**CHARACTERS FACING OFF IN THE FIRST SPRINT**

Character A, the Product Owner

Your name is Andreas. You are the Product Owner on the TokGen team that is custom-fitting the company’s video-generation algorithm for the #TigerTok campaign. Your role is to work with everyone on the team, and run the daily “stand-up” meeting where they report on their work progress. Your goal is to speed up delivery of a “minimum viable product” to the customer (in this case, the University), so they can deploy and test it. If bugs are found, you help reorganize the team’s daily work plans to prioritize fixes, but also keep improving the final version. This suits you quite well, because you’re an energetic social leader who likes to move fast: on the weekends you host parties, and you love skydiving.

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue against the team adding a filter for inputs, but collecting NetID’s and IP’s instead. You move fast and accept risks. If you argue effectively, you’ll win a point. Another TokGen team member will argue against you.

You are an excellent project manager, and your team loves you because you are so social. But your manager, a Vice President at TokGen, took a big risk promoting you to head this team. You didn’t have enough experience, because you spend a lot of your time partying, not grinding. This VP is a mentor to you, and you don’t want to let them down. Your performance review is at the end of the first sprint: this project has to be moving quickly for you to get a promotion. You are confident that your fast-moving approach will make TokGen the most money.

Character B, the Quality Assurance Tester

Your name is Brandi. You are the Quality Assurance Tester on the TokGen team that is custom-fitting the company’s video-generation algorithm for the #TigerTok campaign. Your role is to check each and every version to make sure that it meets certain strict standards. You work with the other developers to proactively eliminate potential bugs, and to address functionality, performance and security issues. The others count on you to do this, so that they won’t have to constantly cycle back to fix or rework code that’s already been deployed. Your attention to detail shows: your clothes are always pressed, everything on your desk is lined up neatly, and you change your car’s oil every 3,000 miles (you avoid future problems by taking action today!).

**Private Information:** You have a special scoring opportunity in Sprint 1. You should argue for the team adding a filter for inputs, not collecting NetID’s and IP’s. You think this will avoid quality problems down the line. If you argue effectively for the filter, you’ll win a point. Another TokGen team member will argue against you.

You are cautious by nature. You own a modest house near the University, and have two kids in school. You pride yourself on spotting quality problems before they blow up, and you usually advocate for a measured approach to development. You say it’s to avoid technical debt and things like unexpected crashes, adversarial hacking, etc. But it’s also your obsession. In your work evaluations, you love seeing praise for your cautious approach. If you get good evals again, you’ll get promoted. You think your approach will make TokGen the most money in the long-term.

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**CHARACTERS FACING OFF IN THE SECOND SPRINT**

Character C, the Business Analyst

Your name is Cedric. You are the Business Analyst on the team adapting TokGen for the #TigerTok campaign. Your role is to work directly with the customer (in this case, the University) to ensure they get a great product quickly. But this also means you always have a dilemma: emphasize the customer’s wants, or emphasize better designs that you think will benefit them in other ways? You went to the University, studied economics and public policy, then consulted with McKinsey. After that, you got fascinated with tech companies and realized your understanding of corporations would make you an ideal business analyst for an Agile team! The engineers at TokGen respect your character; they 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 scraping Instagram posts to train #TigerTok, not use human trainers. It’s what the customer really wants, and you think it’ll work. If you argue effectively for scraping, you’ll win a point. Another TokGen team member will argue against you.

No one knows that you are under a lot of pressure to get #TigerTok finished well. The first few versions weren’t successful at delivering the results the customer wanted. You delivered the app with the features that they wanted, on time and cheap. But the results weren’t what the university wanted. You’ve got a child applying to the University in three years, and you feel like you need to impress the admissions officers. And your own boss is mad that you haven’t yet delivered the University what they want.

Character D, the User Experience Designer

Your name is Dhakiya. You are the User Experience Designer on the team developing #TigerTok. A first-generation immigrant, you grew up in Kenya then did high school in Silicon Valley. Fascinated by technology firms, you decided to emulate your hero Mark Zuckerberg: you went to a lesser Ivy in Massachusetts with bad sports teams and a color for a mascot (how stupid!). They feed lots of students into Facebook (now Meta). You started your career there, switching over to the Instagram team when they acquired that app. You worked on amplifying content that had visual appeal, so you know a lot about which Reels are the greatest draw to social media users, as well as which filters make Reels most engaging.

**Private Information:** You have a special scoring opportunity in Sprint 2. You should argue against the team scraping Instagram posts to train #TigerTok, using human trainers instead. You know that the images on that app are skewed in lots of ways. If you argue effectively against scraping, you’ll win a point. Another TokGen team member will argue against you.

You have a strong belief in the power of social media to bring people together. But no one knows that you were the victim of a deepfake by another Facebook employee. You were harassed and almost fired for fake “photos” that showed you at anti-Facebook rallies in San Francisco… until someone else in the company discovered that they were fakes. That’s why you switched to the Instagram team, to avoid having to work with your harasser again. You know what keeps users most engaged; but you know what’s dangerous for them as well.

