

UPLIFTING  
IMPACT 



**BRIDGE**  
BUILDER  
INSTITUTE  
GAME



## **BRIDGE BUILDER INSTITUTE GAME**

Generic Industries builds bridges, and you're their new architect. You'll connect different places across water, valleys, and roads. But you'll also have to connect crew members with different personalities, perspectives, and backgrounds. Each round, you'll tackle habits that shut people out and brainstorm ways to build bridges between people that benefit everyone.

### **STRONG BRIDGE BUILDING:**

- Acknowledges difference
- Adapts behavior
- Overcomes groupthink
- Benefits everyone
- Inspires support

### **LET'S PLAY!**

1. Read the scenario that details an obstacle.
2. Overcome the obstacle by brainstorming plans to build bridges.
3. Ensure plans meet the criteria of strong bridge building:
  - Acknowledges difference
  - Adapts behavior
  - Overcomes groupthink
  - Benefits everyone
  - Inspires support
4. Push yourselves to also have plans that build in specifics:
  - Measurements
  - Timelines
  - Accountability
5. Type up your ideas.
6. Have fun!

# UPLIFTING IMPACT

## **Scenario 1**

Organizations with strong bridge-building have 5.4 times better retention. They acknowledge the individuality of their team members and inspire connections. Build a bridge! Draft a plan for Generic Industries to start improving connections that will improve retention. Explain what it is, why it will work, what problems you'll anticipate, and what solutions will solve them.

- Bush, Matt. (April 13, 2021). "Why Is Diversity & Inclusion in the Workplace Important?" Great Place to Work.

## **Scenario 2**

Companies that have strong bridges see 45% more innovation revenue. They invite different ideas, perspectives, and experiences. In fact they expect it! Build a bridge! Propose a plan for Generic Industries to start engaging people, inviting diversity of thought, and not falling back into group think.

- Boston Consulting Group. (2021). "Diversity, Equity, and Inclusion." <https://www.bcg.com/capabilities/diversity-inclusion/overview>

## **Scenario 3**

Companies that acknowledge differences and know how to adapt behavior see 75% more recruitment. They reach high talent populations with plans that prove they celebrate, protect, and reward different perspectives and experiences. Build a bridge! Propose a plan for Generic Industries to create the kind of bridge building that will improve recruitment.

- Deloitte. "The Deloitte Global Millennial Survey 2020." <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>

## **Scenario 4**

Traditional open discussion structures favor people who are outgoing. But organizational science proves that the loudest ideas are rarely the best. Quite often they are represented by personalities that are overconfident. The companies that see the best organizational success are those that find multiple avenues for input so the better ideas by quieter personalities come forward. Build a bridge! Propose a plan for Generic Industries to receive ideas other than through open discussion.

- Kauffeld, Simone, & Lehmann-Willenbrock, Nale. (2012). "Meetings Matter: Effects of Team Meetings on Team and Organizational Success." *Small Group Research*. 43(2), 130-158.



## UPLIFTING IMPACT

### Scenario 5

Organizations are 25% more likely to invest successfully if they foster a place where different perspectives thrive. Yet human group psychology favors groupthink, encouraging people with the most innovative ideas to remain quiet. **Build a bridge!** Propose a plan that overcomes groupthink and encourages people with different perspectives to share them.

- Johnson, Stefanie K. (2020). *Inclusify: The Power of Uniqueness and Belonging to Build Innovative Teams*, Harper Business, p. X.

### Scenario 6

Teams that embrace conflicting perspectives are 58% more likely to make accurate decisions. **Build a bridge!** Find ways to give people the comfort they need to contradict you and create guardrails that make these contradictions go from seeming like personal attacks to being respected as the key to accuracy.

- Levine, Sheen S.; Apfelbaum, Evan P.; Bernard, Mark; Bartlett, Valerie L.; Zajac, Edward J. & Stark, David. (2014). "Ethnic Diversity Deflate Price Bubbles." *PNAS*. 111(52): 18524-18529.

### Scenario 7

Organizations with robust mentorship programs see 13-18% increase in retention. Numbers are even higher during an era of the "Great Resignation," "quiet quitting," and remote working options that make retention extremely competitive. The best programs combine personal connection and professional development between levels. **Build a bridge!** Propose a plan for a mentorship program that would help Generic Industries retain high talent.

- Ward, Nate. (June 10, 2019). "Mentoring Increases Employee Retention." <https://www.mentorcliq.com/blog/mentoring-increases-employee-retention#:~:text=Bump%20that%20up%20to%20two,that%20number%20drops%20to%208%25..>

### Scenario 8

A study of 28,000 people from underrepresented groups showed 10-15% of them are more likely to quit because they missed out on positive work experiences their counterparts took for granted. But Generic Industries engagement plans focus on preventing and punishing negative experiences. **Build a bridge!** Propose a plan that also creates small-scale positive experiences for belonging, especially for those from groups who often get left out.

- Norlander, Peter, Does, Serena, & Shih, Margaret. (2020). "Deprivation at Work: Positive Workplace Experiences and the Racial Gap in Quit Intentions." [https://anderson-review.ucla.edu/wp-content/uploads/2021/03/Norlander-Does-Shih\\_Positive\\_Empirical\\_Anderson\\_Review.pdf..](https://anderson-review.ucla.edu/wp-content/uploads/2021/03/Norlander-Does-Shih_Positive_Empirical_Anderson_Review.pdf..)

