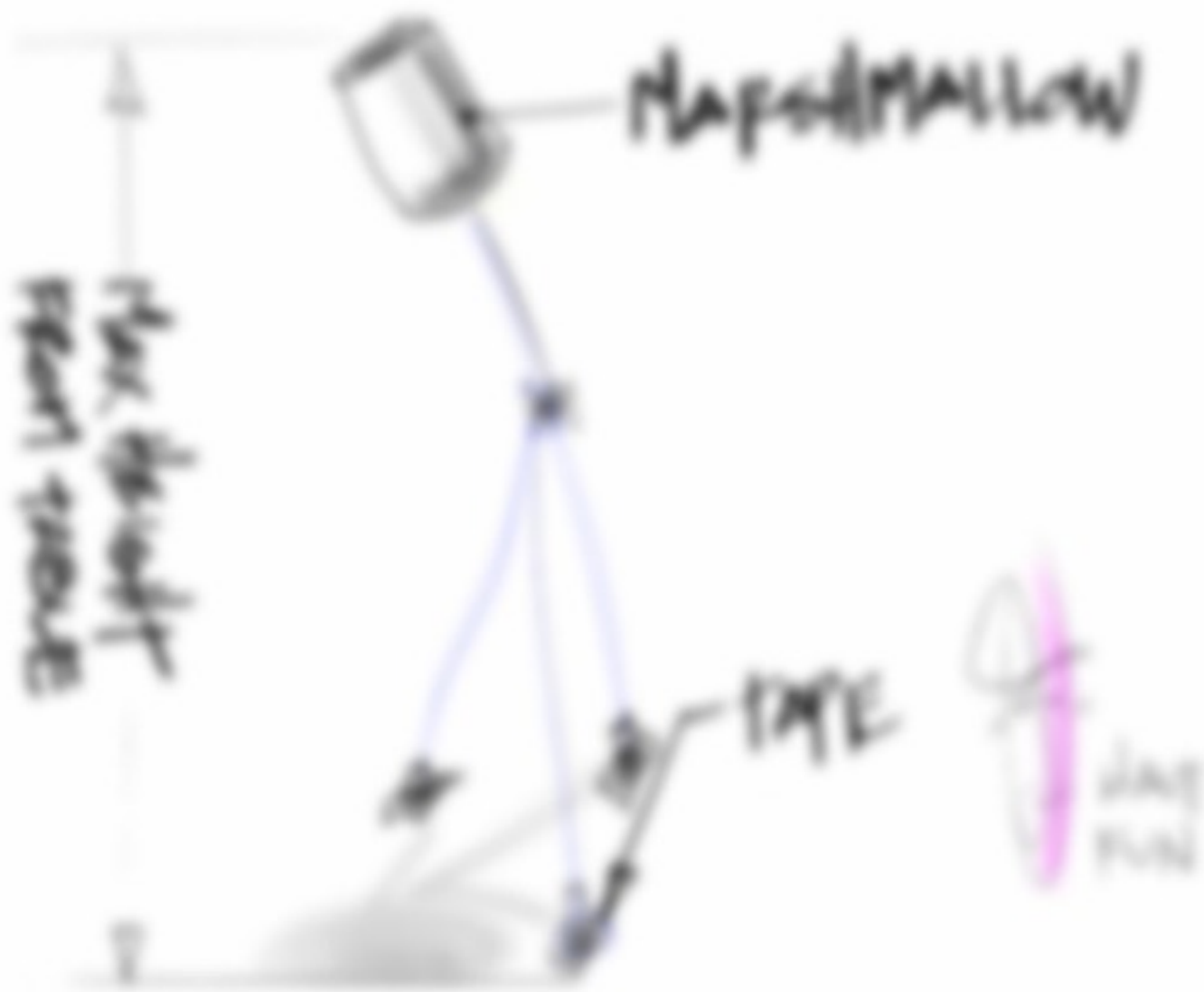


The background of the slide is a close-up, slightly blurred image of numerous white marshmallows scattered across the surface. The lighting is soft, creating gentle shadows and highlights on the marshmallows' surfaces.

The **Marshmallow Challenge**

Tom Wujec
Autodesk



Peter Skillman

The Challenge



20 sticks of spaghetti

+



one yard tape

+



one yard string

+



one marshmallow











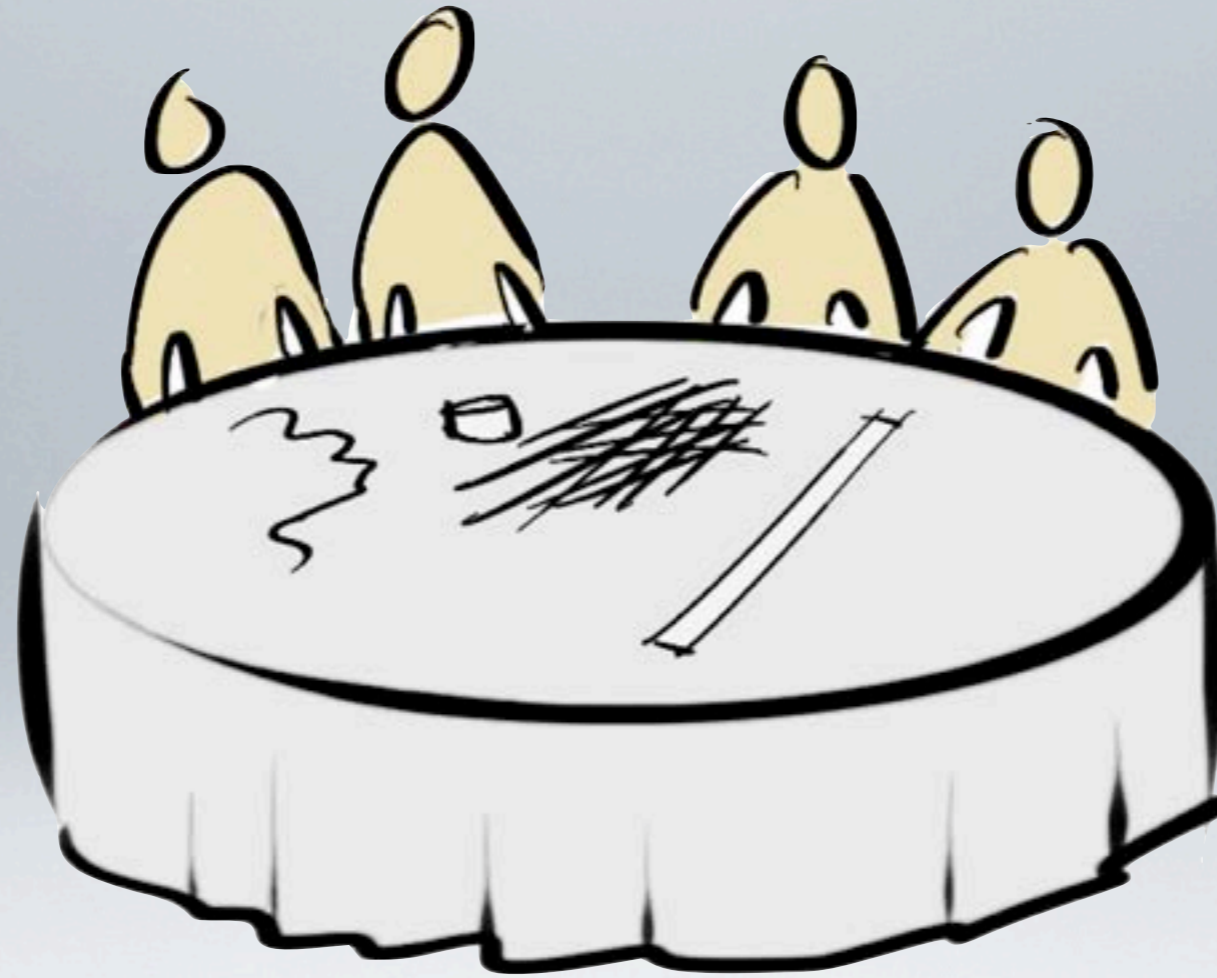
Simple Activity Deep Lessons

Lesson One:

