**CHARACTERS FACING OFF IN THE FIRST SPRINT**

Character A, the Product Owner

Your name is Arturo [ARE-TWO-ROW]. You are the Product Owner on the WorkSafe team developing the TigerSafe algorithm for the University. Your role means that you interface with everyone on the team, and run the daily “stand-up” meeting where everyone reports on their work progress. Your job is to speed up delivery of a “minimum viable product” to the customer (in this case, the University), so that they can deploy it and see how it works. If bugs are found, you help prioritize the fixes by reassigning team members to new tasks, while at the same time continuing work on the improvement of the final version. This jobs suits you quite well: you’re social, and you love team-based projects.

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue for the team to use the open-source web server framework for a rapid fix. You move fast and accept risks. If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

You are an excellent project manager, and your team loves you because of your social nature. But your manager, a Vice President at WorkSafe, took a big risk promoting you to head this team. You didn’t have much experience. This VP is a mentor and sponsor to you, and you don’t want to let her down. Your next performance review is happening at the end of Sprint 1. You’ve got to get this project moving quickly to get a good evaluation, and prove that your mentor made the right call.

Character B, the Quality Assurance Tester

Your name is Breanna [ b r ee - AE - n uh ]. You are the Quality Assurance Tester on the WorkSafe team developing TigerSafe. Your role means that you check each and every version to make sure that it meets strict standards. You work with the other developers to proactively eliminate potential bugs, and to address functionality, performance and security. The others count on you, so that they won’t have to constantly circle back to fix problems in code that’s already been deployed, or to constantly rework features. Your attention to detail shows in everything you do. You even get your car’s oil changed every 3,000 miles (no one is better than you at avoiding future problems by taking preventive action today!).

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue for the team to design its own fix for the server issue. You think that will avoid quality problems down the line; it’s worth the wait to do it right! If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

You live a very safe, predictable life in the town where the University is. You pride yourself on your ability to spot problems before they blow up, and you usually advocate for a slow, measured approach to development. You say it’s in order to avoid technical debt and other problems like unexpected crashes, unanticipated adversarial hacking, etc. (all good reasons). But it’s also your obsession. When you get evaluations at work, you simply love seeing the praise for your cautious approach.

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**CHARACTERS FACING OFF IN THE SECOND SPRINT**

Character C, the Business Analyst

Your name is Chinua [ CH EE n oo ah ]. You are the Business Analyst on the team developing TigerSafe. Your role means that you work directly with the customer (in this case, the University) to ensure they get the product they want, quickly. This means you’re often stuck on the horns of a dilemma: emphasize the customer’s wants, or emphasize better designs that will benefit them in other ways? You went to the University, studied economics, then consulted with McKinsey. After that, you became fascinated by tech companies and realized your understanding of corporations would make you an ideal business analyst for an Agile team! The engineers at WorkSafe respect you, and trust you to represent the customer’s wishes faithfully.

**Private Information:** You have a special scoring opportunity in Sprint 2. You should argue for the team to use the open source visual recognition module. It’s what the customer really wants, and you think it will work. If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

What no one knows is that you are under a lot of pressure to get this TigerSafe project done well. The first few iterations of the product didn’t deliver for the customer. You gave them the features they asked for, on time and cheap. It did what you promised it would do. But the results didn’t make the University happy, and your boss is miffed. You’ve got a child applying to the University in three years, and you feel like you need to impress people there.

Character D, the User Experience Designer

Your name is Danette [ d ae n eh t ]. You are the User Experience Designer on the team developing TigerSafe. You’ve been fascinated by tech since you were a little girl in Oakland, CA. You always wanted to be like your hero, Steve Jobs of Apple. You went to Stanford to be like him (though you actually finished!). Then with your impressive academic record, you got great job offers after college. But you didn’t care about the money. You went to work on a team developing Semantic UI, paid for by a foundation funding this open-source graphic user interface (GUIs made Jobs famous!). You know all the open-source repositories where developers can download code, but *also* the dangers of doing this.

**Private Information:** You have a special scoring opportunity in Sprint 2. You should argue against the team adding the open-source module, for limiting image use. If you argue effectively, you’ll win a point. Another WorkSafe team member will argue against you.

You have a strong belief in the good that open-source software can do. But what people don’t know is that an open-source UI that you once designed got hacked! You really regret that, and how it affected the users. You left a backdoor open inadvertently, allowing hackers to gain access to the hard drives of users; the hackers used it to scan the user’s photos and blackmail them! You’re suspicious it might not be safe to use open source software for a sensitive task like visual recognition, or at least not without vetting the code and perhaps altering it for security’s sake.