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**CHARACTERS FACING OFF IN THE THIRD SPRINT**

Character E, The Engineer’s Engineer

Your name is Elijah. You LOVE your job as an engineer with TokGen. 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. You think that technology can solve many of the world’s social problems and *make people more free!* But you don’t think Big Tech will necessarily do that by themselves: engineers have to take control. You’re a huge fan of Peter Thiel, the co-founder of PayPal and Palantir, a “national conservative” who has criticized both free trade and the influence of big tech. A lot of TokGen engineers cheer you on, though they’re reluctant to speak out against companies that might hire them.

**Private Information:** You have a special scoring opportunity in Sprint 3. You should argue against TokGen giving the university access to NetID and IP data. You just don’t trust big institutions! If you argue effectively against giving data access, you’ll win a point. Another TokGen team member will argue against you.

When you were an undergrad at the University, there was an incident you got blamed for. Someone hacked into the university’s learning management system, and changed a bunch of the grades for COS 226. The university traced the hack back to the public IP of a wireless router in your eating club, but couldn’t trace any further. Since they couldn’t figure out which member of your eating club was responsible, they punished everyone in the club whose grades were changed. You think that was ridiculously unfair, and don’t trust the university to use the user data you give them fairly.

Character F, the Risk Management Officer

Your name is Fatima. You are the Chief Risk Officer of TokGen. You attended the University, and then went on to a well-regarded law school in Cambridge, MA. You would have stayed at your alma mater, but for some reason it only offers arts & sciences degrees (how old-fashioned!). You practiced regulatory compliance law for years in New York City before returning to this somewhat-boring town in the middle of New Jersey to be TokGen’s most trusted counsel and their Chief Risk Officer. In fact, 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 TokGen 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 TokGen to give the university access to NetID and IP data. There are big risks if you don’t! If you argue effectively for giving data access, you’ll win a point. Another TokGen team member will argue against you.

Your commitment to cyber risk reduction is personal. You were the victim of cyber-stalking as an undergraduate, before NJ even had a law against it. Someone – you someone in your eating club – gathered all the available information about you from university computers. You would get anonymous messages stating that they knew where you were in class, that they knew where your mock trial team met, that they had your summer address, and more. The University never caught the person, and you were angry because they refused to use the computer data it had because no crime had occurred.

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 **CHARACTERS FACING OFF IN THE FOURTH SPRINT**

Character G, the Veteran Engineer

Your name is Gaayatri. You are a veteran engineer with TokGen. You’ve been with the company since its founding, when you were granted a bunch of shares. You’ve been a Machine Learning engineer since graduating college in 2014, when ML really started to take off because of advancements in graphic processing units (GPUs) and neural networks. You helped program the first world-class image generation algorithm called DALL-E at Open AI. You then moved to Facebook/Meta to work on their video-generating algorithm; you studied potential mis-uses of it, to help define the filters for the algorithms and the uses that would be disallowed. You’re positive about the future of video-generation, if only the proper safeguards are put in place.

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for TokGen to filter results/outputs, rather than inputs. It will be hard to do, but the solution would last! If you argue effectively for filtering results, you’ll win a point. Another TokGen team member will argue against you.

TokGen is filing with the SEC to go public next year. But your shares won’t fully vest for three more years. At that time, you’ll have the first of three kids starting college. You stand to make a lot of money, but you know that a short-term fix to TokGen’s bias problem will only be a band-aid. Revelations of bias have been devastating, but you think the company’s reputation can come back… in time for you to cash in your shares. But if it chooses a quick fix now and the problem re-emerges, its reputation will be permanently damaged.

Character H, the CEO

Your name is Hadley. You are the CEO of TokGen. You weren’t the founder, but you came on very early in its history. The founder now sits on the Board. You worked your way up in the company for a few years, initially as the product owner for the earliest version of the video-generation algorithm. 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 TokGen, and at graduation you won the Pyne Prize for your scholarship, character and leadership. From there you went on to a Rhodes, and a PhD in Applied ML from MIT. Impressive!

**Private Information:** You have a special scoring opportunity in Sprint 4. You should argue for TokGen to filter inputs, rather than results/outputs. You’re not sure it’ll work, but TokGen needs to do something fast! If you argue effectively for filtering inputs, you’ll win a point. Another TokGen team member will argue against you.

TokGen is filing with the SEC to go public next year. Your shares vest at that time. You were an academic all-star, as everyone in the company knows. But you can barely manage your personal finances. You’re in credit card debt, underwater on a home loan, and unable to cover tuition for your kids in college. You need to sell your shares soon, for lots of money! You know that a short-term fix to TokGen’s bias problem will only be a band-aid. But because you’re broke you care about the stock price in a year, not beyond that.