OBJECTIVE: Students will be asked to make to set realistic goals without all necessary information and explain why it is often difficult to achieve goals when impacted by factors outside of their control.

GROUP SIZE: Any, broken into groups of 6

TIME FRAME: 30-45 minutes

MATERIALS: Box Patterns
Scissors (3 pair per group)
Tape (1 per group)
Markers (1 different colored marker for each group)
Glue sticks (2)
Staplers (2)

ACTIVITY: Complete the following steps in this activity:

ROUND 1
1. Break students into teams of four and have each team sit at a different table or station. You can number each team or allow them to pick a team name.
2. Explain the background of the exercise:
   a. The teams work for a company that manufactures cardboard boxes.
   b. Each team is part of an assembly line on the factory floor.
   c. Each team will make as many paper boxes as possible in five minutes (do not tell them that you will provide them with supplies or patterns yet).
3. Ask each team to set a goal of how many boxes their team will make in Round 1. (Still do not tell them that you will provide any type of supplies – if they ask any other questions, instruct them to set their goal with the information given). Write the goals on the board.
4. Distribute patterns, scissors, tape, and marker to each team. Explain the rules of the exercise:
   a. Teams will have five minutes to make as many boxes as possible.
   b. All boxes must be marked with the group number (or group name).
c. Quality Control must pass (approve) all boxes for teams to receive credit. (Quality Control can be you, another instructor, or a student that is not assigned to one of the teams).

d. Once boxes are approved, Quality Control will keep them. If boxes are not approved, they will be sent back to the assembly line to be reworked. Any boxes not marked with the team name or number will be discarded.

5. Set a stop watch for five minutes and instruct the teams to make as many boxes as possible.

6. After five minutes has passed, instruct all teams to stop production.

7. Tally each team’s approved boxes and note the results on the board (next to the original goal that was set).

**Round 2**

1. Discard all previously made boxes (including all boxes that were not approved in Round 1).

2. Distribute additional patterns to teams. (**Variation:** Copy some patterns onto colored paper and distribute colored copies to only one team. All other teams receive patterns on white paper).

3. Explain to the students that all rules will be the same in Round 2 as they were in Round 1.

4. Ask each team to set a goal of how many boxes their team will make in Round 2. Write the goals on the board.

5. Set a stop watch for five minutes and instruct the teams to make as many boxes as possible.

6. After one minute has passed, announce to the students that the assembly line is having a few unexpected problems:
   a. Have one person on one of the teams sit out (not participate) for the remainder of the exercise.
   b. Take one team’s tape away for two minutes.
   c. Take two team’s tape away and replace it with a glue stick for two minutes.
   d. Take two team’s tape away and replace it with a stapler for two minutes.
   e. Take one team’s scissors away for two minutes.
   f. Take one team’s patterns away and replace them with blank paper. Return patterns after two minutes.

7. After five minutes has passed, instruct all teams to stop production.
8. Tally each team’s approved boxes and note the results on the board (next to the original goal that was set for Round 2).

**Debriefing:** Discuss the following items:

**Round 1 Debriefing Questions**
1. Was it difficult to set a realistic goal when you did not have all of the information that you needed to set the goal?
2. Did your group meet the goal that was set? Why or why not?
3. Did you agree with the decisions that Quality Control made?
4. Did the decisions made by Quality Control impact the motivation of your team?
5. How did the supplies you were given impact your ability to reach the goal that you set?

**Round 2 Debriefing Questions**
1. Before production began, how did you feel about the goal that you set in Round 2?
2. How did you feel about the goal once production problems were encountered?
3. Did your group meet the goal that was set?
   a. How did it impact your team to be short one member for the remainder of the activity? (Explain to them that this is like an employee who does not show up for work.)
   b. How did it impact your team to be short one member for two minutes? (Explain to them that this is like an employee who comes back late from break or lunch.)
   c. How did it impact your team to lose your tape for two minutes?
   d. How did it impact your team to lose your scissors for two minutes?
   e. How did it impact your team to lose your patterns for two minutes?
4. Did you agree with the decisions that Quality Control made?
5. Did the decisions made by Quality Control impact the motivation of your team?
6. (If you used the variation) Did it concern you that one team received patterns on colored paper? Why or why not?
BOX PATTERN