Prototyping Matters

Typical Progress

Typical Progress



Start



18
Minutes



0

Orient

18
Minutes



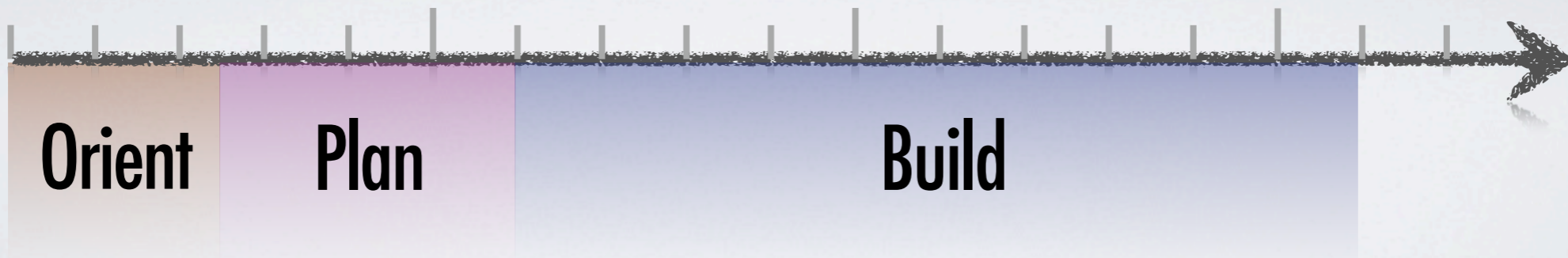
0



18
Minutes



0

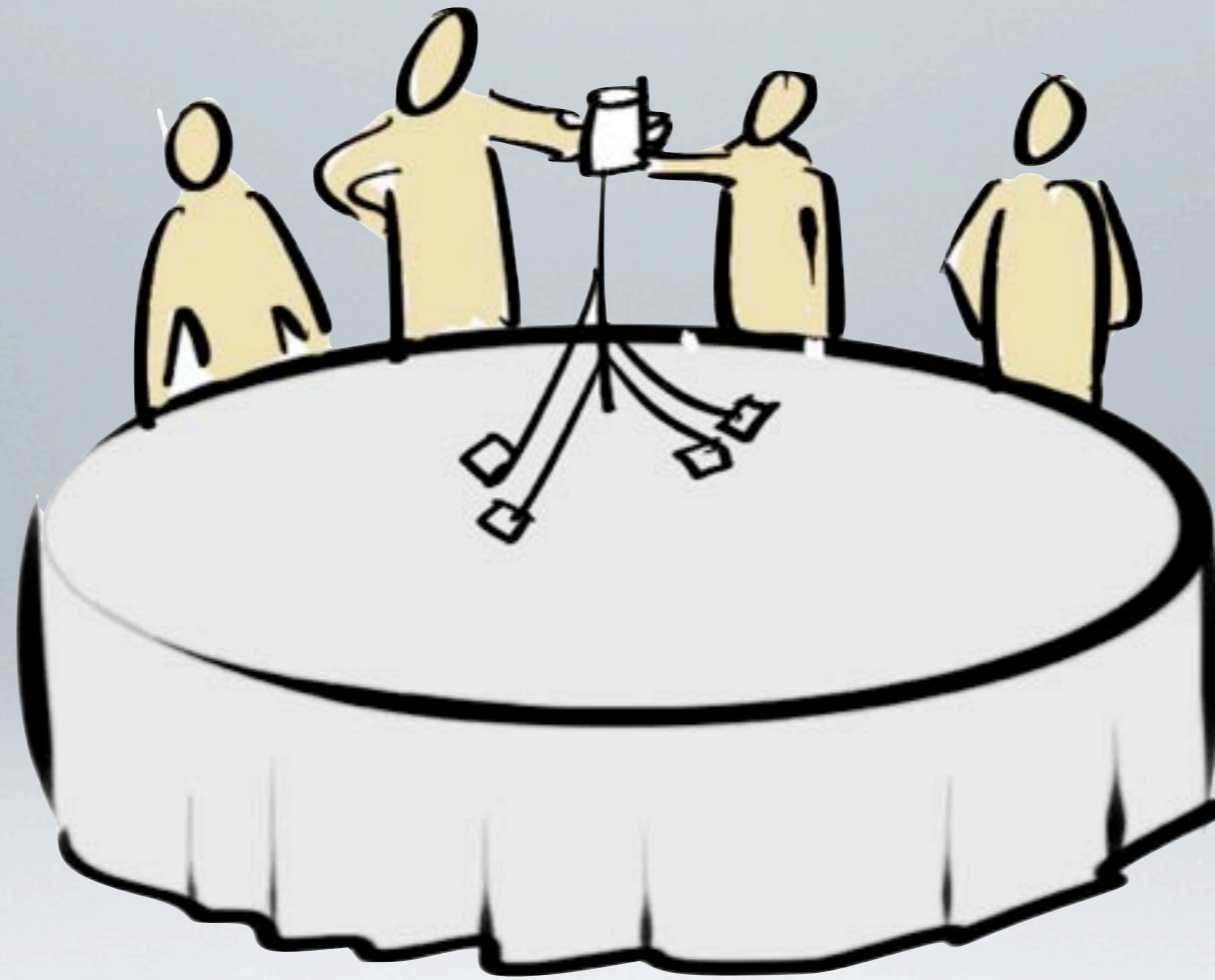


Orient

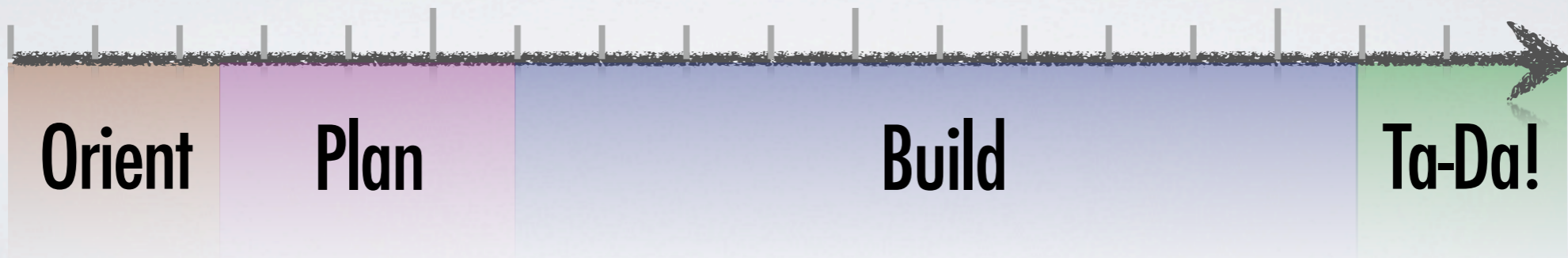
Plan

Build

18
Minutes



0



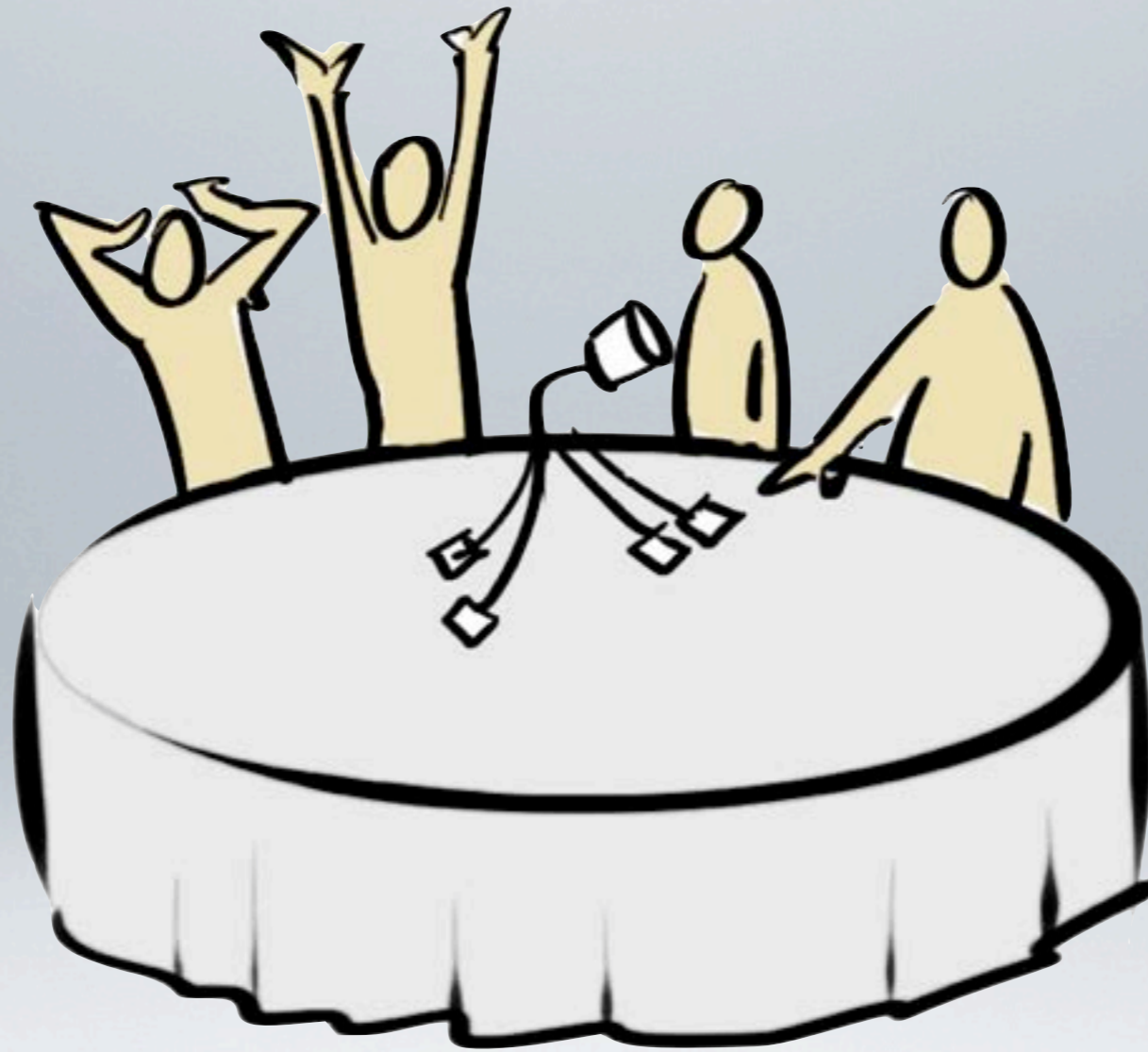
Orient

Plan

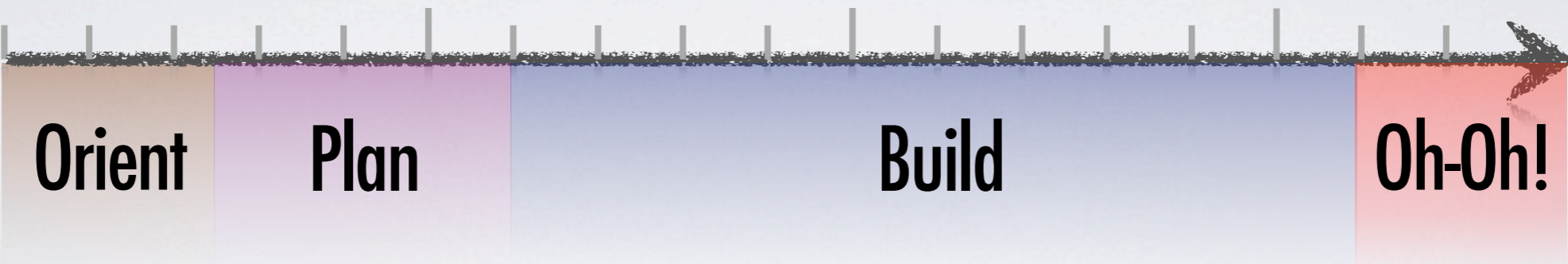
Build

Ta-Da!

18
Minutes



0



Orient

Plan

Build

Oh-Oh!

