**HOLLOW SQUARE**

**OBSERVER BRIEFING SHEET**

You will be observing a situation in which a planning team decides how to solve a problem and gives instructions on how to implement its solution to an operating team. The problem is to assemble sixteen pieces of cardboard into the form of a hollow square. The planning team is supplied with the key to the solution. This team will not assemble the parts itself but will instruct the operating team how to do so as quickly as possible. You will be silent throughout the process.

**1.** You should watch the general pattern of communication, but you are to give special attention to two or three members of the planning team (during the planning phase) and two or three of the operating team (during the assembling period).

**2.** During the planning period, watch for the following behaviours:

 **a)** Is there balanced participation among planning-team behaviours?

 **b)** What kinds of behaviour impede or facilitate the process?

 **c)** How does the planning team divide its time between planning and instructing? (how soon does it invite the operating team to come in?)

 **d)** What additional rules does the planning team impose upon itself?

**3.** During the instructing period, watch for the following behaviours:

 **a)** Which member of the planning team gives the instructions? How was this decided?

 **b)** What strategy is used to instruct the operating team about the task?

 **c)** What assumptions made by the planning team are not communicated to the operating team?

 **d)** How effective are the instructions?

**4.** During the assembly period, watch for the following behaviours:

 **a)** What evidence is there that the operating-team members understand or misunderstand the instructions?

 **b)** What nonverbal reactions do planning-team members exhibit as they watch their plans being implemented?

**HOLLOW SQUARE**

**PLANNING TEAM BRIEFING SHEET**

Between you, you have 16 cardboard pieces which, when properly assembled, will make a "hollow-square" design. You also have a sheet showing the design pattern and a Key Sheet showing how the puzzle pieces fit to form the hollow square.

***Your Task***

During a period of twenty-five minutes you are to do the following:

**1.** Plan to tell the operating team how the sixteen pieces distributed among you can be assembled to make the design.

**2.** Instruct the operating team how to implement your plan.

(The operating team will begin actual assembly after the twenty-five minutes

 is up).

***Ground Rules for Planning and Instructing***

**1.** You must keep all your puzzle pieces in front of you at all times (while you both plan and instruct), until the operating team is ready to assemble the hollow square.

**2.** You may not show the Key Sheet to the operating team at any time.

**3.** You may not assemble the entire square at any time. (This is to be done only by the operating team).

**4.** You may not mark any of the pieces.

**5.** When it is time for your operating team to begin assembling the pieces, you may give no further instructions; however, you are to observe the team's behaviour.

**HOLLOW SQUARE**

**OPERATING TEAM BRIEFING SHEET**

**1.** You have the responsibility of carrying out a task according to instructions given by your planning team. Your task is scheduled to begin no later than twenty-five minutes from now. The planning team may call you in for instructions at any time. If you are not summoned, you are to report anyway at the end of this period. No further instructions will be permitted after the twenty-five minutes has elapsed.

**2.** You are to finish the assigned task as rapidly as possible.

**3.** While you are waiting for a call from your planning team, it is suggested that you discuss and make notes on the following questions.

 **a)** What feelings and concerns are you experiencing while waiting for

 instructions for the unknown task?

 **b)** How can you organise yourselves as a team?

**4.** Your notes recorded on the above questions will be helpful during the discussion following the completion of the task.

**HOLLOW SQUARE**

**PATTERN SHEET**

*(NOT TO SCALE)*

**HOLLOW SQUARE**

**KEY SHEET**

*(NOT TO SCALE)*