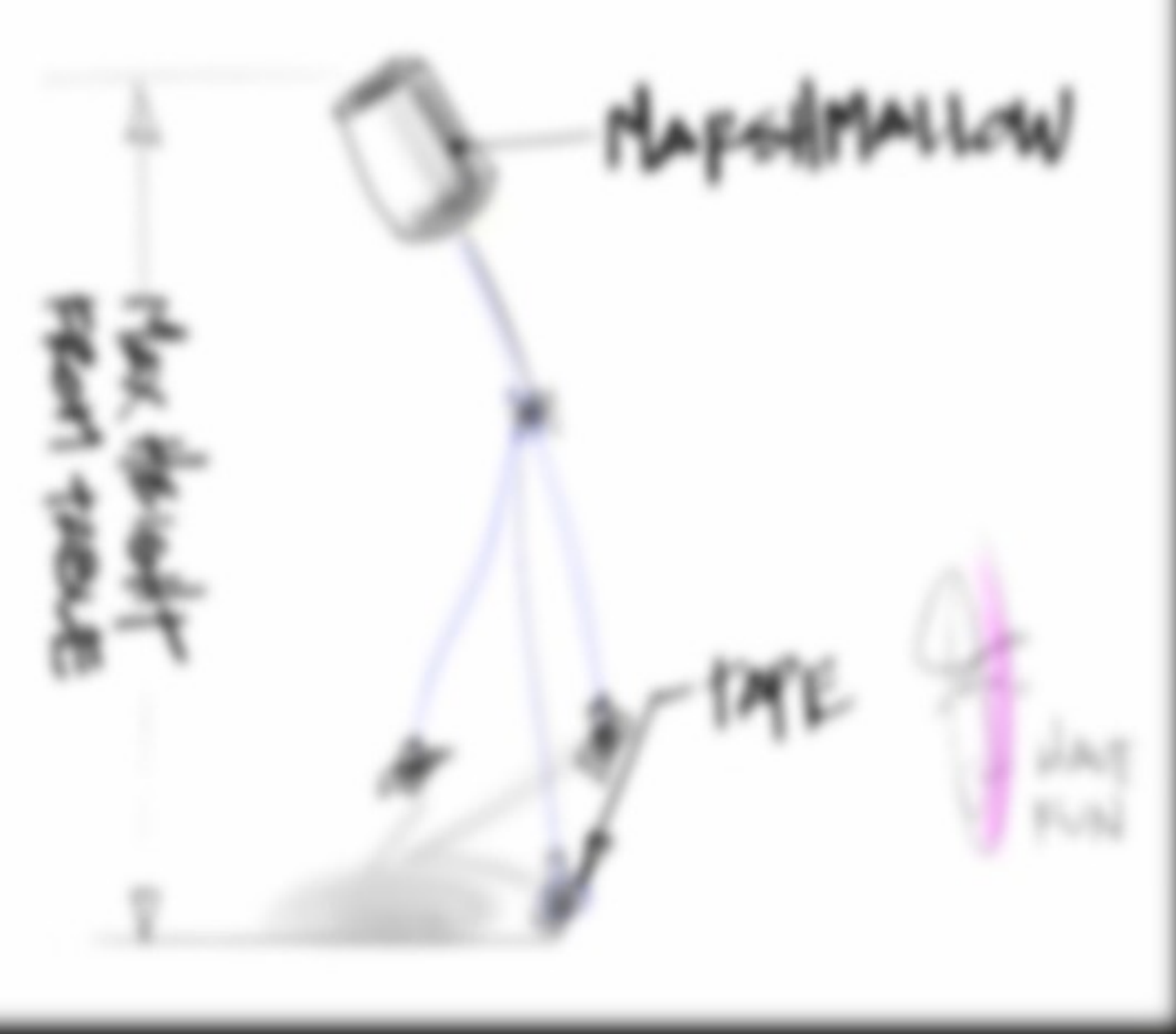


The background of the slide is a close-up, slightly out-of-focus image of numerous white marshmallows. Some are round, while others are cut into various shapes like squares and triangles. The lighting is soft, creating gentle shadows and highlights on the marshmallows' surfaces.

The **Marshmallow Challenge**

Tom Wujec
Autodesk



Peter Skillman

The Challenge











The background of the slide is a close-up, slightly out-of-focus image of numerous white sugar cubes and round white pills scattered across the surface. The lighting is bright, creating soft shadows and highlights on the edges of the cubes and pills.

Simple Activity Deep Lessons

The background of the slide is a close-up, slightly out-of-focus image of numerous white, oval-shaped pills scattered across the surface. The pills have a textured appearance, possibly from a manufacturing process.

Lesson One:

Prototyping Matters

Typical Progress

Typical Progress



Start



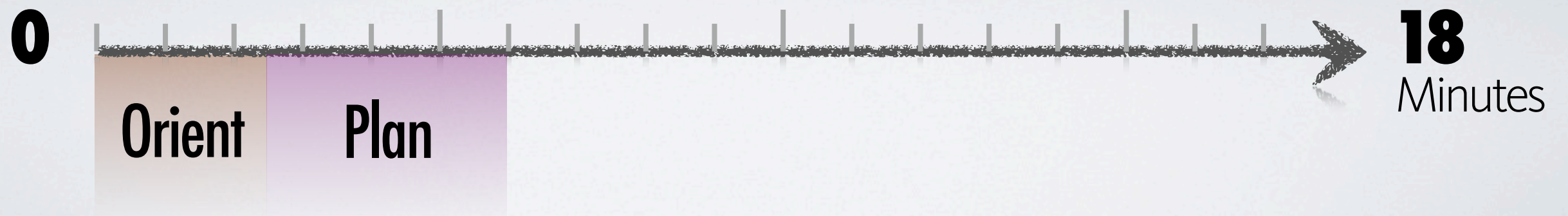
18
Minutes

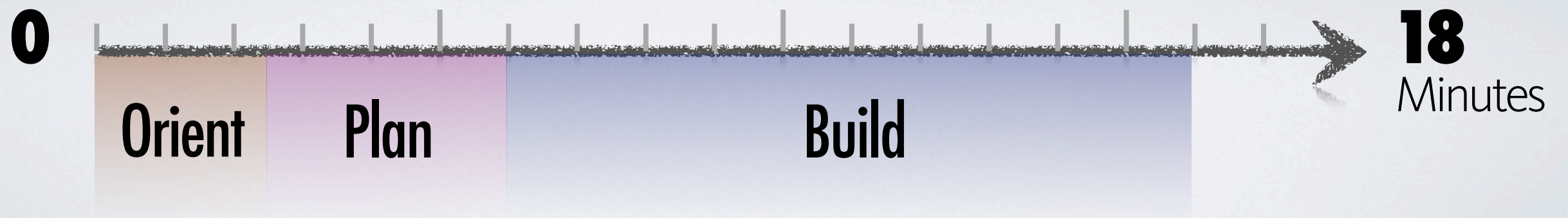


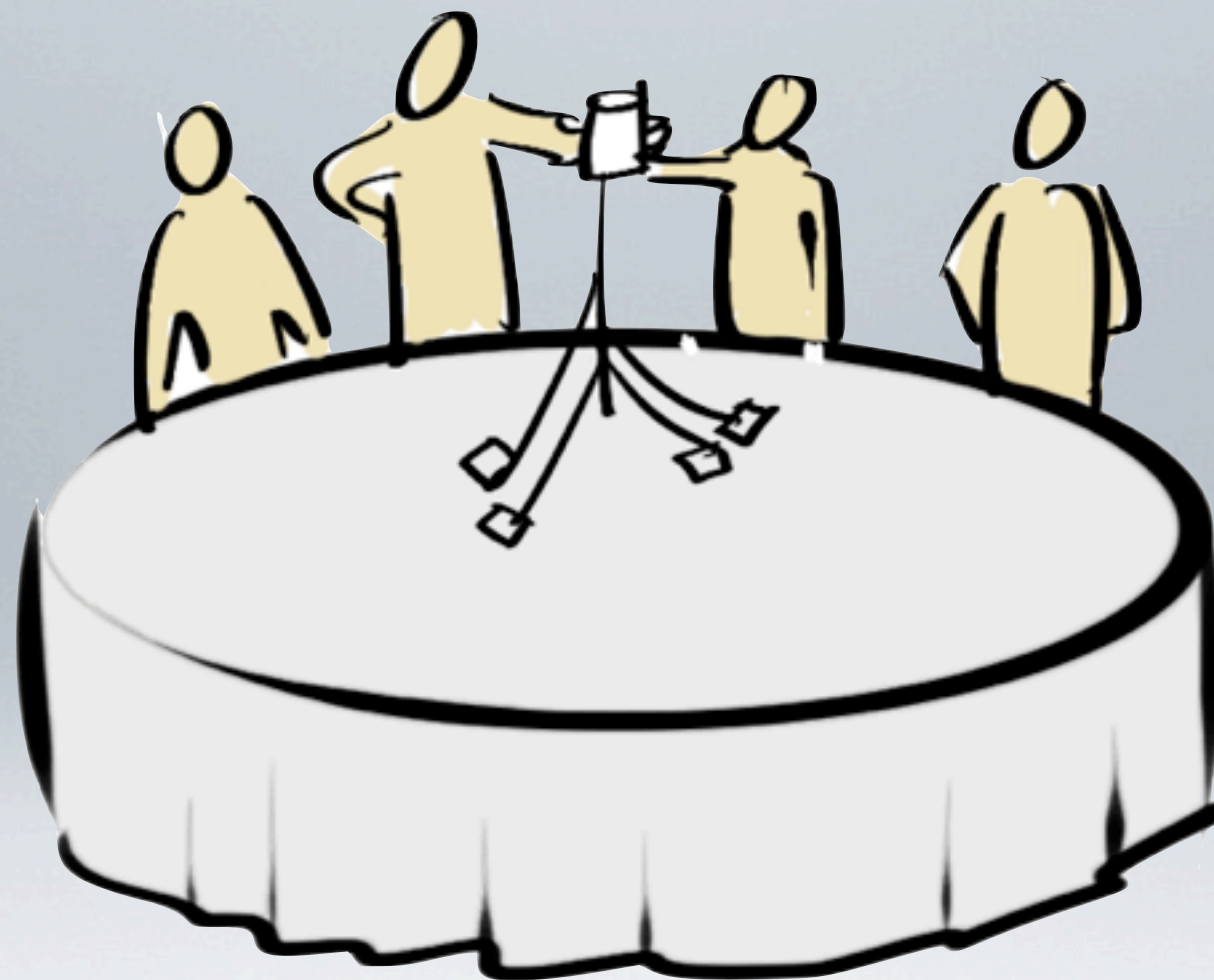
0

Orient

18
Minutes







0

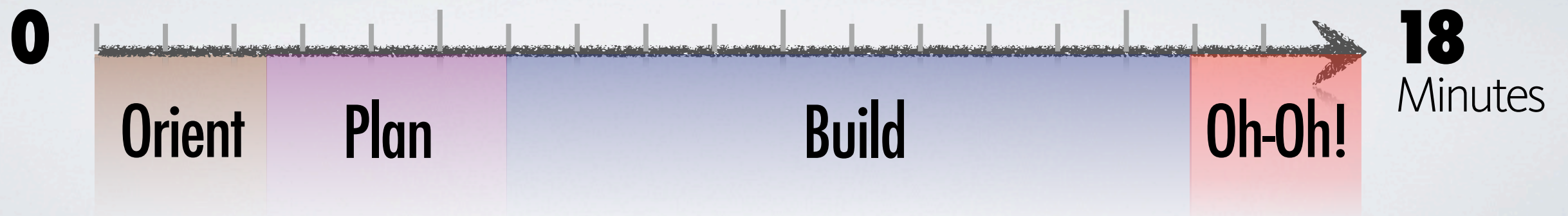
Orient

Plan

Build

Ta-Da!

18
Minutes



Who Consistently
**Performs
Poorly?**

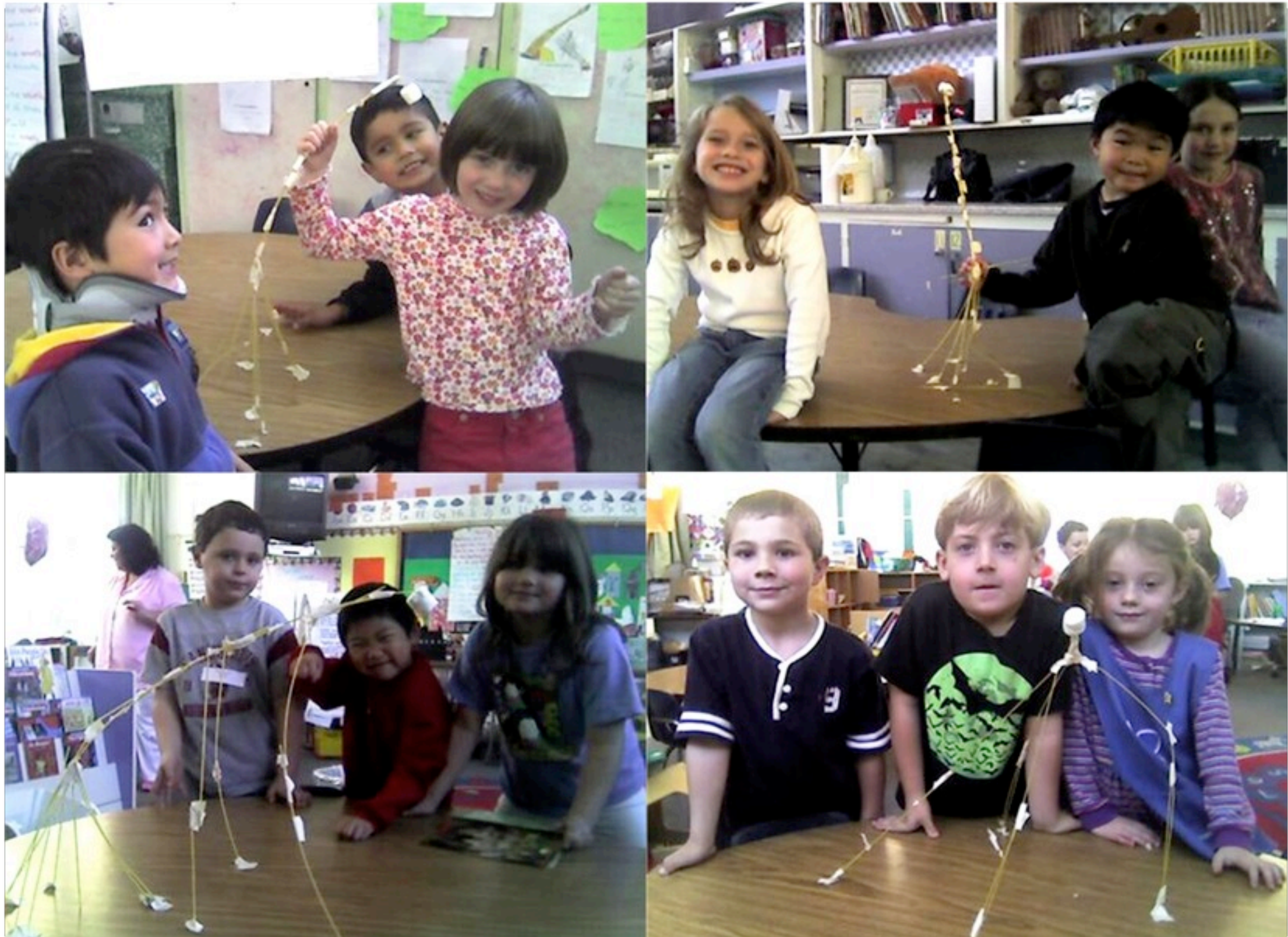
Recent Business School Graduates



Who Consistently
**Performs
Well?**

Performs Well?

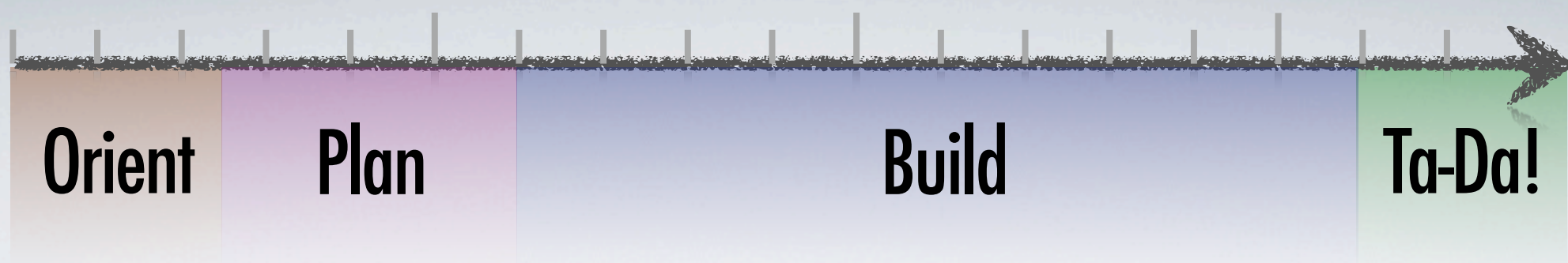
Recent Kindergarten School Graduates



why?

why?

0



Orient

Plan

Build

Ta-Da!

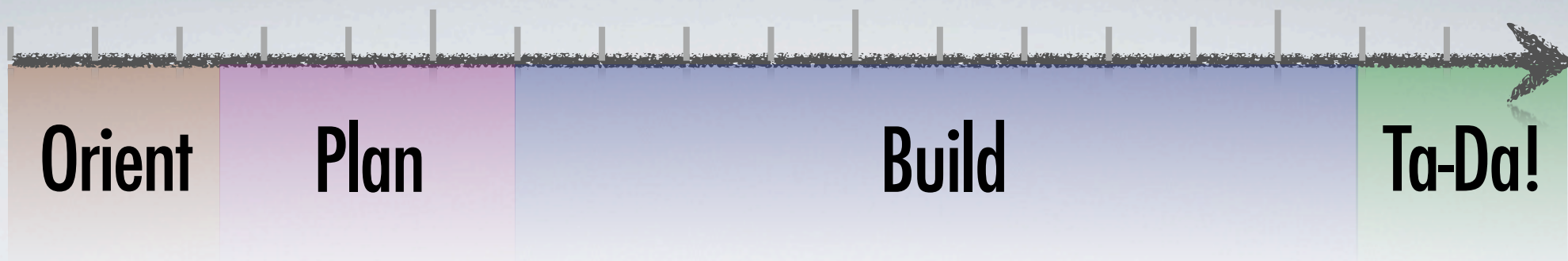
18
Minutes



Business
Students



0



Orient

Plan

Build

Ta-Da!