18
Minutes

Who Consistently
**Performs
Poorly?**

Recent Business School Graduates



Who Consistently
**Performs
Well?**



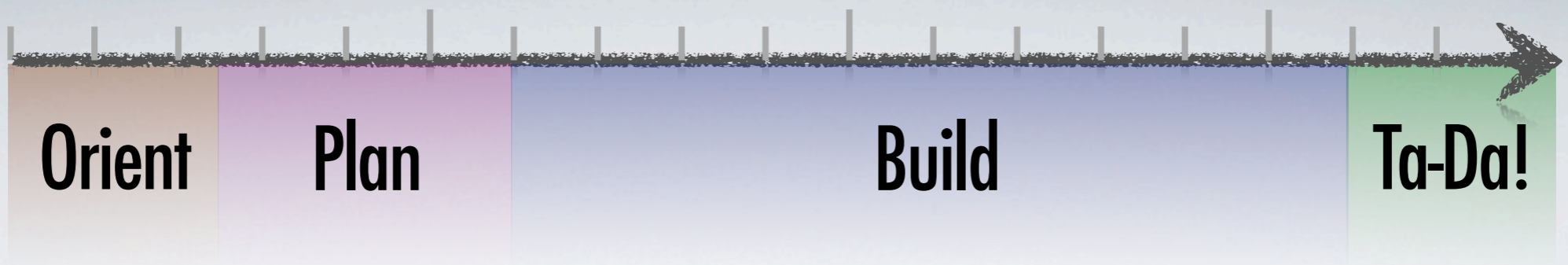
Recent Kindergarten School Graduates



why?



0



Orient

Plan

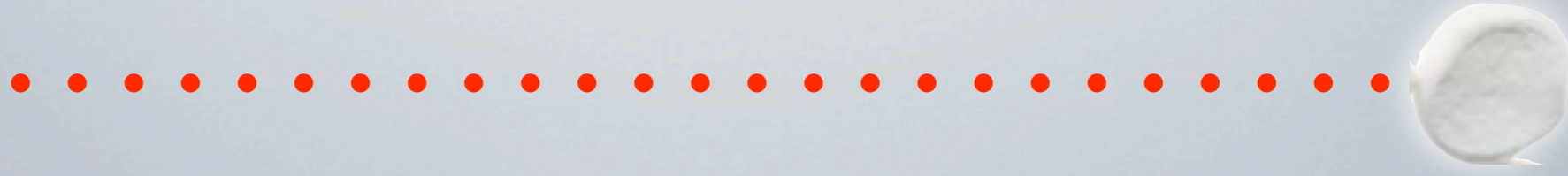
Build

Ta-Da!

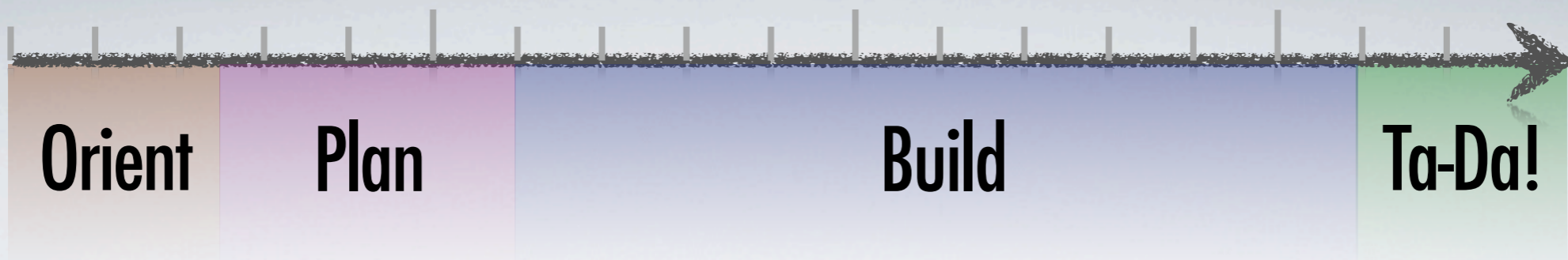
18
Minutes



Business
Students



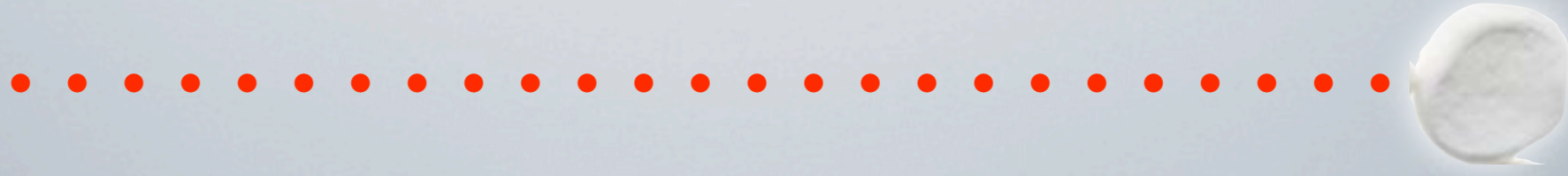
0



18
Minutes



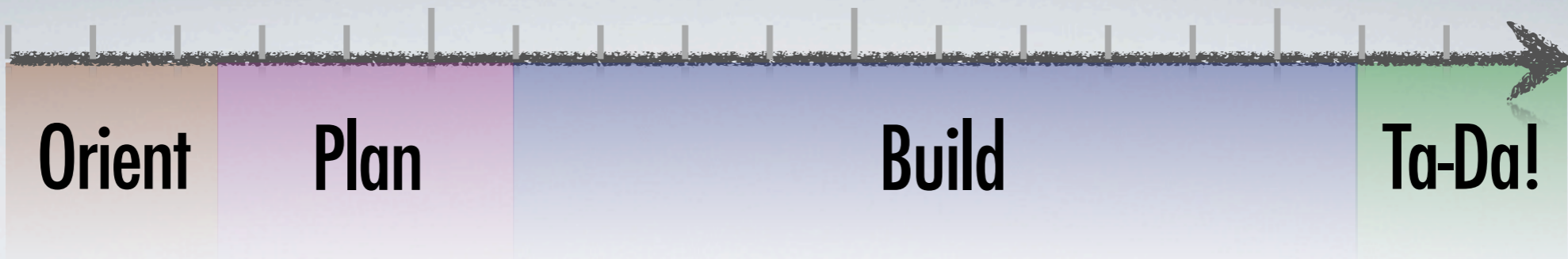
Business Students



Kindergarten Students



0



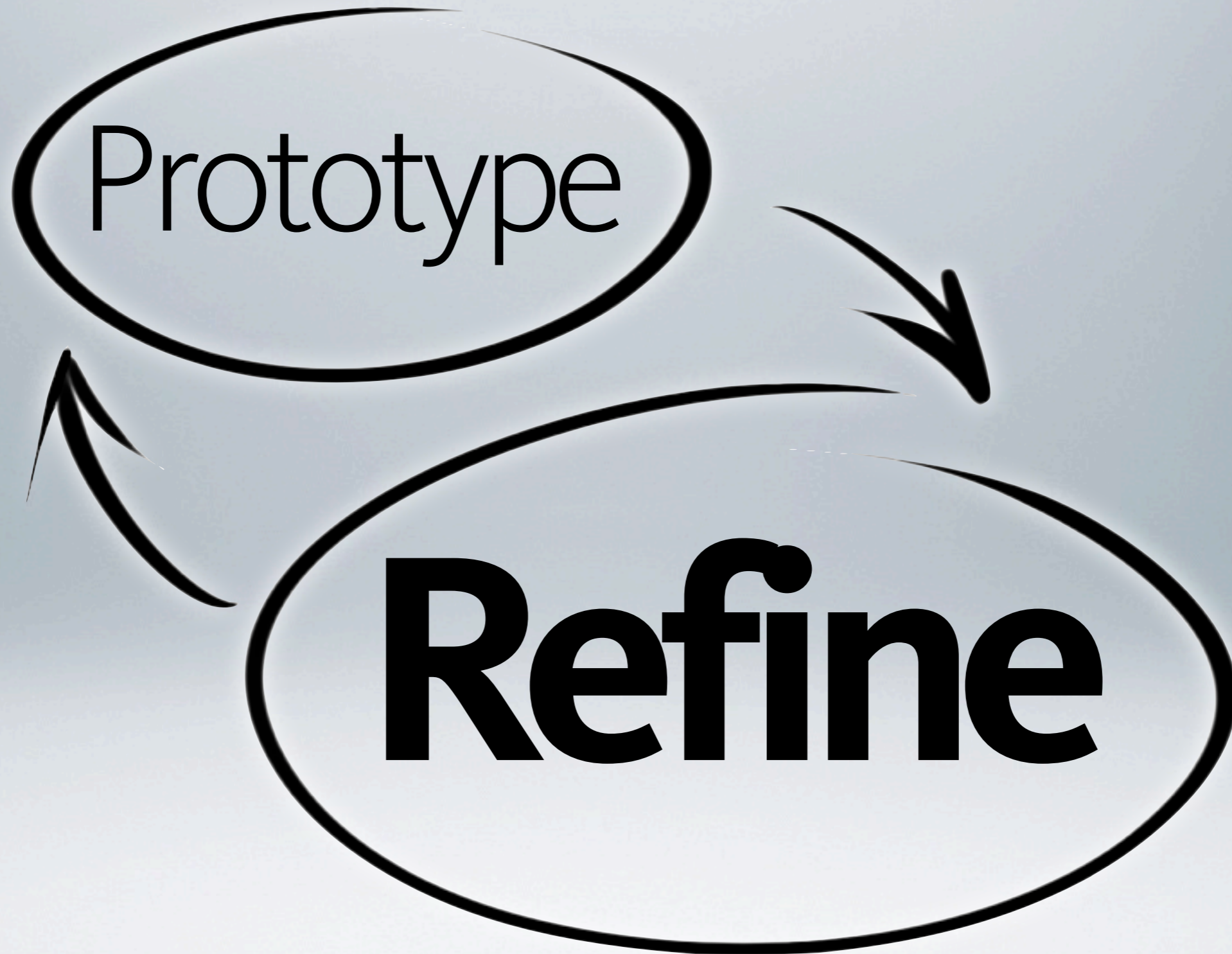
Orient

Plan

Build

Ta-Da!

