**CHARACTERS FACING OFF IN THE FIRST SPRINT**

Character A, the Product Owner

Your name is Alfonso (al-FON-zoh). You are the Product Owner on the Accountabilify team developing TigerThrive. In this role, you interface with everyone on the team, and run the daily “stand-up” meeting in which everyone reports on their progress towards the goals of the sprint. The pressure on you is often to speed up delivery of a “minimum viable product” to the customer – in this case the university – so that they can deploy it and find bugs. If they do, you help reorganize the team’s daily work plans to prioritize the fixes, and also keep working on longer-term objectives and key results. This job suits you because you’re very social and you like motivating people to move fast and innovate!

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue for the team to add social functionality to TigerThrive. You move fast and accept risks. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

You are an excellent project manager, and your team loves your social nature. But your manager, a Vice President at Accountabilify, took a big risk promoting you. This VP is a mentor to you, and you don’t want to let them down. You’ve got to get this project moving quickly to get a good evaluation at the end of this sprint and prove that your mentor made the right call! You are confident that your “scale fast” approach will serve the company’s bottom line.

Character B, the Quality Assurance Tester

Your name is Benita (beh-NEE-tah). You are the Quality Assurance Tester on the Accountabilify team developing TigerThrive. That means that you check every version of the app to make sure that it meets strict standards. You work with the other developers to proactively eliminate potential bugs or other code issues, and to address functionality, performance and security issues. The others count on you, so they won’t have to constantly circle back to fix bugs found by the customer. Your attention to detail and avoiding future snafus shows in everything you do: for example, you always get your car’s oil changed every 3,000 miles (just to be careful!).

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue against the team adding social functionality to TigerThrive because you think a slower pace might allow you to catch problems ahead. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

You are a wallflower and homebody by nature. You own a house with a 2-car garage near the university, and have 2 kids in school you need to support. You pride yourself on your ability to spot quality problems before they blow up, and you usually advocate for a slower, measured approach to development. Every quarter you get evaluations at work, and you love the praise for your cautious approach. And you are confident that being cautious this time will be better for the company’s bottom line, over the long term.

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**CHARACTERS FACING OFF IN THE SECOND SPRINT**

Character C, the Business Analyst

Your name is Chidi (chi-dē). You are the Business Analyst on the Accountabilify team developing TigerThrive. This means that you work directly with the customer – in this case the university – to ensure they get a great product quickly. But this also means you’re stuck on the horns of a dilemma: emphasize speed, or emphasize quality? If the customer is very concerned about their end users – in this case students – or even if they’re simply concerned that there will be media fallout from getting things wrong, then you’re going to push for quality over speed. But when the customer wants fast, you push for fast. You fell in love with business as a McKinsey consultant after college, so you view everything from the corporate perspective – the customer’s and yours.

**Private Information:** You have a special scoring opportunity in Sprint 2. You should argue for the team adding health data to TigerThrive. You think new data will improve your app’s predictions, which is something the university wants. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

While you were a student at the university, you experienced mental health challenges that were poorly addressed by university health services. So you believe that the mission of this app must be accomplished for the sake of the end users (students like you). And the customer will benefit from this too! Others on the team may have different ideas about what’s good for the end user, but you are resolute.

Character D, the User Experience Designer

Your name is Daria (DAHR-yah). You are the User Experience (UX) Designer on the Accountabiliify team developing TigerThrive. A first-generation immigrant, you grew up in Croatia then did high school in Silicon Valley. You decided to forsake the schools near home, though, and study COS and design at this university. In your COS classes, you learned about the inner workings of the social media apps you had always loved, and you gained incredible skills utilizing big data. In one of your first jobs, you figured out how to use customer data to increase the time users spent on an app – but later wrote that you regretted your work. That’s how you got hired at Accountabilify to do User Experience design: you look at things from the user’s perspective, improving the product but also protecting them.

**Private Information:** You have a special scoring opportunity in Sprint 2. You should argue against the team adding health data to TigerThrive. You are wary that new data could warp your app’s predictions. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

You have a strong belief in the power of social media to bring people together, and a strong commitment to healthy living too. But you have concerns about the data behind TigerThrive. You got into social media as a teen, using it to stay in touch with family in Croatia and find friends. You were also into running, becoming All-Valley Cross Country Champion. Accountabilify’s running app brings together all the things you love: but you are very worried that the users of TigerThrive won’t have the same positive experience.