18
Minutes



Business
Students



Kindergarten
Students



0



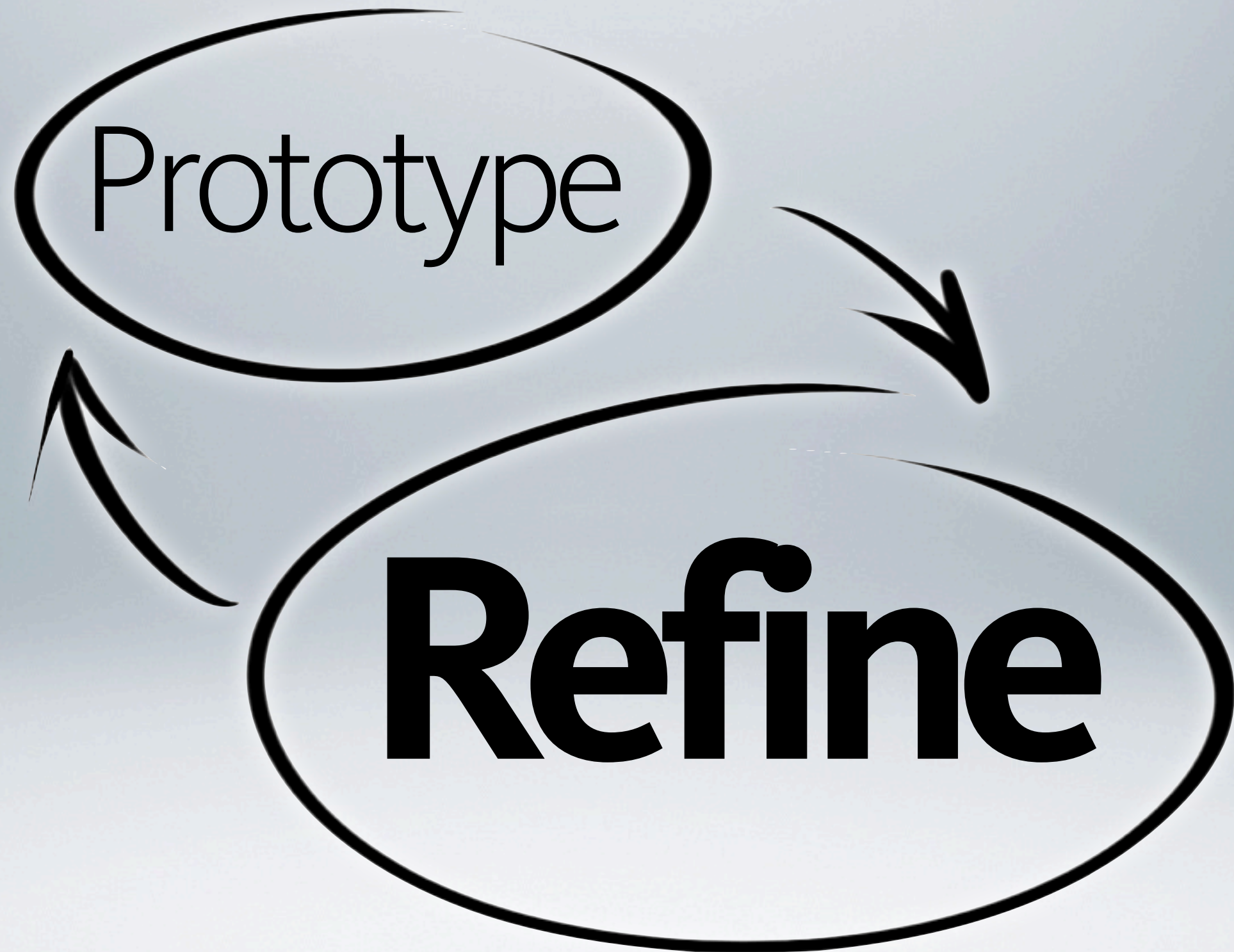
Orient

Plan

Build

Ta-Da!