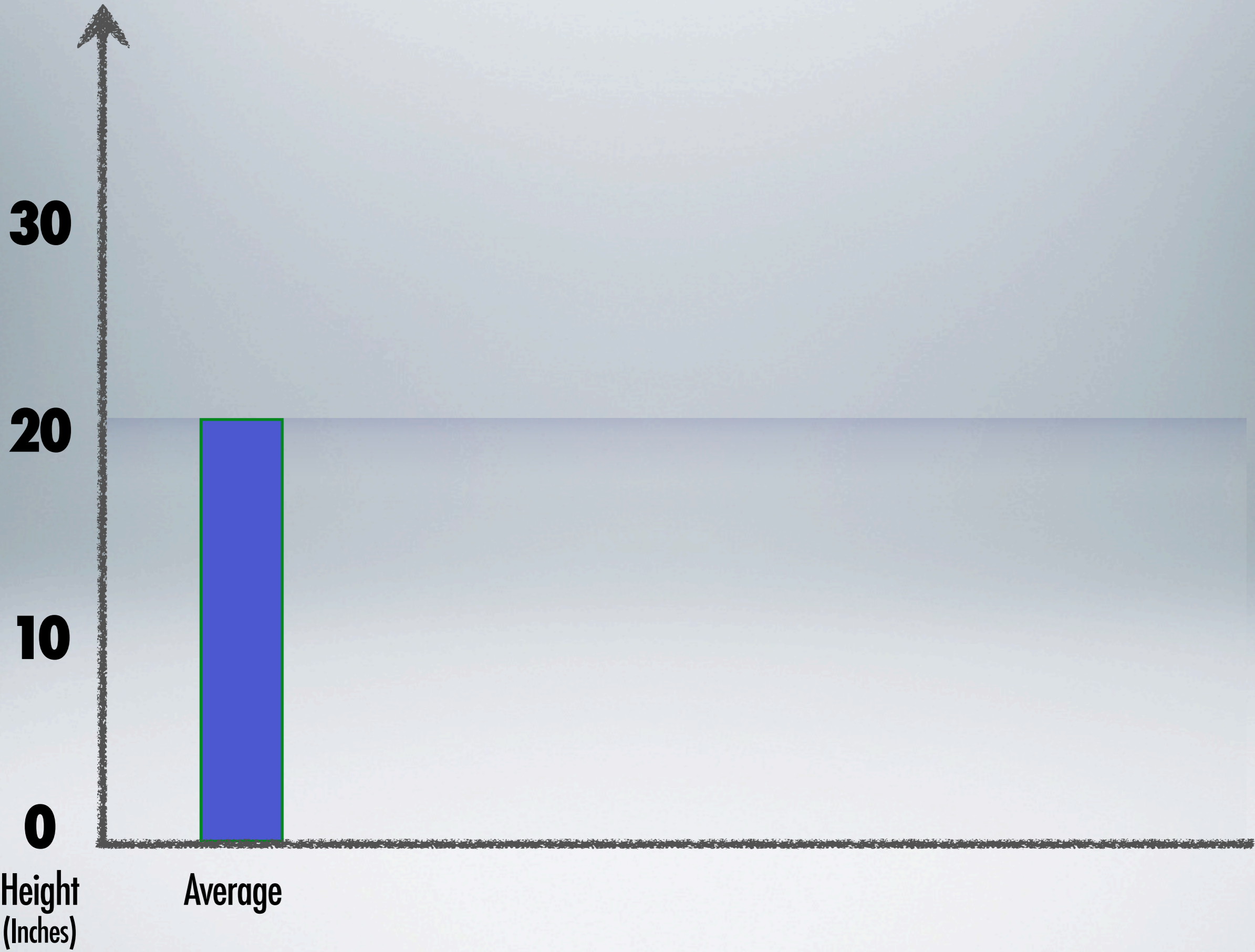
18
Minutes

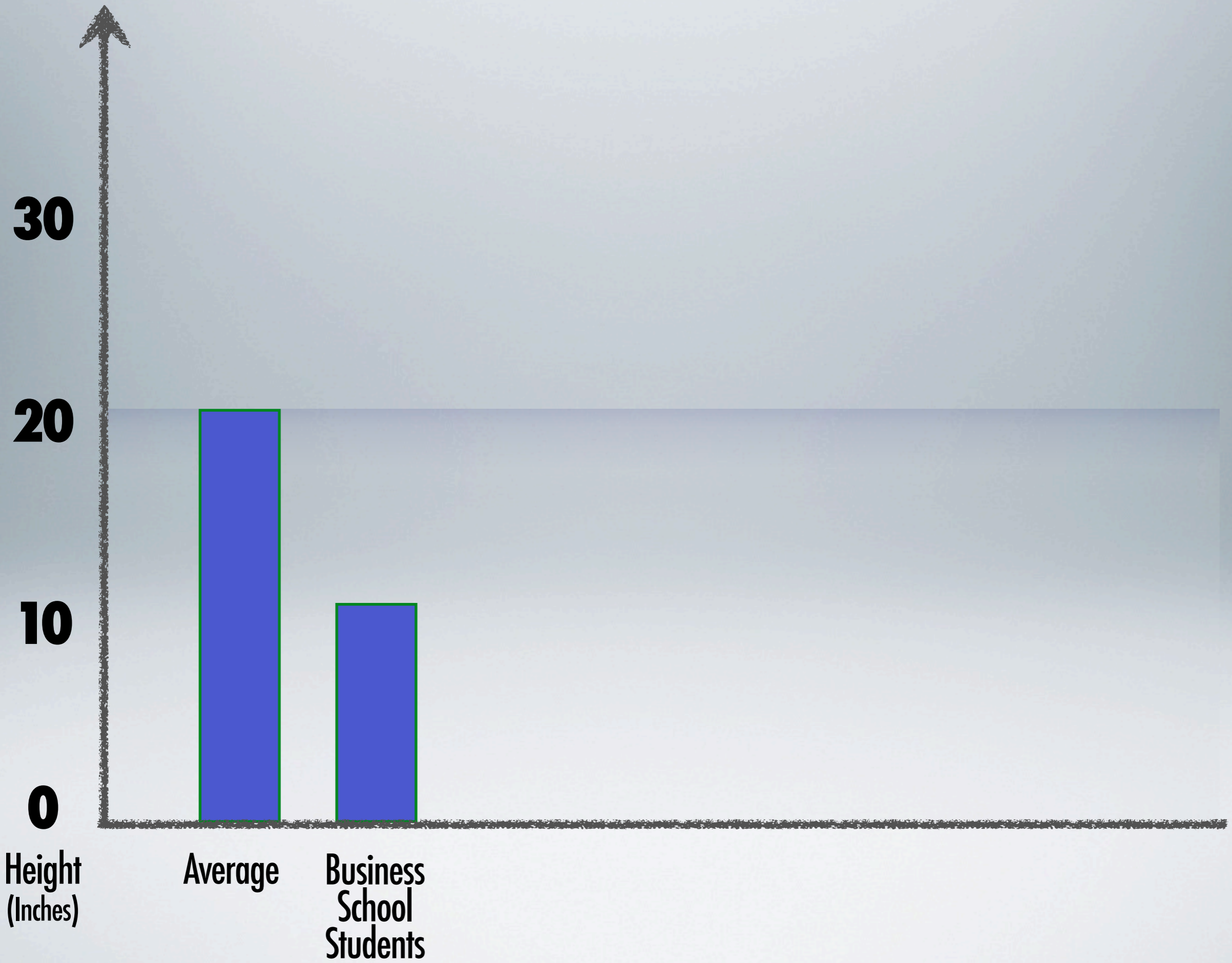


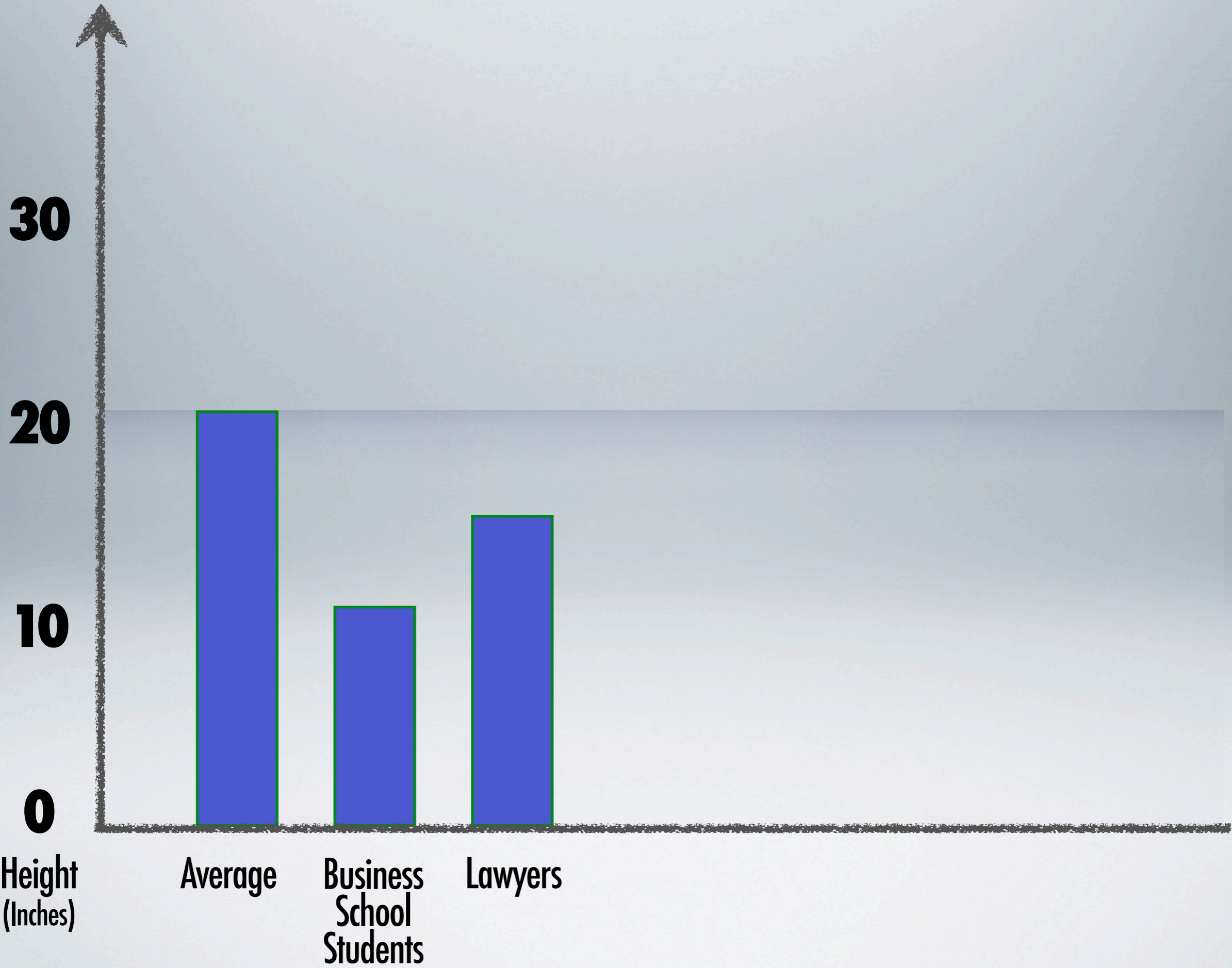
Lesson Two:

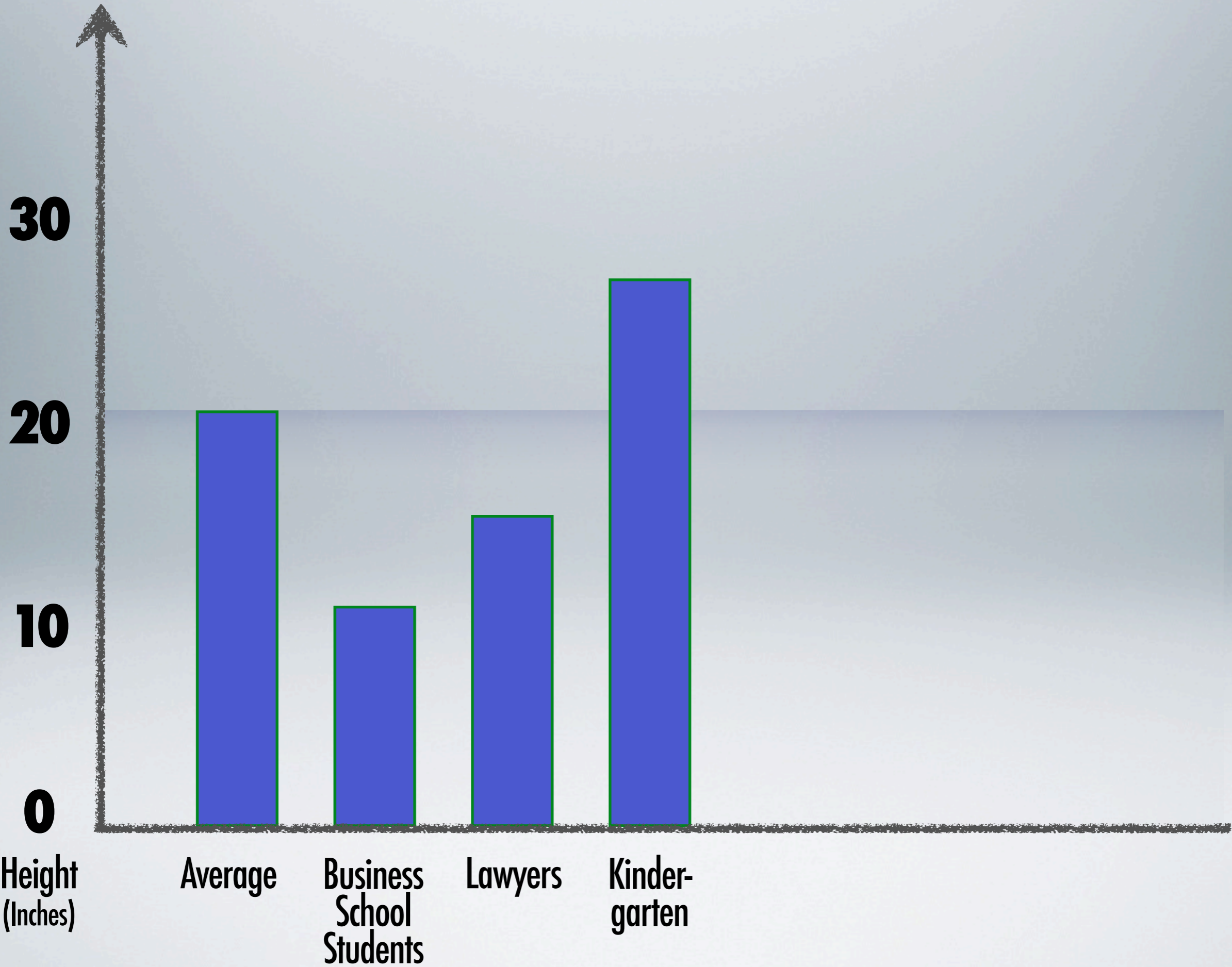
**Diverse
Skills
Matter**

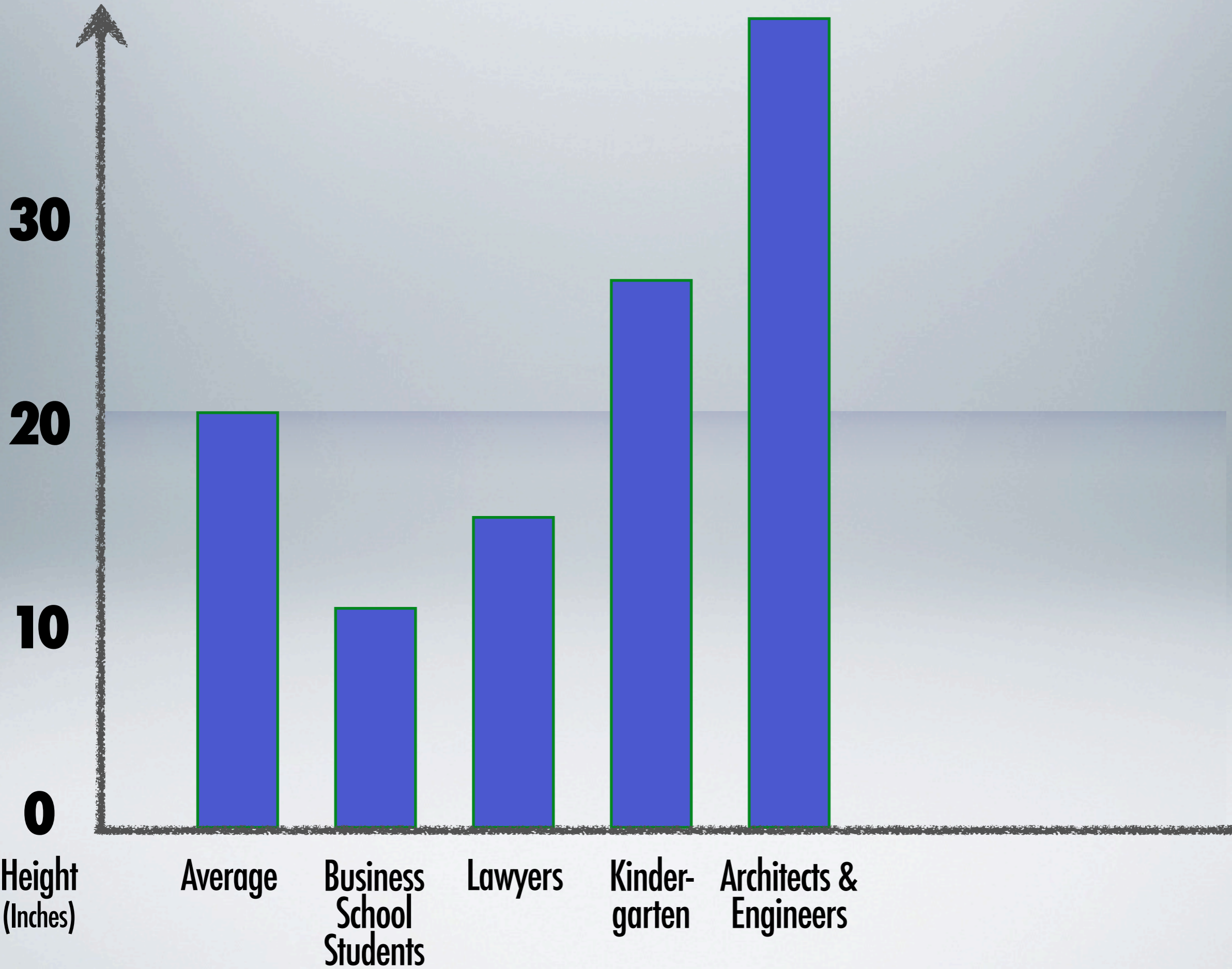


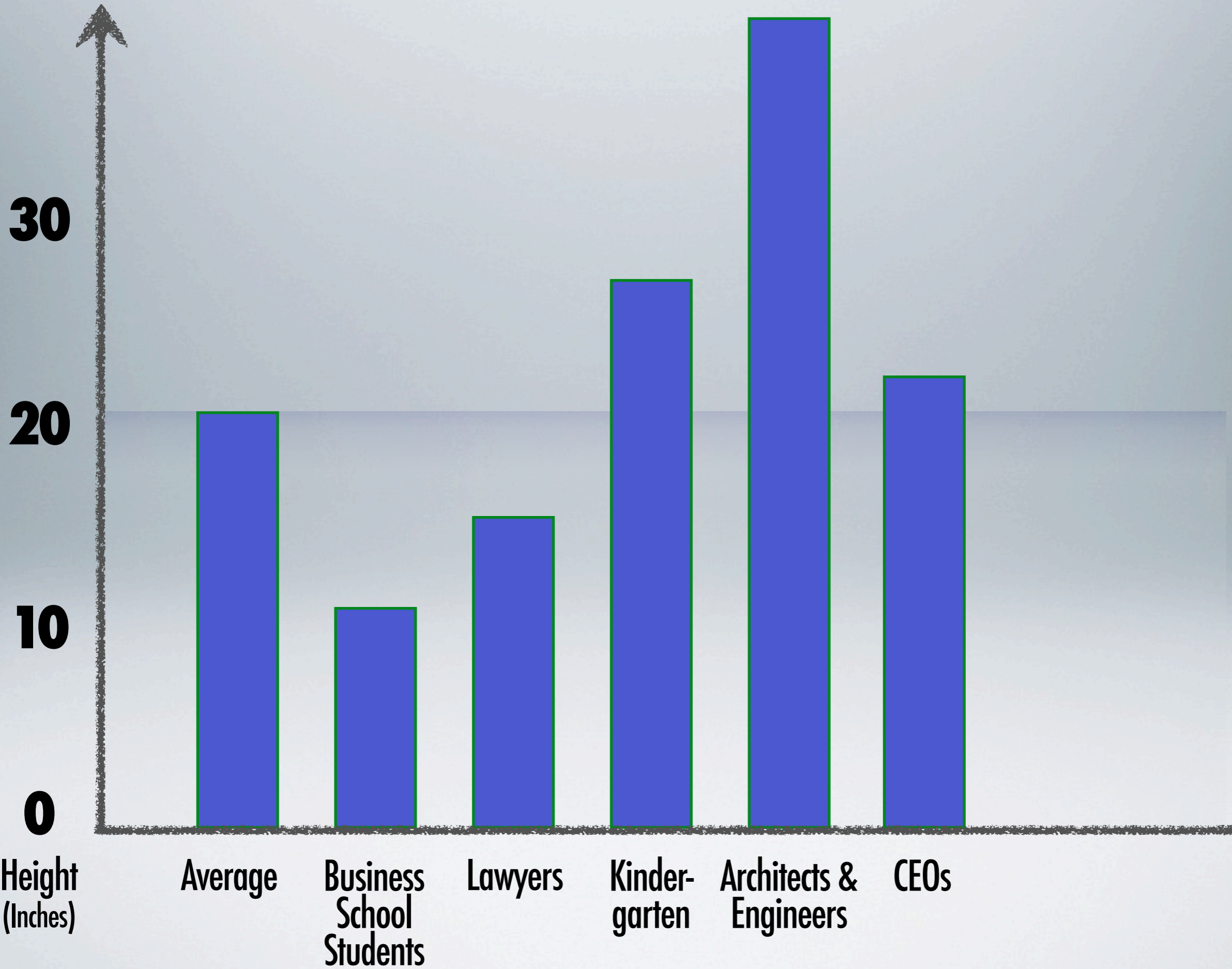