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**CHARACTERS FACING OFF IN THE THIRD SPRINT**

Character E, The Engineer’s Engineer

Your name is Ezekiel (eh-zee-key-elle). You are an engineer with Accountabilify who LOVES their job. You started coding when you were 6, teaching yourself from videos on Khan Academy. Your hero is Alan Turing, the father of theoretical computer science and artificial intelligence. From these experiences, you’ve come to think that progress in computing only comes from individual efforts, not from society’s attempts to control tech. In fact, you repeatedly and loudly proclaim that engineers could save the world, if only the government would get out of the way! The other engineers on the team love you for it. You actively participate in futurist discussion groups in your free time because you’re eager to imagine a more free tech future: you’d move to Mars with Elon Musk if it would mean less government interference!

**Private Information:** You have a special scoring opportunity in Sprint 3. You should argue against the team complying with campus police. TigerThrive wasn’t even designed to make law enforcement predictions, and once the police have the data, who knows what they’ll do with it? If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

Growing up, your father was a cop. But he was always suspicious of his fellow cops, thinking some of them were corrupt. Your dad’s suspicion grew into your general distrust of government, bureaucrats, and really any authority. And if you could delay giving the data to campus police, you feel confident you can rally the other engineers to figure out a tech solution that will identify safety threats without giving the cops carte blanche with your data and predictions.

Character F, the Risk Management Officer

Your name is Fiona (fee-O-nə). You are the Chief Risk Officer of Accountabilify. You attended the university, then went on to Harvard Law School. You practiced regulatory compliance law for years in New York City before joining a federal agency in Washington, DC as a tech regulator. That’s how you ended up with Accountabilify in your current role. Your professional specialty is mitigating the risk of lawsuits or regulatory investigations by government bureaucrats, and you know quite well that cooperating with regulators is often the best way to defuse their power. Last year you were named “Person of the Year” by the American Association of Risk Management Professionals; the plaque on your wall at Accountabilify reminds everyone that your advice comes from a pro.

**Private Information:** You have a special scoring opportunity in Sprint 3. You should argue for the team complying with campus police. If you don’t comply now, the cops will come back with subpoenas; and the university will probably insist you share the predictions anyway. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

You have your professional specialty, but it all runs deeper than that for you. When you were growing up, your dad was given an experimental treatment that had been approved by FDA…but was faulty, because the biotech company that invented it misrepresented facts to the FDA. You think that your dad would be alive today if more people complied with the law and regulations. Your trust in the government to protect innocent people from thoughtless companies is extremely high.

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**CHARACTERS FACING OFF IN THE FOURTH SPRINT**

Character G, the Veteran Engineer

Your name is Gagan (guh-gun). You are a veteran engineer with Accountabilify. You’ve been with the company since its founding, when you were granted numerous shares. You’ve worked on machine learning since graduating college, back when ML algorithms first took off. You worked on the first face recognition algorithm for TSA to identify threats at airports (but the algorithm turned out to be bad at recognizing non-white faces, so it flagged too many minorities and international travelers). You also worked on a hiring algorithm at Amazon (but the algorithm turned out to be biased towards men, since most of Amazon’s data was on their male-dominated engineering workforce). You know that ML algorithms have lots of future effects that are hard to predict – not all of them good.

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for the board to disable the social function in TigerThrive. The board is as concerned about stock price as you, but could be convinced that the stock will be higher in the long term (despite a short-term loss) if you fix the app now. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

Accountabilify will go public next year. But you can’t sell your shares in the company for three more years (because of a rule about “vesting”). At that time, you’ll have the first of three kids starting college, with the rest to follow. So you want the stock’s value to be high in three years, not necessarily now – and you fear that sticking stubbornly with the social function will lead to worse future problems and tank the stock’s long-run value.

Character H, the CEO

Your name is Hazel (hai-zuhl). You are the CEO of Accountabilify. You aren’t the Founder, but when you became CEO you got a large share of its stock. You worked your way up in the company, initially as the product owner for the running app (with its “teams” feature and use of health app data). You went to the university with a lot of the board at Accountabilify, and at graduation you were valedictorian. From there you went on to a Rhodes, and a PhD in Applied Math from MIT. Impressive! You’re so good at understanding both algorithms and complex business data, that your employees call you “The Mathlete” (when you’re not in the room).

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for the board to keep the social function in TigerThrive, fixing the app quietly behind the scenes. The board is as concerned about stock price as you are, so could be convinced that they’ll suffer a short-term loss if they lose subscribers. If you argue effectively for your position, you’ll win a point. Another Accountabilify team member will argue against you.

Accountabilify will go public next year. You can sell your shares at that moment (while others might have to wait until their shares “vest”). You know the math of this company inside-out: its spreadsheets, stock prices and revenue projections, etc. But you can barely manage your own finances. You’re in huge credit card debt, and underwater on a home loan. You have kids in college, and can’t pay their tuition. You can stop these impending financial crises if you sell your shares in the company as soon as you are able, as long as the stock is as high as possible then. You’re sure that keeping the social feature on while you’re fixing the app quietly behind the scenes will do the trick.