18
Minutes

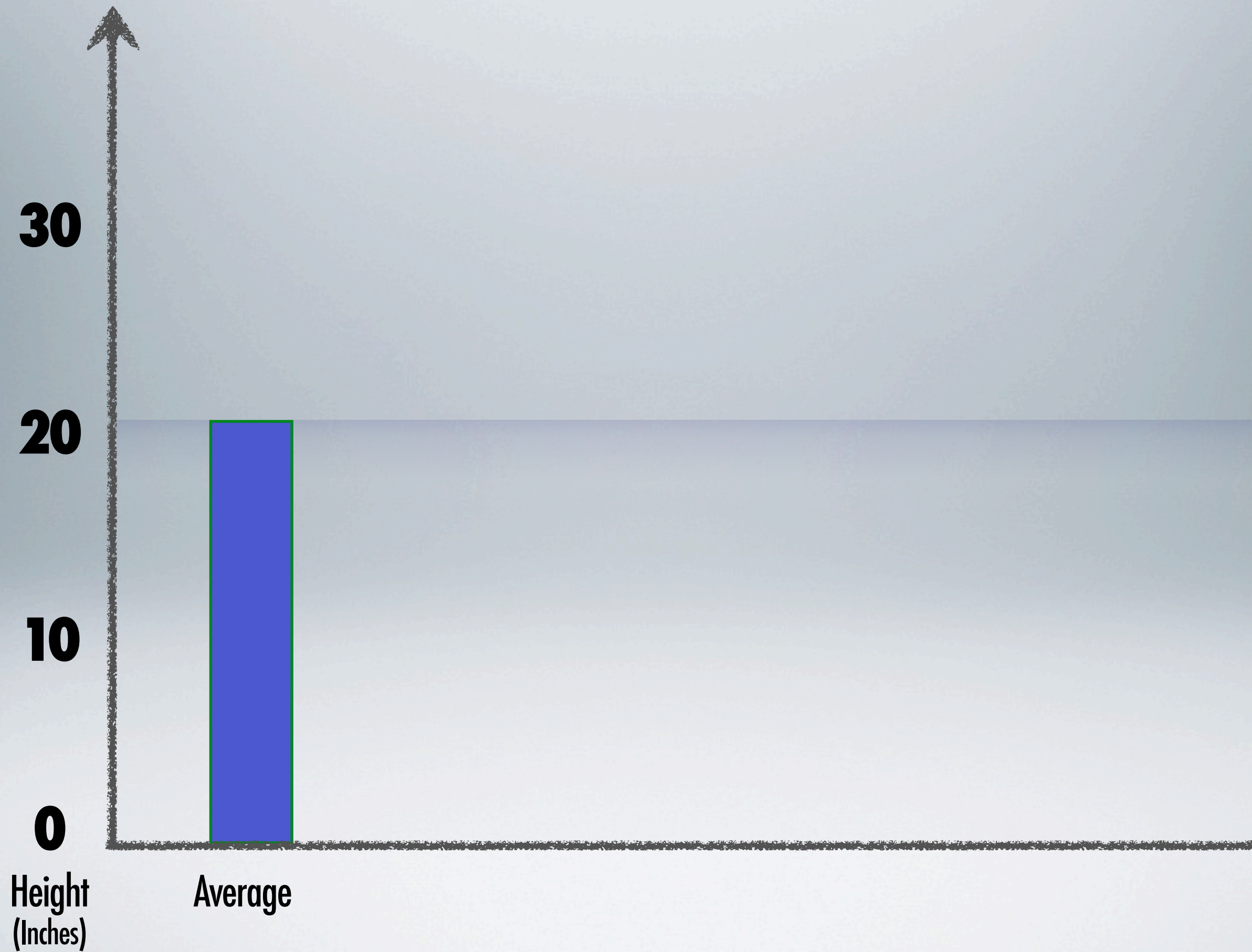


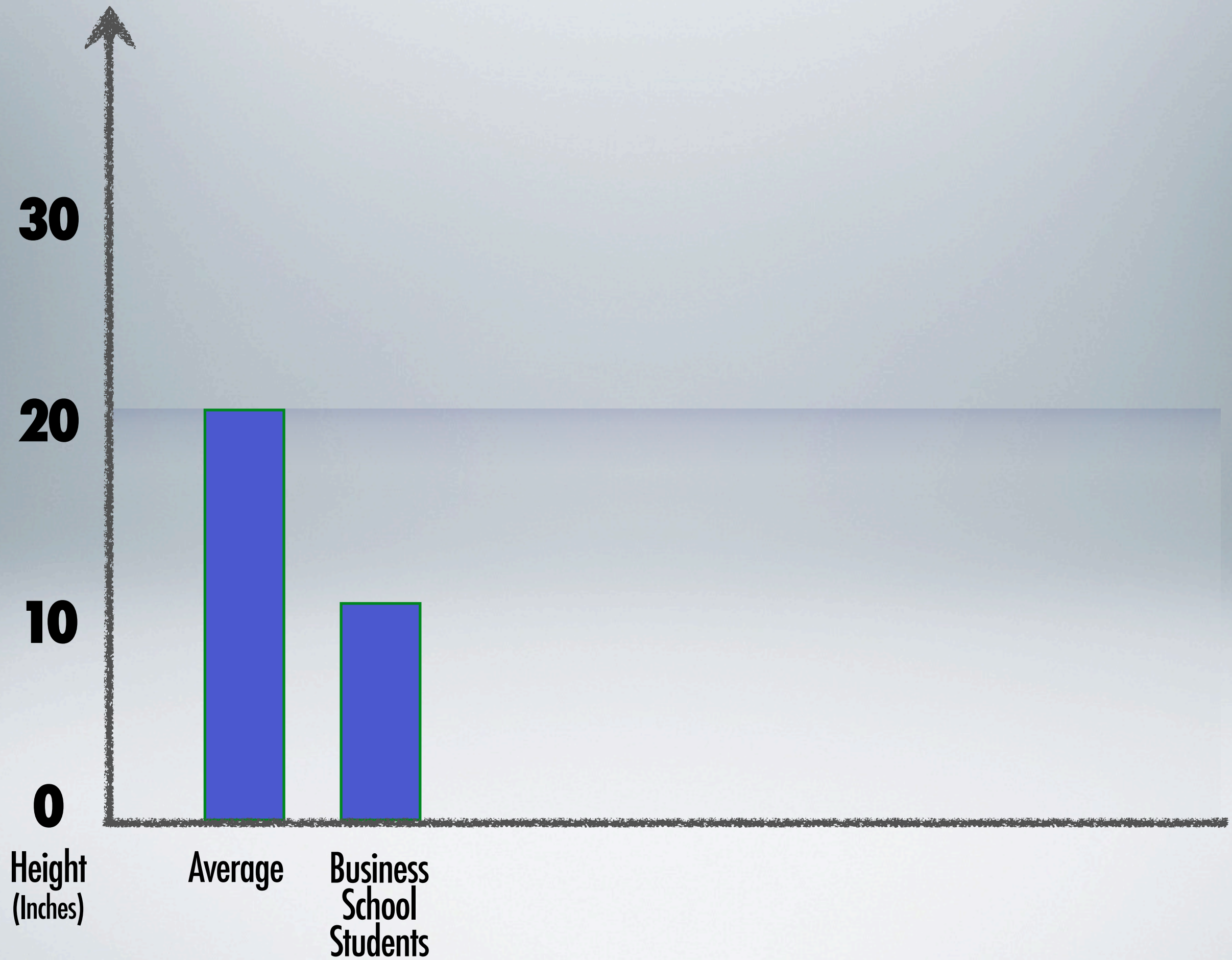
The background of the slide is a close-up, slightly out-of-focus image of numerous white sugar cubes and round white pills scattered across the surface. The lighting is soft, creating gentle shadows and highlights on the edges of the objects.

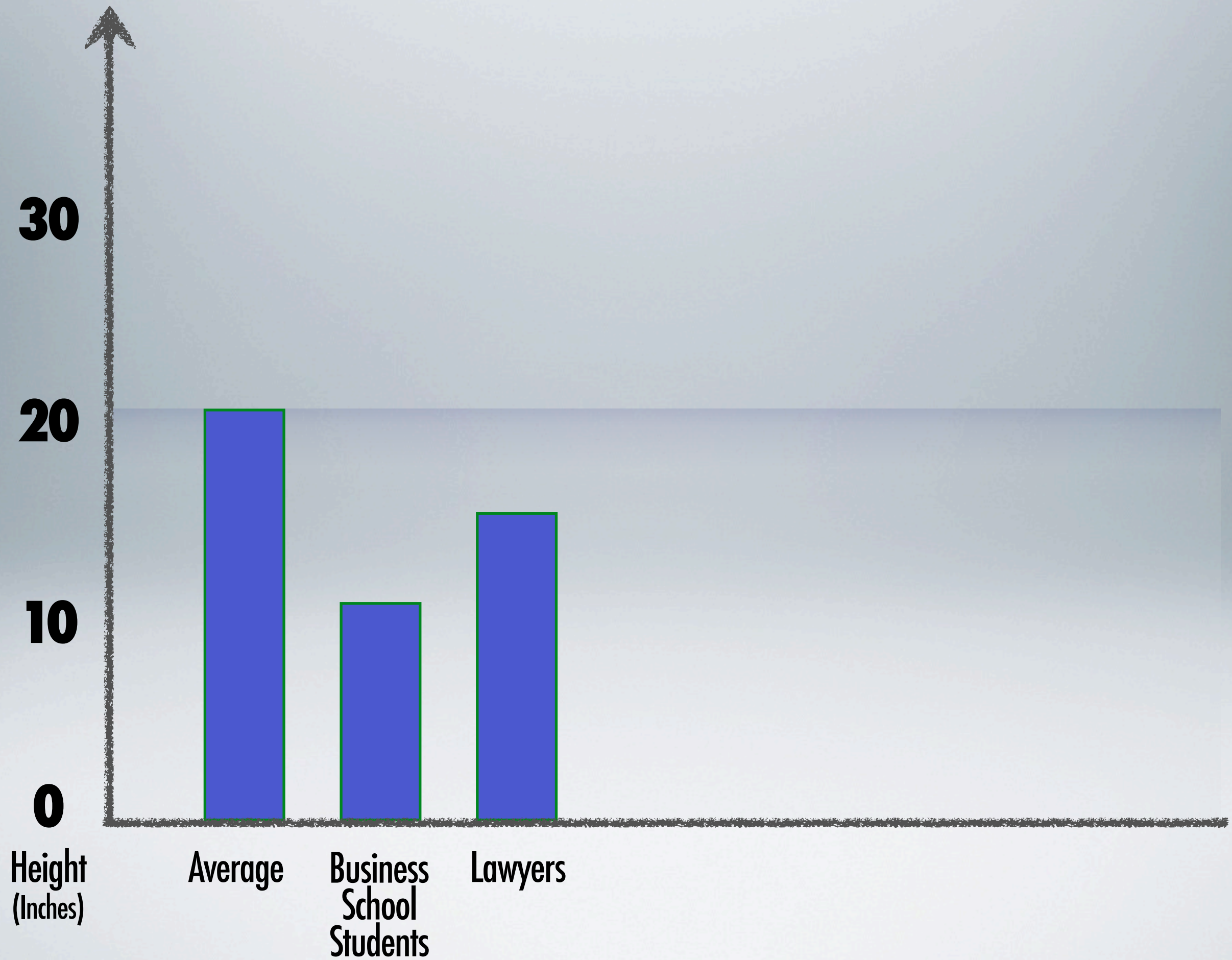
Lesson Two:

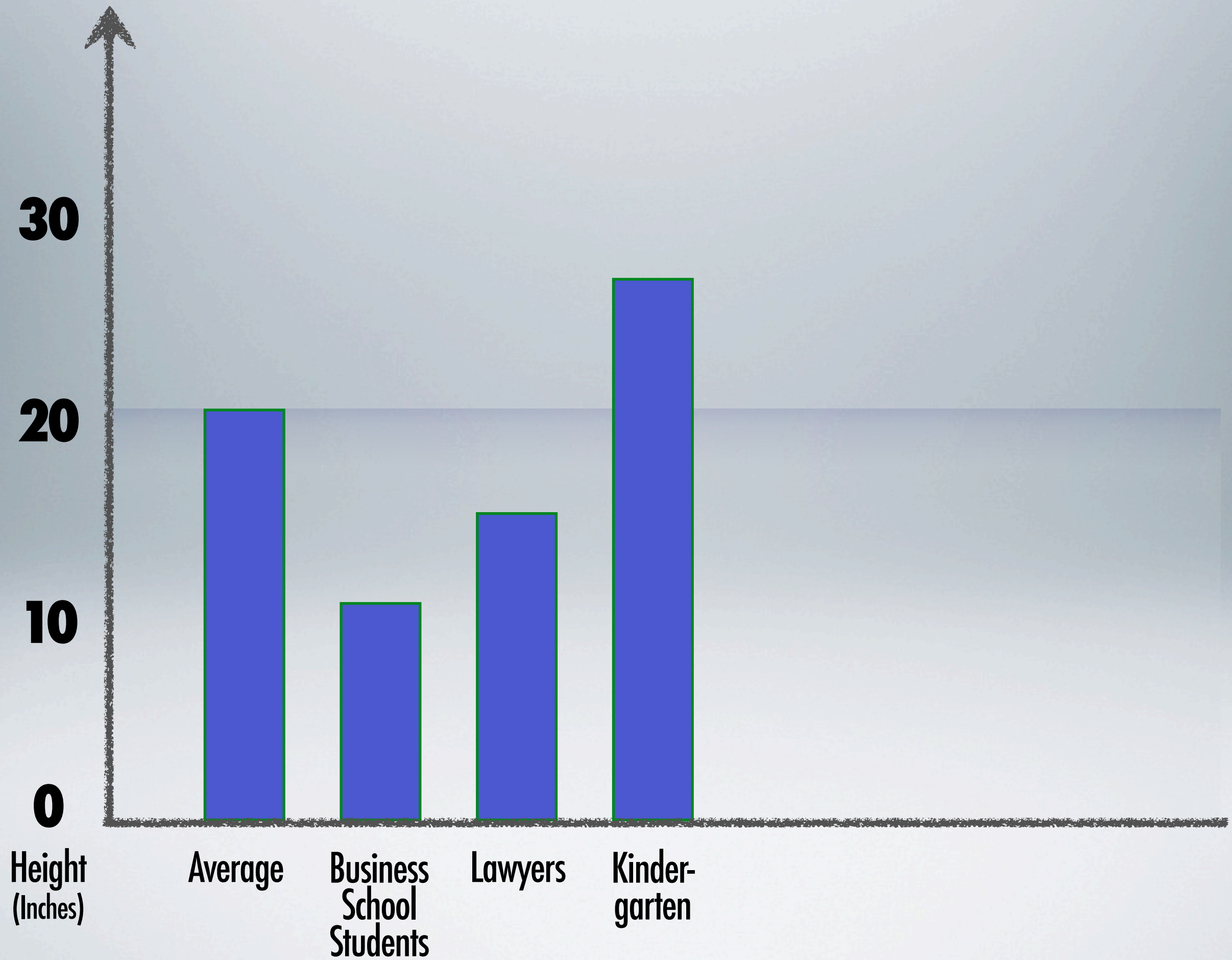
Diverse Skills Matter

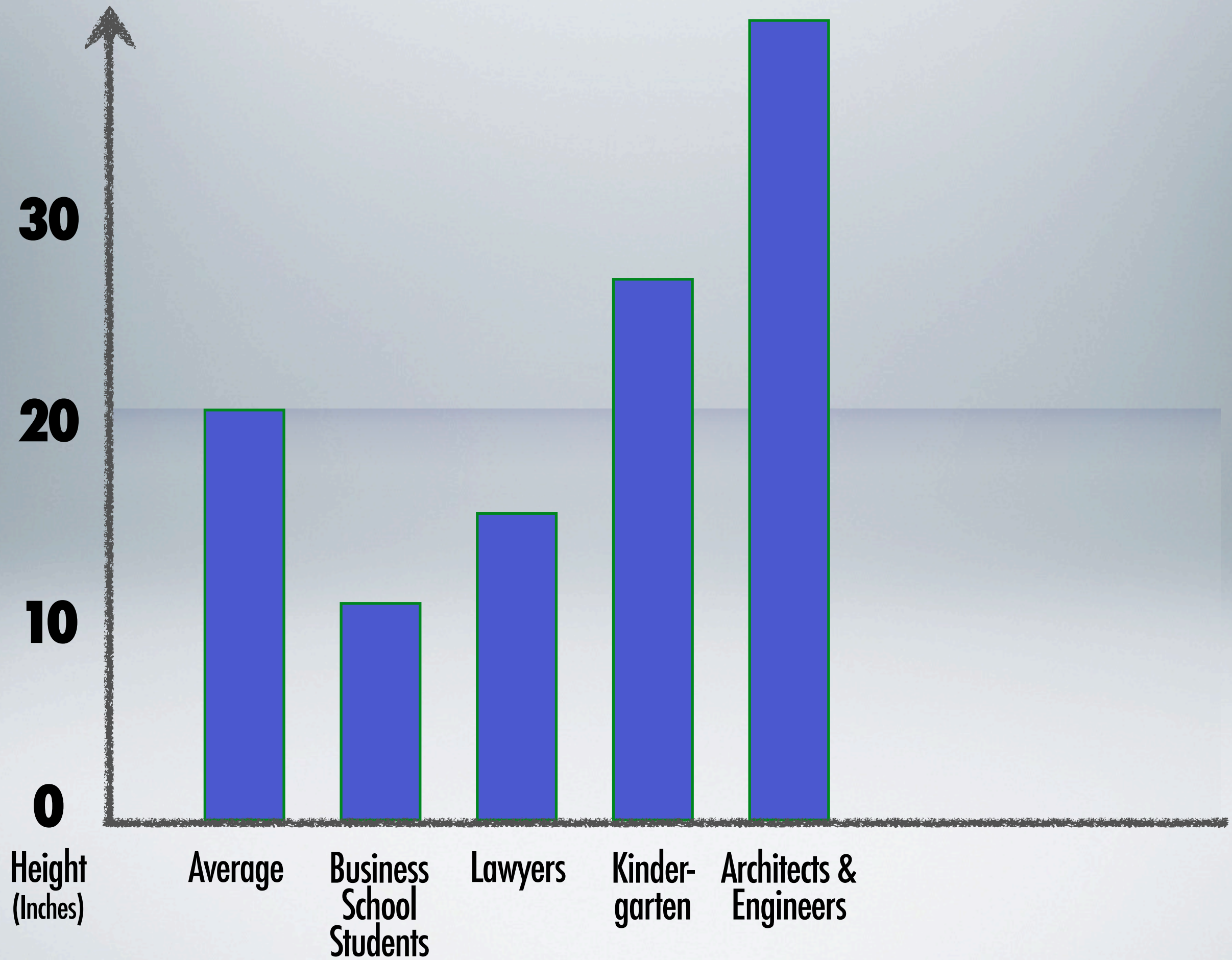


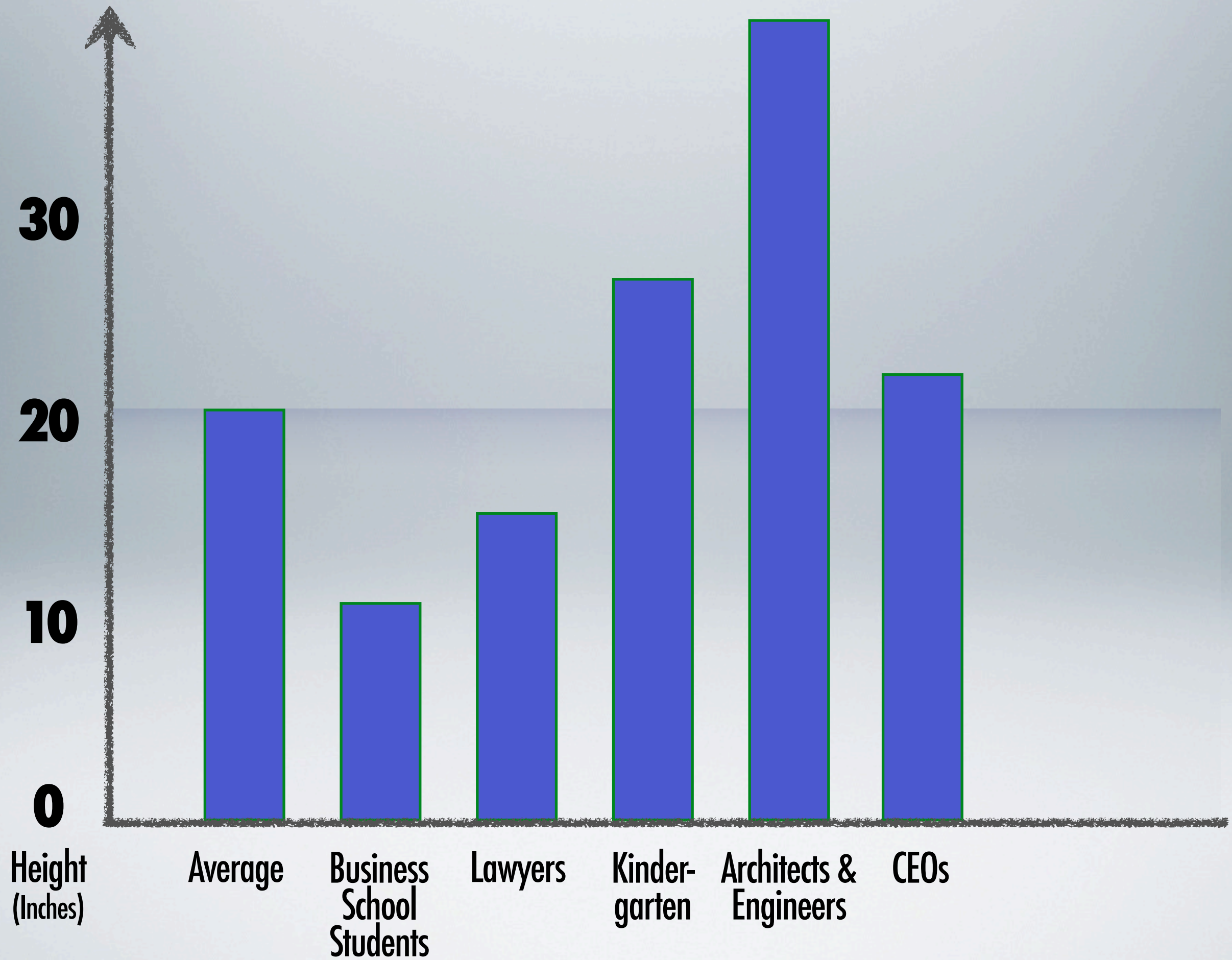


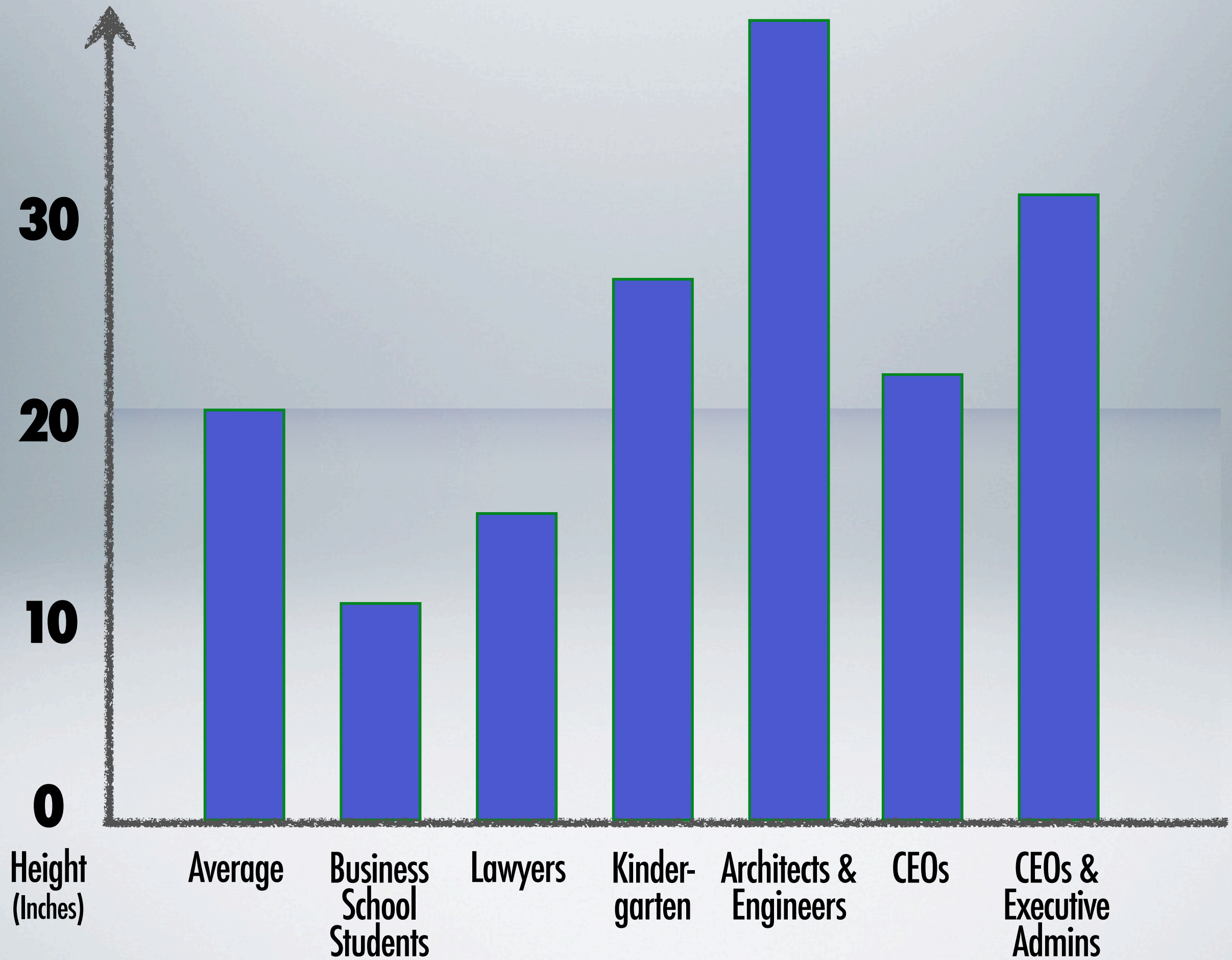


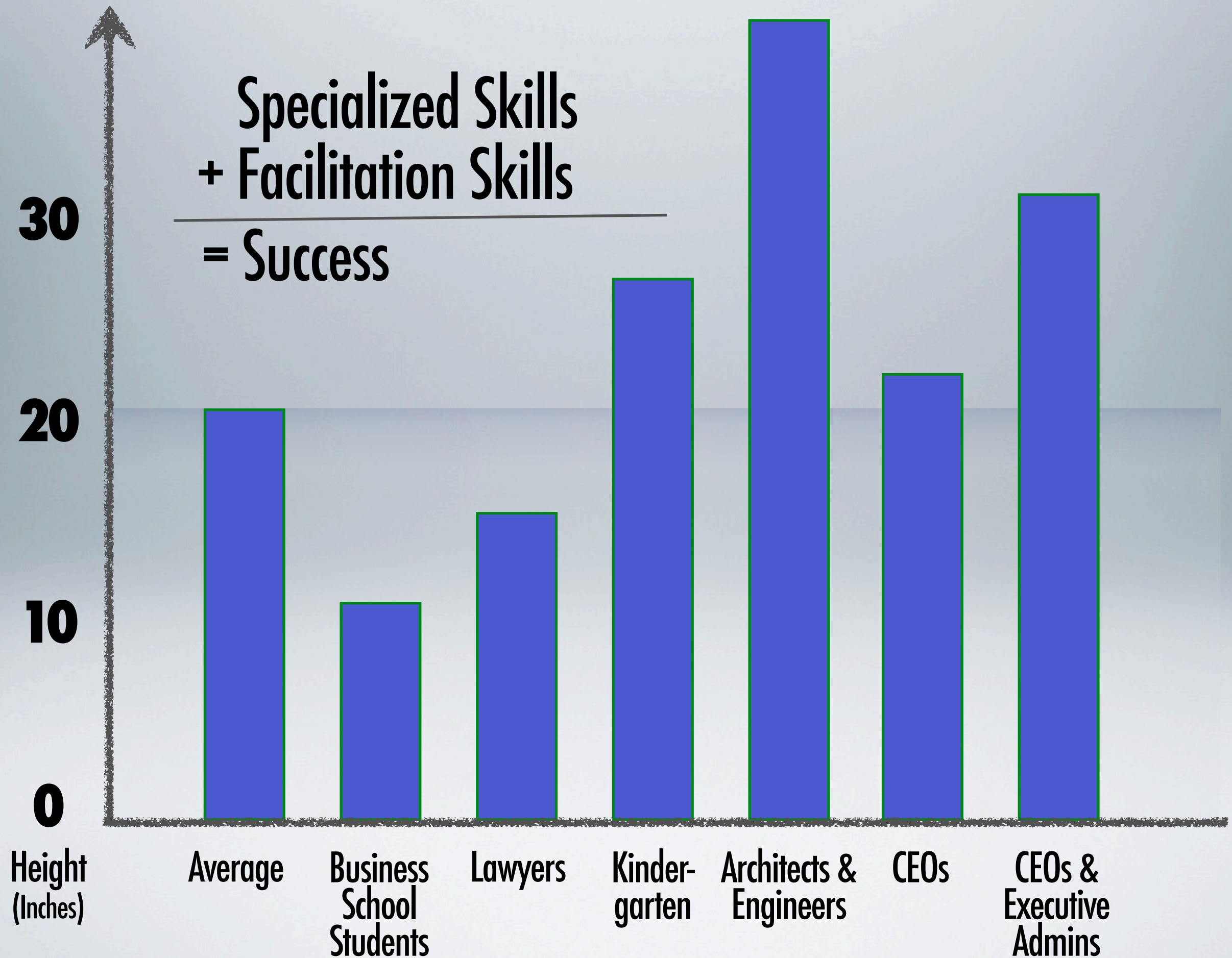












The background of the slide is a close-up, slightly out-of-focus image of numerous white, oval-shaped pills scattered across the surface. The pills are of varying sizes and are oriented in different directions, creating a textured, repeating pattern.

Lesson Three:

**Incentives
Magnify
Outcomes**

Average Team Performance

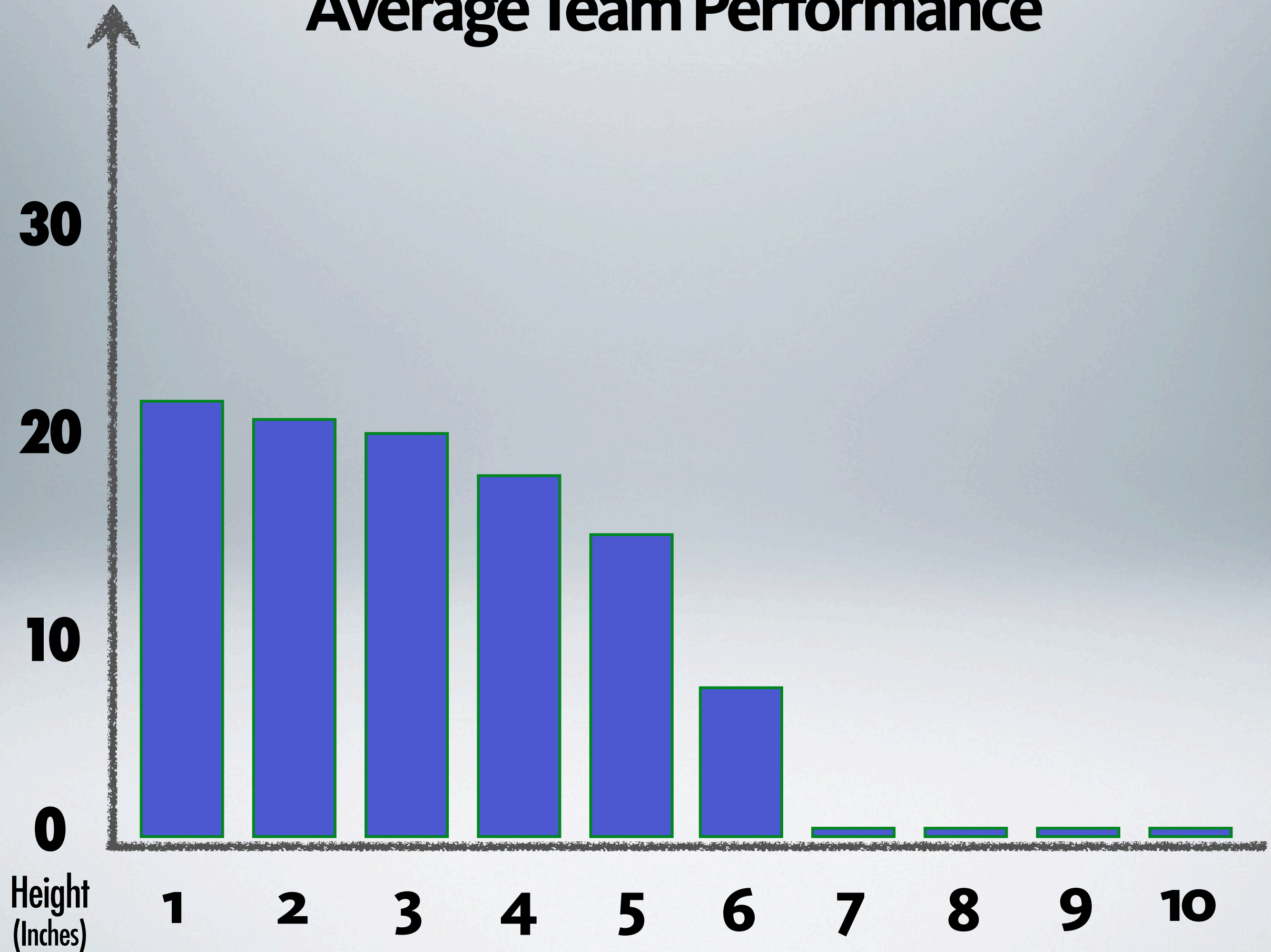
Average Team Performance



Average Team Performance



Average Team Performance



High Stakes



AUTODESK INC.
111 McInnis Parkway
San Rafael, California

Marshmallow Challenge

PAY TO THE ORDER OF

TEN THOUSAND DOLLARS

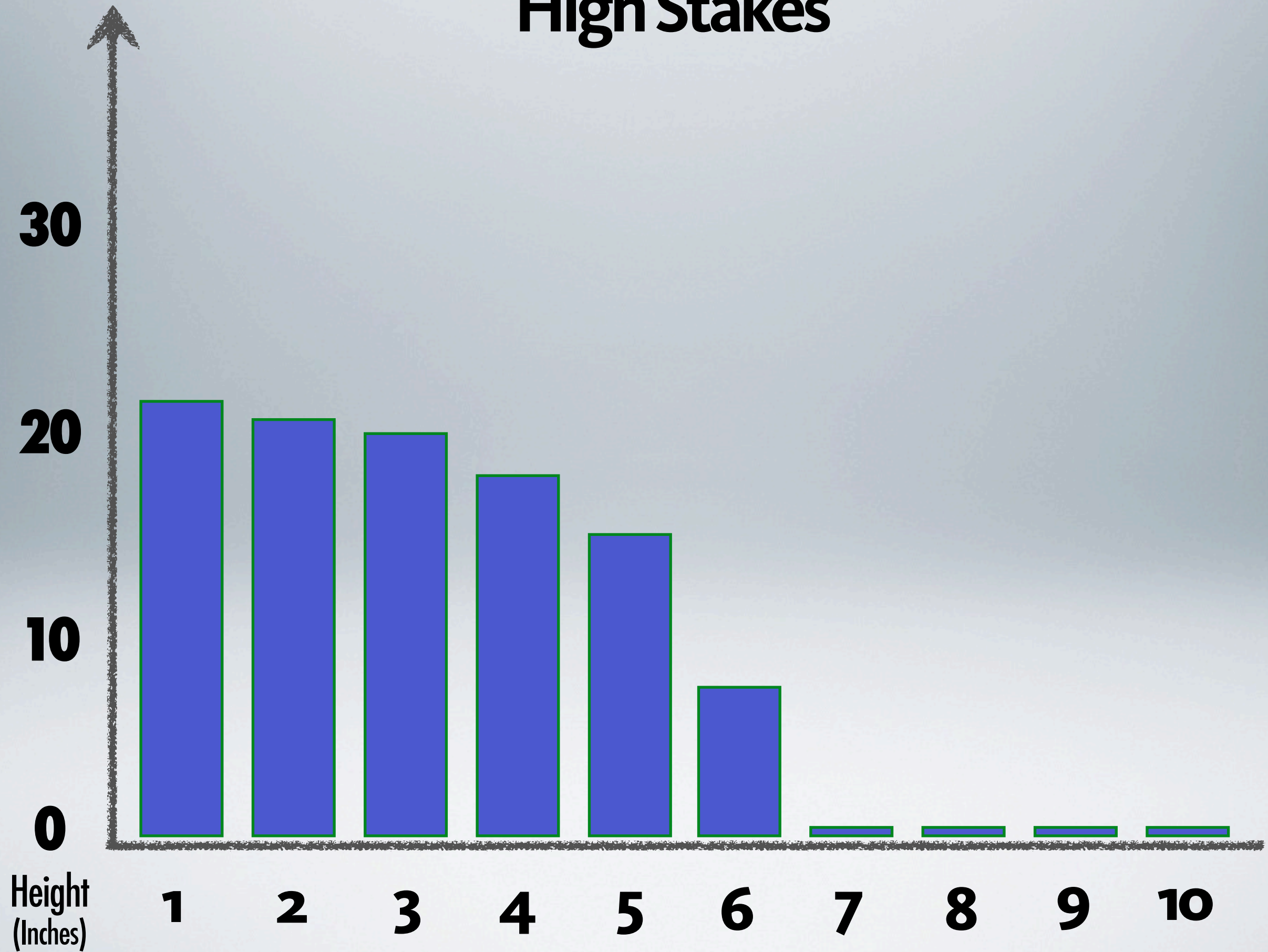
IN THE AMOUNT OF

\$10,000⁰⁰

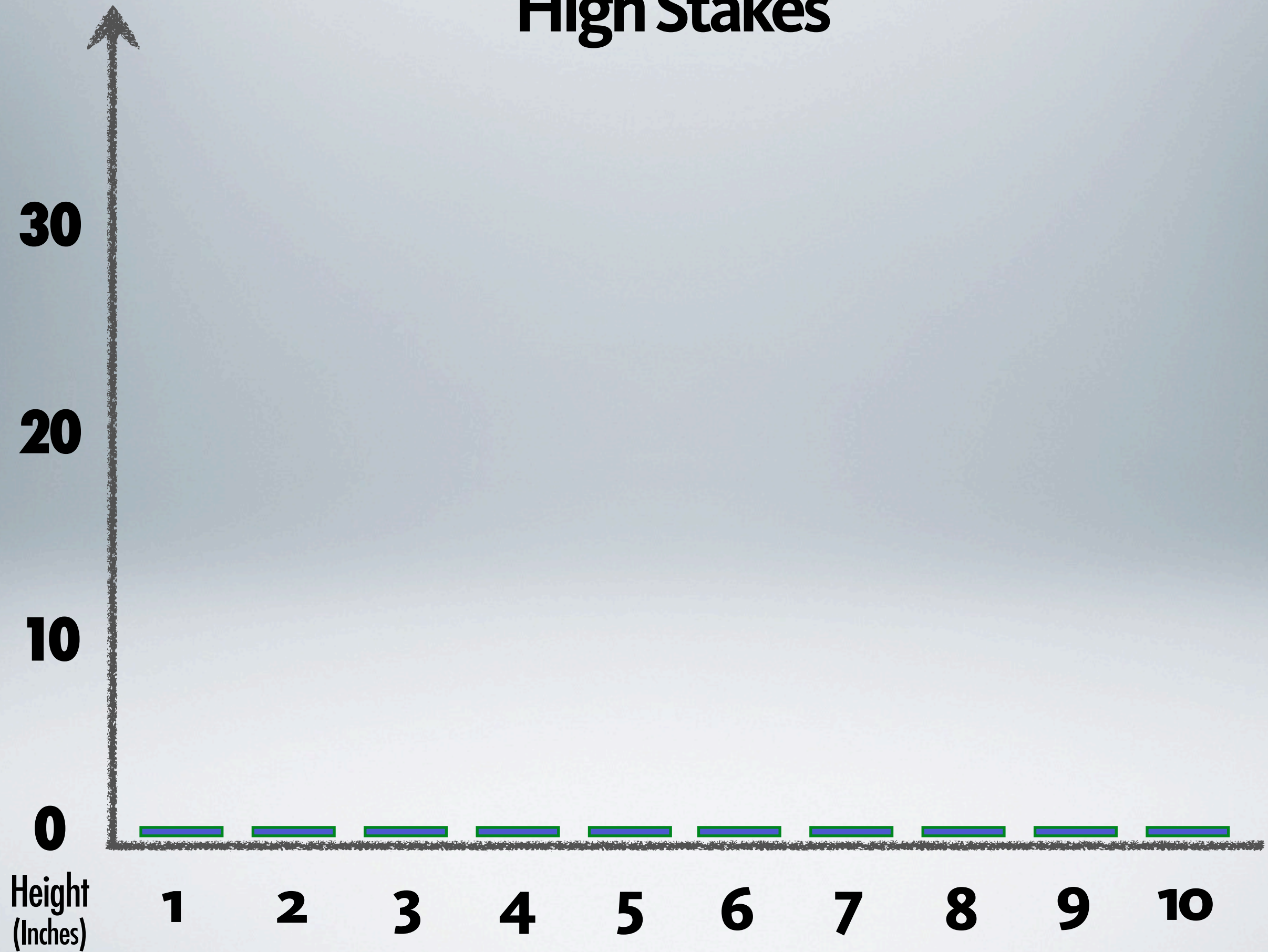
Authorization

Tom Wujec

High Stakes



High Stakes

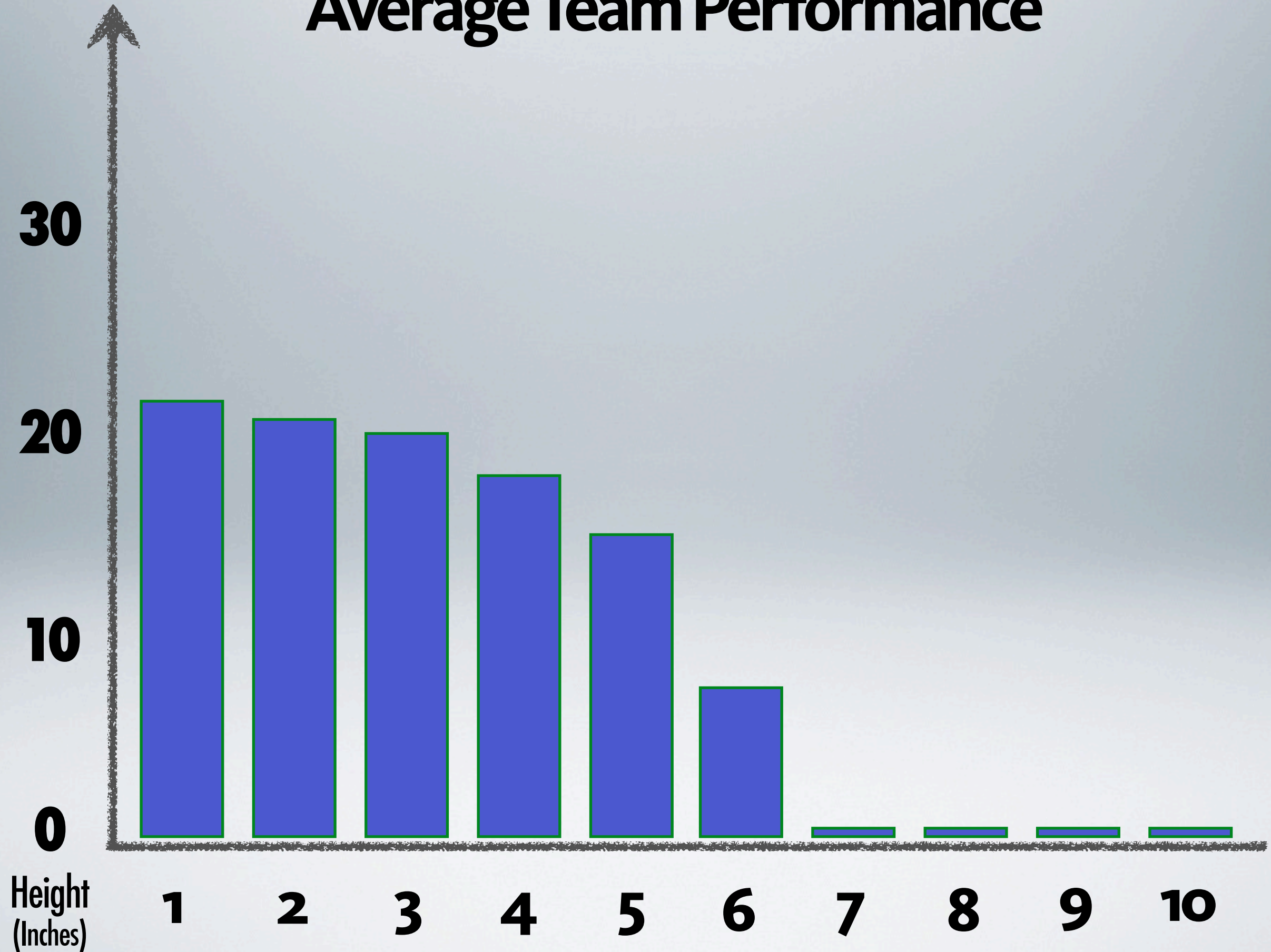


High Stakes

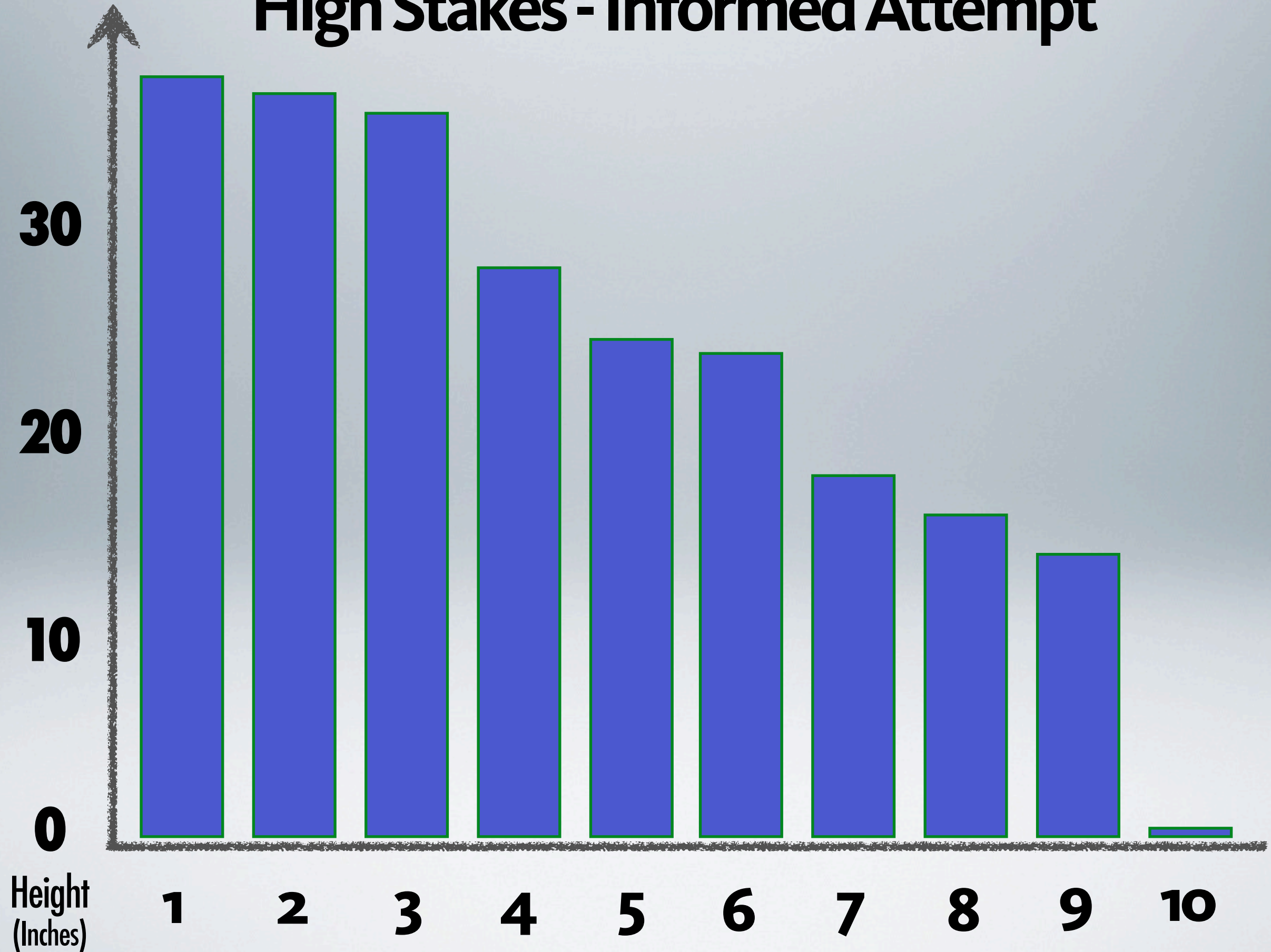
**Four
Months
Later ...**



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 out-of-focus image of numerous white marshmallows. They are scattered across the frame, with some in sharp focus and others blurred, creating a soft, textured background.

Why Conduct the **Marshmallow Challenge?**

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





The background of the slide is a close-up, slightly out-of-focus photograph of white sugar. It features a mix of individual sugar cubes and granules, creating a textured, crystalline pattern. The lighting is soft, highlighting the edges and facets of the sugar pieces.

Shared. **Experience**

The background of the slide is a close-up, slightly out-of-focus image 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**

The background of the slide is a close-up, shallow depth-of-field photograph of numerous white, oval-shaped pills. Some pills are in sharp focus in the foreground, while others are blurred in the background, creating a sense of depth. The pills are scattered across the entire frame.

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**

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MarshmallowChallenge.com

The
**Marshmallow
Challenge**

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

The background of the slide is a close-up, slightly out-of-focus image of numerous white marshmallows. Some marshmallows are in sharp focus in the foreground, while others are blurred in the background, creating a sense of depth. The lighting is soft and even.

The **Marshmallow Challenge**