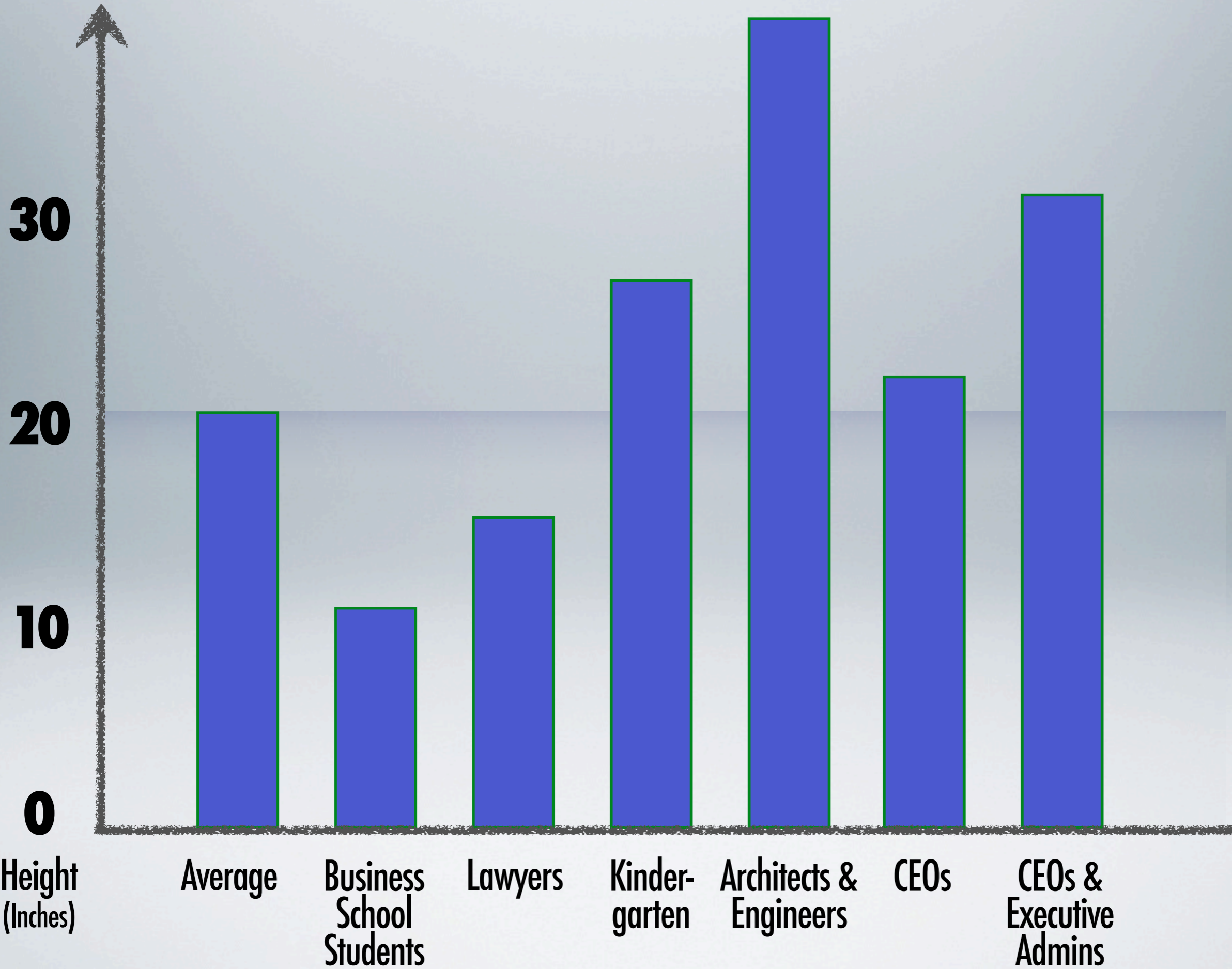




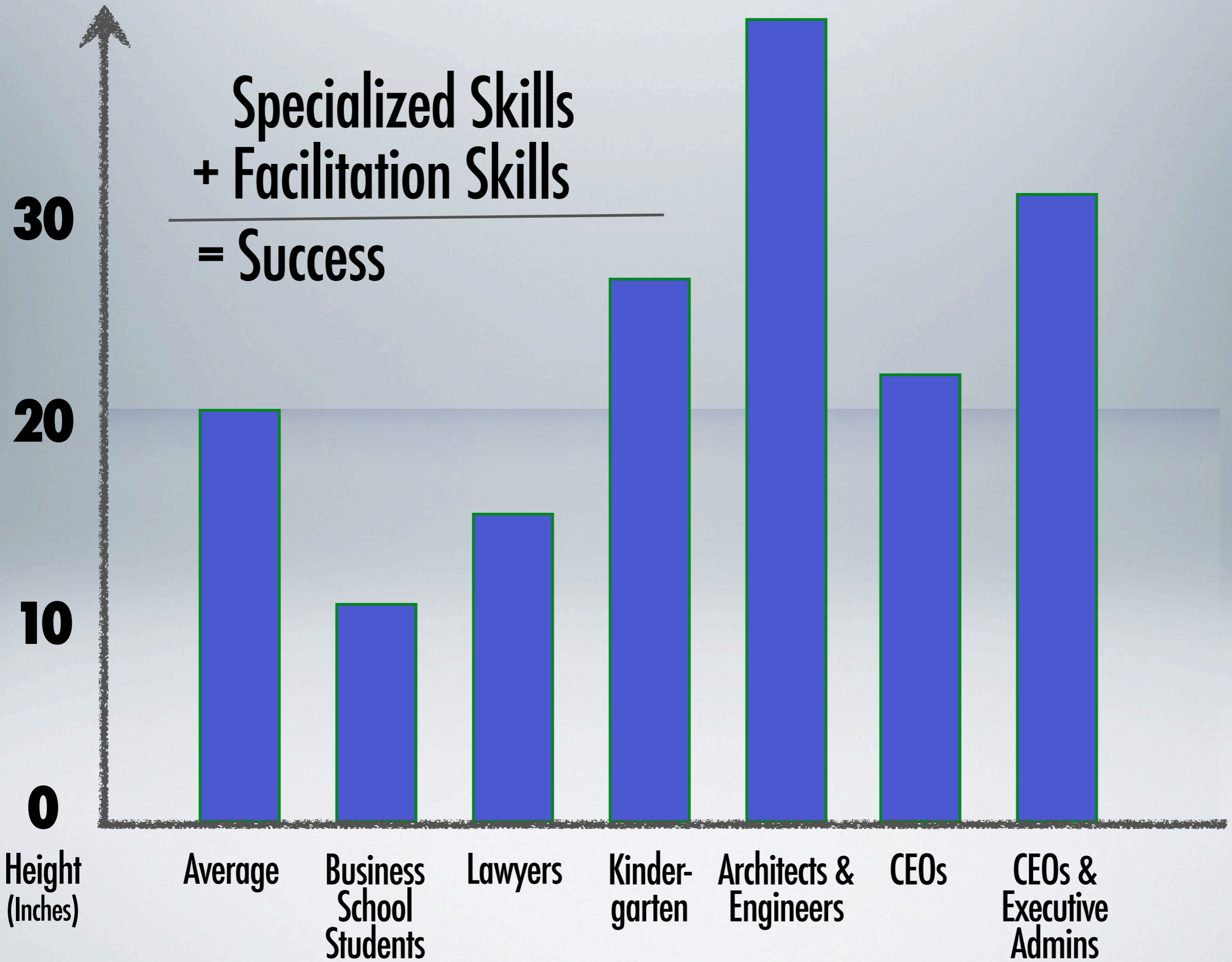








**Specialized Skills
+ Facilitation Skills
= Success**



Lesson Three:

**Incentives
Magnify
Outcomes**

Average Team Performance

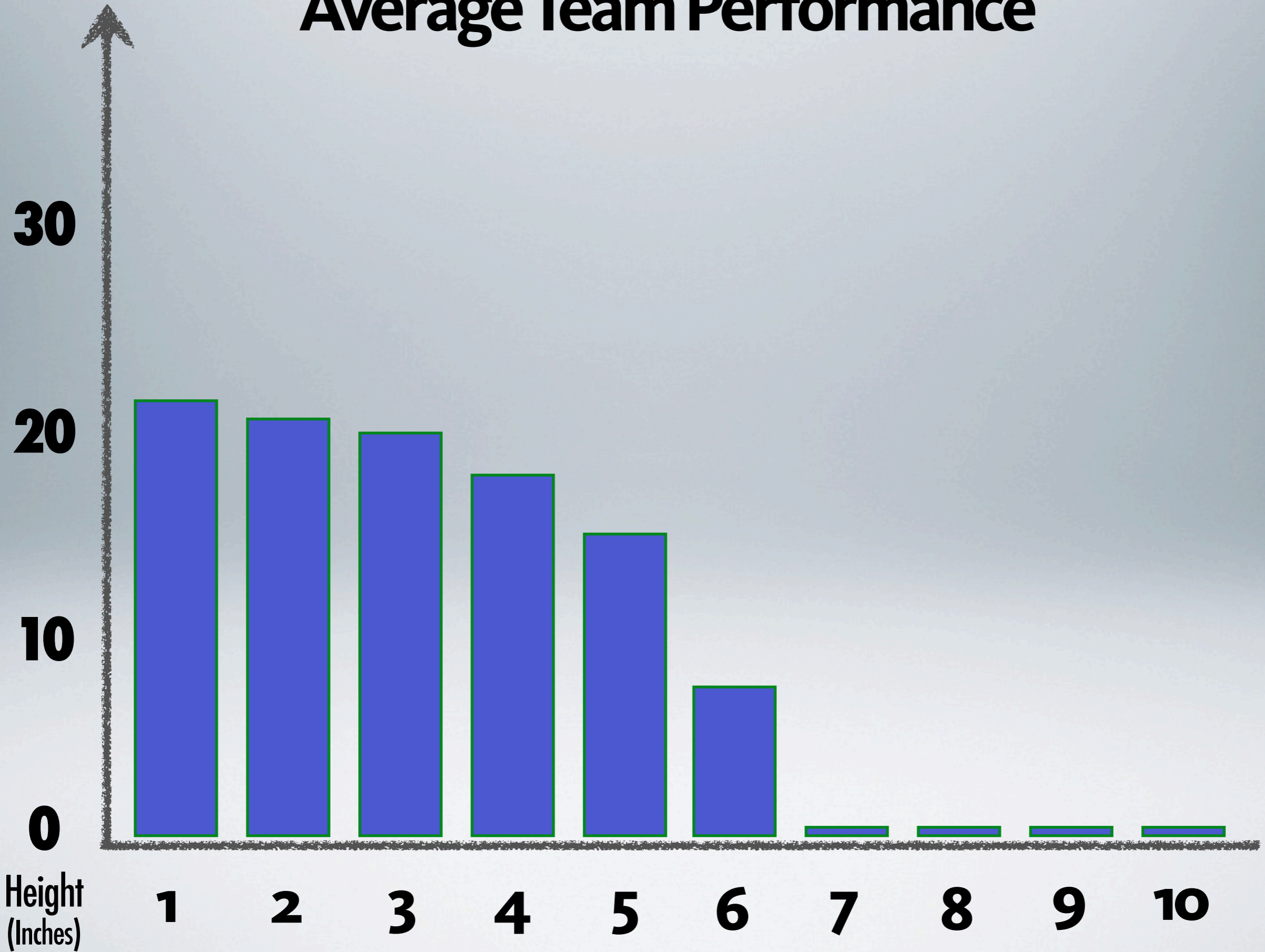
Average Team Performance



Average Team Performance



Average Team Performance



High Stakes

30

20

10

0

Height
(Inches)