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**CHARACTERS FACING OFF IN THE THIRD SPRINT**

Character E, The Engineer’s Engineer

Your name is Elbert [ EH L - b er t ]. You are an engineer with WorkSafe who LOVES his job. You started coding when you were six, teaching yourself from videos on Khan Academy. Your hero is Jerry Yang, one of the co-founders of *Yahoo!* and a Taiwanese-American like you. You donated money when Yang helped found [The Asian American Foundation](https://en.wikipedia.org/wiki/The_Asian_American_Foundation), and were active in #stopasianhate. But because you’ve always felt like an outsider, you don’t trust traditional institutions to protect the vulnerable. That’s the reason you went to WorkSafe: you think technology can help fix the harassment problem, while big employers have never done enough! You also think government can never solve social problems; you’d rather trust non-profits or small companies.

**Private Information:** You have a special scoring opportunity in Sprint 3. You should argue against WorkSafe re-coding its algorithm, refusing the university’s request. You want to protect the vulnerable, but you think the law and the University won’t do it right (as usual!). If you argue effectively against this, you’ll win a point. Another WorkSafe team member will argue against you.

When you were at the University, there was an “incident” that made you sour on institutions. Someone stole an exam for CS 420, and dropped it into your friend’s Google Drive. Then they ratted on your friend, who was expelled. You did a forensic analysis, and you could prove your friend was the victim of a hack. But the university wouldn’t listen! You were bitter that they gave your friend an insecure product (the Drive) and then refused to admit their mistake.

Character F, the Risk Management Officer

Your name is Fauzia [ F OH - z ee - ah ]. You are the Chief Risk Officer of WorkSafe. You attended the University, and then went on to a well-regarded law school in New Haven, CT. You would have stayed at your alma mater, but for some reason they only offer arts & sciences degrees (how old-fashioned!) You practiced regulatory compliance law for years in New York City before returning to the somewhat-boring town where the University is located to work at WorkSafe. Last year you were named “Person of the Year” by the American Association of Risk Management Professionals. You hang the plaque on your wall at WorkSafe so that everyone knows your advice comes from a pro.

**Private Information:** You have a special scoring opportunity in Sprint 3. You should argue for WorkSafe revising its algorithm to scan for illegal materials. There are many risks if you don’t comply with the law! If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

What no one knows is that you were a victim of copyright violations in the early 2000s. You were America’s hottest young singer, even winning a competition on Fox. But then fans started to illegally download your music, so you never made a dime. You moved on, and studied law. When YouTube and other streamers began to use “tags” to label copyrighted content, and pursue people who stole this stuff, you cheered! You trust the tag technology, and are happy the law is (finally) doing something about illegal materials of all sorts online.

**CHARACTERS FACING OFF IN THE FOURTH SPRINT**

Character G, the Veteran Engineer

Your name is Grigory [ g r ee - G OH - r ee ]. You are a veteran engineer with WorkSafe. You’ve been with the company since its founding, when you were granted a significant number of shares. You’ve been an open source software expert since graduating college, and at times during your career you have worked for the FBI to track and prosecute hackers. You’re pretty famous for it, attending hacker conferences around the world and actually earning their respect for your work (even though you threaten their illegal activities). You’ve gone head to head with some of the best hackers in the world, and defeated them. So you think WorkSafe has a pretty good chance to defeat the Cambridge Collective!

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for WorkSafe to try to defeat the hackers, not pay them off. You know it is risky, but it’s best not to give in! If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

WorkSafe is filing with the SEC to go public next year. But your shares don’t fully vest for three more years. At that exact time, you’ll have the first of three kids starting college. You stand to make a lot of money then. But you know that paying the hackers will only encourage them to make more attempts to blackmail the company. If they do, the company could struggle and end up essentially worthless before you collect on your shares! You’re willing to risk failing to secure WorkSafe’s long-term profitability.

Character H, the CEO

Your name is Hannah [ h ah - n ah ]. You are the CEO of WorkSafe. You weren’t the Founder of the company, but you came on very early in its history. The Founder now sits on the Board. You worked your way up in the company over a few years, initially as the product owner for the earliest version of the signature algorithm for scanning shared workspaces. When you were asked to be CEO by the Founder, you were given a very large number of shares in the company. You went to the University with a lot of the other people at WorkSafe. From there you went on to a Rhodes Scholarship and a PhD in Applied Math from MIT. Impressive!

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for the University to pay the hackers, to make them go away fast. WorkSafe’s reputation is on the line if the hack is exposed! If you argue effectively for this, you’ll win a point. Another WorkSafe team member will argue against you.

WorkSafe will go public next year, and your shares vest then. But people don’t know that – although you were a math all-star – you can barely manage your finances. You have kids in college, and are using credit cards to pay tuition. You can get out of debt if you sell your shares as soon (and as high) as possible. You know a short-term fix to the hacker crisis will still leave security flaws that you’ll have to fix in the long term. But you care about the stock price in a year, not beyond that.