Using proven learning methods, it is highly interactive, pragmatic and relevant. It combines real organizational issues with leadership and team challenges through specific emphasis on teamwork, collaboration, change and communication. It uses a data informed learning approach where participants can measure their team's results by tracking their progress against normative data.

## The Simulation

Participants are employees of an aircraft manufacturing company. Each participant plays an individual role in the production process, i.e., assembler, inspector, tester, etc. The group has an opportunity to sell as many planes as they can manufacture that meet specific visual and performance quality standards as defined by the customer.

The simulation consists of three production runs. After each, the group members meet to discuss and evaluate their efforts measured by production cost, quality, customer satisfaction, delivery time and worker satisfaction. After evaluating the effectiveness of their efforts, the workers are allowed to redesign the production process to their own specifications and to produce more planes. Again production is evaluated afterwards. Several interventions from the customer complicate the work redesign and production process.

### Production Runs

#### Run #1 - Traditionally Designed System

Participants run a pre-designed production system for making planes

#### Run #2 - Participatively Designed System

Participants experience first-hand the impact of employee involvement on quality, cost, commitment and morale by working with a system they have designed as a team.

#### Run #3 - High Performing System

Participants learn that through collaboration and continuous improvement efforts, significant changes take place. These are changes that are easier to implement and maintain because of the participants' ownership of the change process.

**Appropriate  
for 12 to 30 participants**

**Level 3 Simulation**

(See Simulation Classification System at [discoverylearning.com](http://discoverylearning.com))

## Materials

### Supply Kit Contains

- ▶ Participant workbooks
- ▶ Role specific instructions
- ▶ Materials needed to assemble the planes (Package contents vary depending on group size.)

### Tool Kit Contains

- ▶ Re-usable supplies i.e. rulers, glue guns, scissors, pencils, etc.

### Certification Provides:

- ▶ Downloadable Facilitator Materials
- ▶ Online Module: Simulation Facilitation Essentials
- ▶ Online Module: Paper Planes, Inc
- ▶ One-on-One coaching with a Master Trainer
- ▶ Access to the Online Learning Center
- ▶ Online Learning Center Tutorial

### Paper Planes, Inc.® works well with:

Change Style Indicator®  
Change Readiness Gauge®