1

2

3

4

5

6

7

8

9

10

AUTODESK INC.
111 McInnis Parkway
San Rafael, California

Marshmallow Challenge

PAY TO THE ORDER OF

TEN THOUSAND DOLLARS

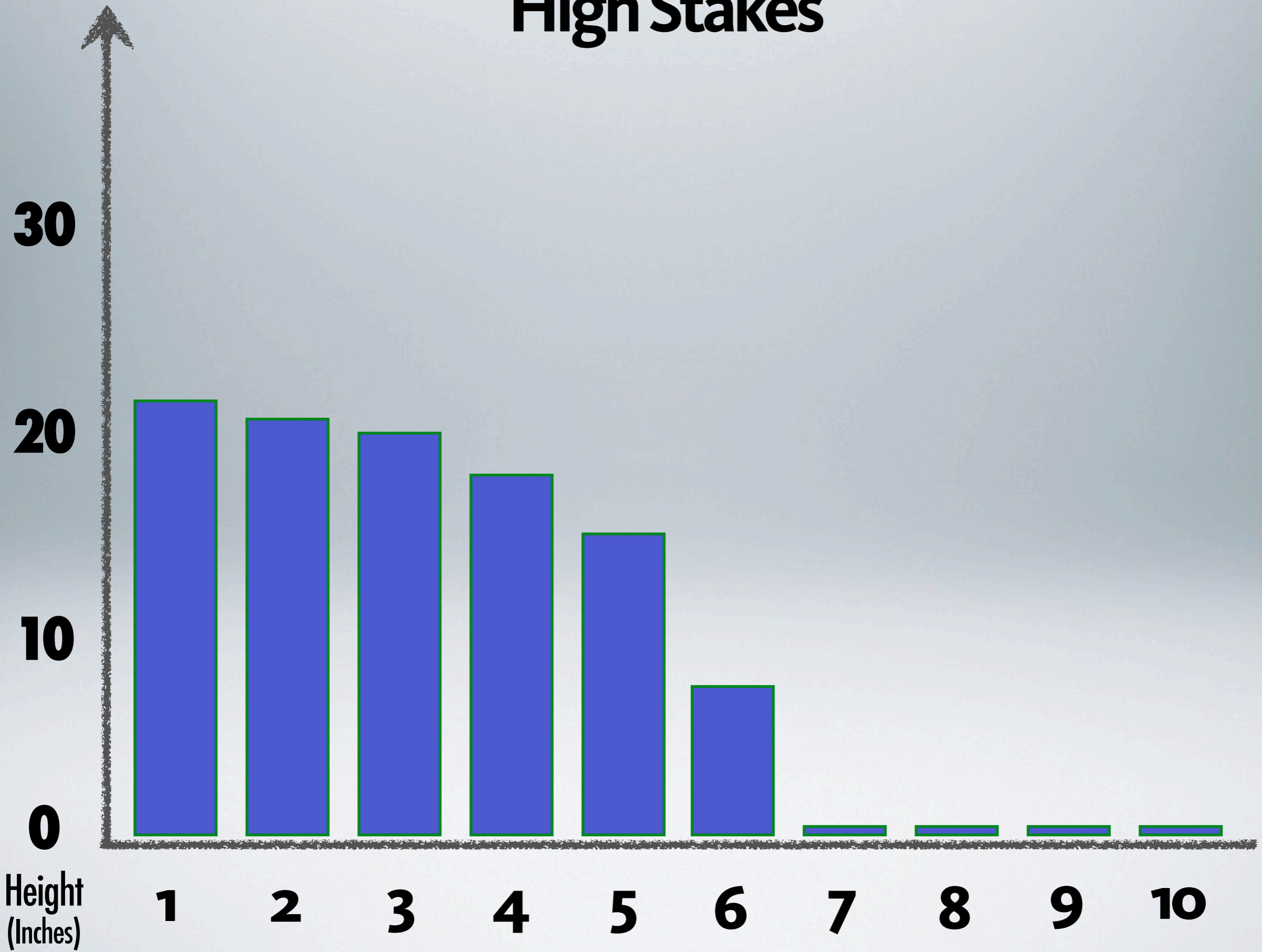
IN THE AMOUNT OF

\$10,000⁰⁰

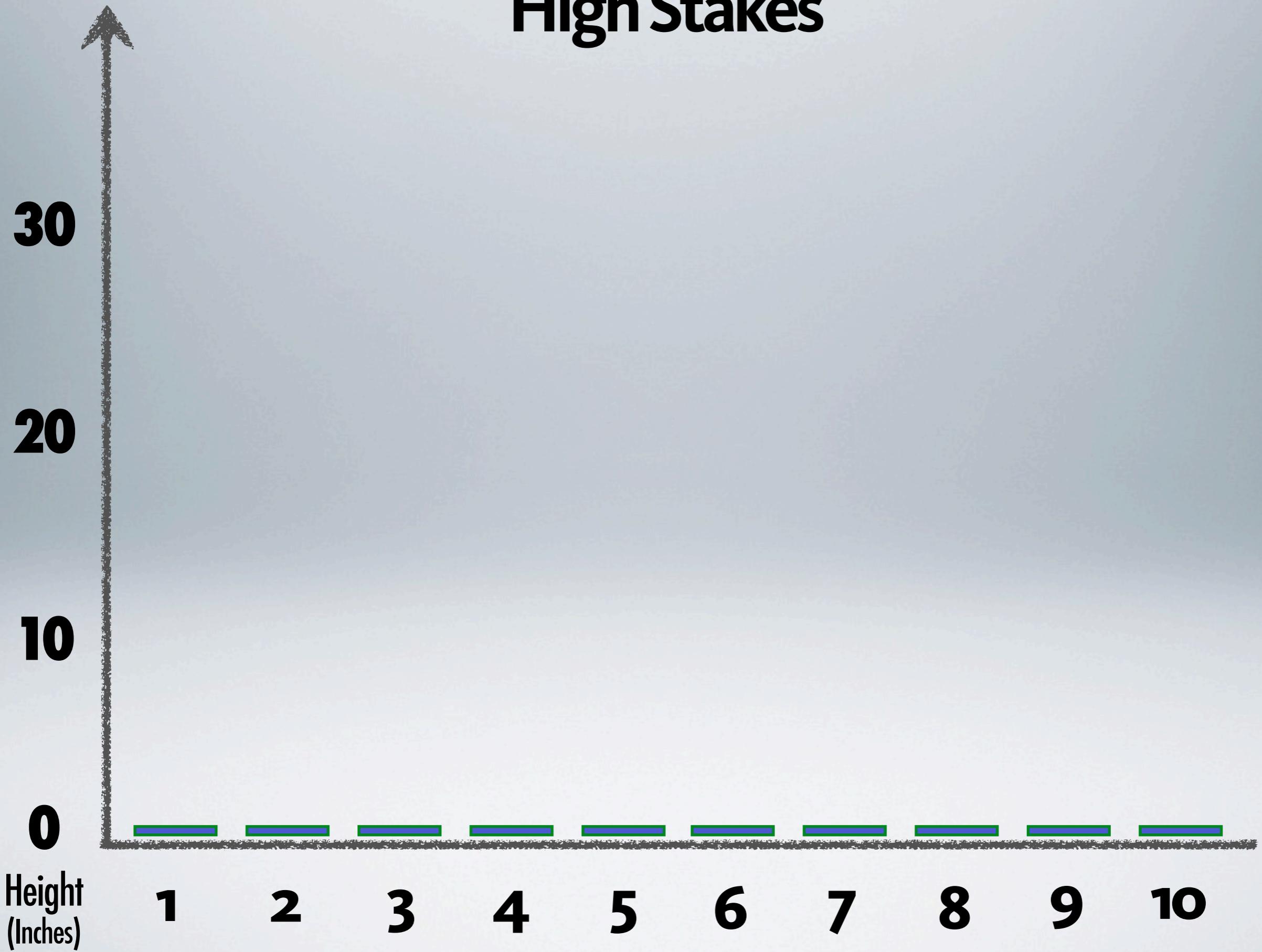
Authorization

Tom Wujec

High Stakes



High Stakes

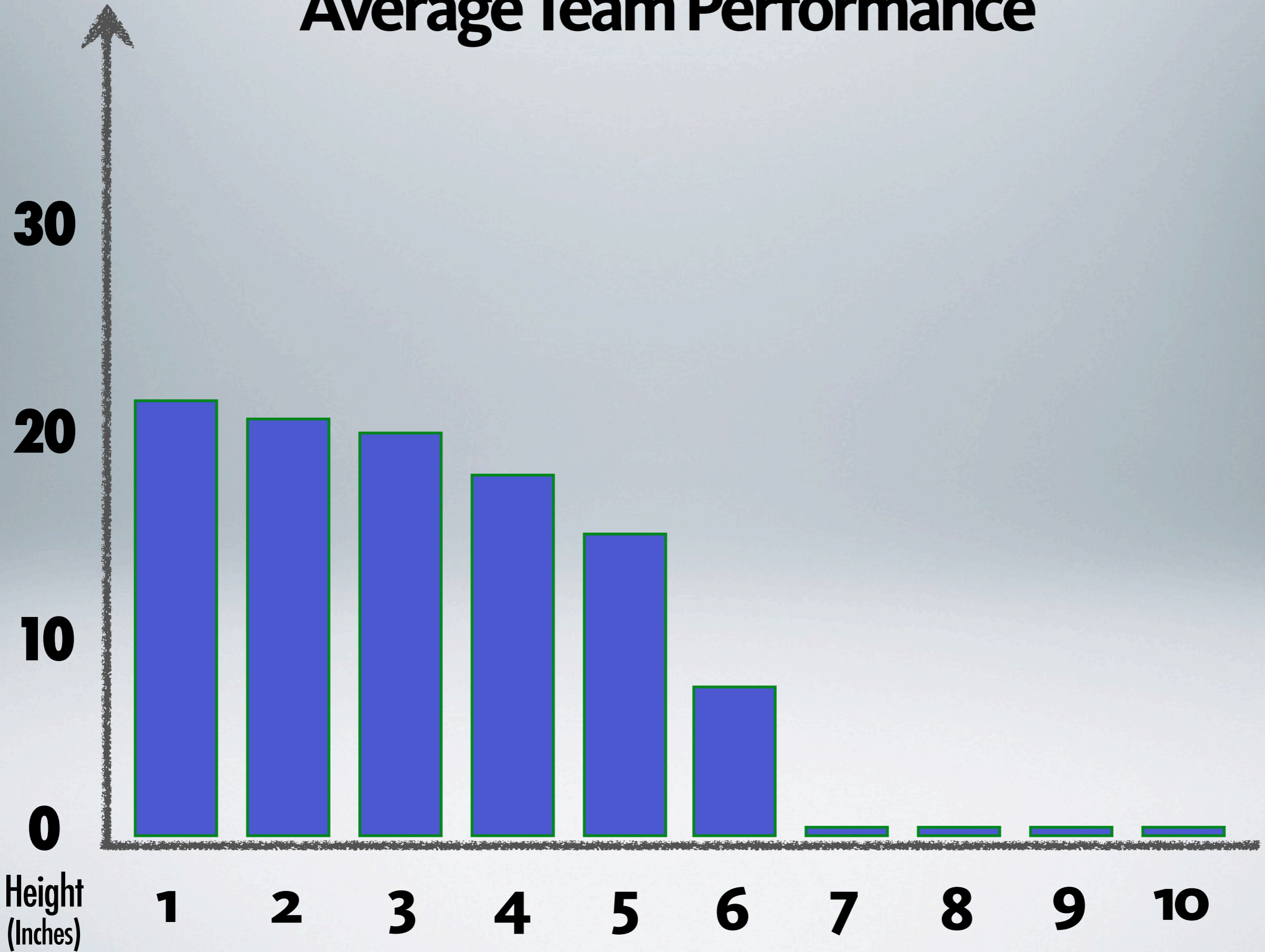


High Stakes

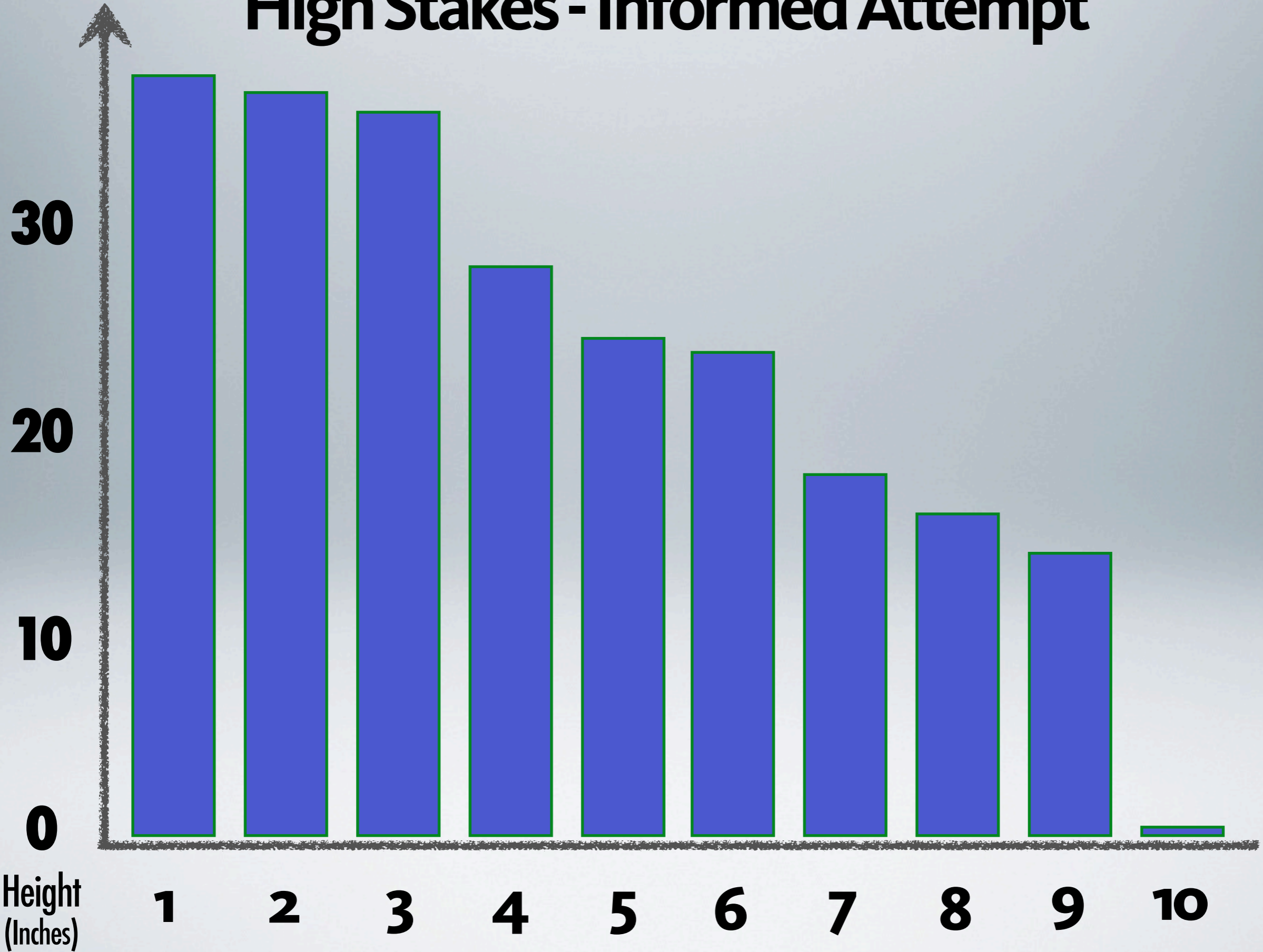
Four Months Later ...



Average Team Performance



High Stakes - Informed Attempt





Incentives + Low Skills \neq Success

Incentives + Low Skills \neq Success

Incentives + Low Skills \neq Success

Incentives + Skills = High Success

The background of the slide is a close-up, slightly blurred image of numerous white marshmallows. The marshmallows are scattered across the frame, with some in sharp focus and others blurred, creating a sense of depth. The lighting is soft and even, highlighting the texture of the marshmallows.

Why Conduct the
**Marshmallow
Challenge?**

Help Teams Identify the **Marshmallow** in their Projects.





The background of the slide is a close-up, slightly blurred view of numerous white sugar cubes and round white pills scattered across the surface. The lighting is soft and even, highlighting the textures of the different shapes.

Shared.
Experience

The background of the slide is a close-up, slightly blurred photograph of numerous white sugar cubes scattered across the surface. The lighting is soft, creating gentle shadows and highlights on the edges of the cubes.

Shared
Experience

Common
Language

Shared
Experience

Common
Language

Prototyping &
Facilitation

MarshmallowChallenge.com

The Marshmallow Challenge

[About](#)[Host](#)[Photos](#)[Videos](#)[Links](#)

About the Challenge

The marshmallow challenge is a design collaboration game intended to help teams experience fundamental dynamics of teamwork as well as break the ice in brainstorming and collaboration sessions.



MarshmallowChallenge.com

The Marshmallow Challenge

[About](#)[Host](#)[Photos](#)[Videos](#)[Links](#)

Hosting a Challenge

Running a marshmallow challenge is easy. The ingredients cost only a few dollars and the time invested is less than an hour.

Step One: Find a Venue, Willing Teams and Reasons.

Step Two: Get the Ingredients.



Step Three: Set up the Environment.

Step Four: Equip the Tables.

MarshmallowChallenge.com

The
**Marshmallow
Challenge**

[About](#)

[Host](#)

[Photos](#)

[Videos](#)

[Links](#)



MarshmallowChallenge.com

The
**Marshmallow
Challenge**

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[Videos](#)

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**World's Largest Marshmallow Challenge
800 People**

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The
**Marshmallow
Challenge**