



Team Manager Guide

Welcome! Congratulations on your decision to manage a DI® team! You are about to embark on one of the most wonderfully rewarding excursions of your life as you support your team's journey toward new DestiNations! This Guide, which has been prepared just for you, will help you navigate the program requirements.

Team Manager Guide

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This Guide is intended as a companion to the Destination ImagiNation® *Team Challenges* and *Rules of the Road*.

Teams and individuals using this Guide must hold a 2009-10 Team Number. The Destination ImagiNation® Team Number is a license to compete in sanctioned Tournaments and/or to use the Destination ImagiNation *Team Challenges, Rules of the Road*, and materials for educational purposes within your school or organization.

The contents of the 2009-10 *Team Challenges*, the *Rules of the Road*, and this Guide are copyrighted. Team members, individuals, and organizations who use these materials are liable for all legal obligations, and agree to abide by all rules of competition, safety, and provisions stated within this Guide and the 2009-10 *Team Challenges*, and *Rules of the Road*.

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The Destination ImagiNation Program Overview

Goals of the Program

Destination ImagiNation is a community-based, school-friendly program that builds participants' creativity, problem solving, and teamwork in enjoyable and meaningful ways. The goals of Destination ImagiNation are for participants to:

- Foster creative and critical thinking.
- Learn and apply Creative Problem Solving method and tools.
- Develop teamwork, collaboration, and leadership skills.
- Nurture research and inquiry skills, involving both creative exploration and attention to detail.
- Enhance and apply written and verbal communication and presentation skills (both impromptu and sustained).
- Promote the recognition, use, and development of many and varied strengths and talents.
- Encourage competence in, enthusiasm for, and commitment to real-life problem solving.

Methods

- Young people of similar age work on teams of up to 7 members over an 8-12 week period.
- No Interference is allowed from anyone outside of the team.
- Adult Team Managers act as facilitators to a team.
- Team Manager training is provided by experienced trainers in all Affiliates.
- Problem solving skills are cultivated by using Tools.
- Teamwork is developed by using the eight building blocks for successful teams.
- Creativity is appreciated by *Team* and *Instant Challenges* that are open ended.
- Individual and team strengths are promoted by *Side Trips* based on Multiple Intelligence Theory.
- *Instant Challenges* engage participants in rapid-fire critical thinking.
- *Team Challenges* engage participants in sustained problem solving.

Assessment

- Tournaments are a celebration of what the team HAS accomplished and the PROCESS learned.
- Solutions are evaluated and Reward Points are a component of *Instant* and *Team Challenges*.
- Appraisers are trained to reward the PROCESS that the team has experienced.
- *Tournament Data Forms* provide opportunity for teams to culminate their experience.
- Special Awards are given for exceptional creativity, teamwork, and innovation.
- At the end of the Destination ImagiNation season, teams have an active reflection time.



“Clueless no more!”

Managing a Destination ImagiNation Team

Welcome! Congratulations on your decision to manage a DI® team! You are about to embark on one of the most wonderfully rewarding excursions of your life as you support your team’s journey toward new DestiNations! Among the highlights of your trip will be the opportunity to witness the development of your team members’ creativity, teamwork, and problem solving skills. This Guide, which has been prepared just for you, will help you navigate the program requirements. So put on your seatbelt, grab your camera, and enjoy the journey!

How to Use this Guide

This Guide divides the DI Challenge solving process into 5 “Stages.” For each Stage you will find:

- **Length of Stage:** Approximate length of time the team will be in this Stage
- **Team Time:** Approximate weekly time commitment for team members during this Stage
- **Timeline:** Visual picture of where you are in the Process
- **List of tasks** that should be tackled by the team during this Stage
- **List of tasks** that should be tackled by the Team Manager during this Stage

In addition, there are some helpful tools:

- **Suggestions** for the First Five Meetings
- **Team Meeting Planner:** A template to help you plan your meetings
- **Skill Grid:** A listing of the skills your team will acquire and where the team will get these skills
- **Interference:** The Interference Triangle to help teach your team (and team parents) about Interference. You will need to sign the DI *Declaration of Independence* and the Interference Contract.

Timeline for the DI Program Season

Setting the “Stage” for Success!

DI Team Challenges are designed to be solved in a period of eight to twelve weeks. Depending on the team and the complexity of the solution they decide to create, they may need more or less time than that.

Your team will go through five Process “Stages” as they work their way through the Challenge and compete at the Tournament. On the following pages you will find the basic sequence of the Stages, the major developments that take place, and the **approximate** amount of time the team will be in that Stage. In addition, some of the Stages include **Clues** that will give you a closer look at some of the elements in a Stage and will serve as tips and/or pointers.

Keep in mind that solving DI Challenges is never a “textbook” process: Problem solving is a messy and somewhat unpredictable business! Stages may overlap, sometimes a team may seem to slip back to an earlier Stage, and often, one Stage will “dissolve” into the next without a clear end to one and start of another. As long as the team is generally moving forward towards the solution, they will be all right!

Stages of the DI Problem Solving Process

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 1	2-4 Weeks Building your Team/ Understanding the Challenge																
Stage 2					2-4 Weeks Generating and Incubating Ideas/ Research/ Inquiry												
Stage 3								2-4 Weeks Focusing/ Preparing for Action/ Putting It All Together									
Stage 4													2-4 Weeks Ready, Set, GO! Preparing for your Tournament				
Stage 5																	CELEBRATE!

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Stages may overlap, sometimes a team may seem to ‘slip back’ to an earlier Stage, and often, one Stage will “dissolve” into the next without a clear end to one and start of another. As long as the team is generally moving forward towards the solution, they will be all right!



THE STARTING POINT: Before Setting Out for your DestiNation

The Coordinator or Team Manager should:

- Obtain a Team Number
- Identify Team Managers
- Recruit participants
- Choose teams
- Hold orientation meeting for parents
- Review Challenges and *Rules of the Road*
- Organize support material, including *Instant Challenges*

Clues You Can Use

Clue 1: Make sure your team has a Team Number

First things first! Before you can set off with your team for this year's "Destination," you need to make sure you have a Team Number. If you have not already done so, purchase a Team Number from Destination ImagiNation. It's easy! Simply go to www.IDODI.org and click on **Start a Team**. You will then be given complete instructions for purchase. If there is a Coordinator for your program, it might already have been done for you. If not:

1. Select the package you would like. There are three types:
 - a. **1-Team Pak:** Allows one team. If your team is not part of a school or group program, you will need to get a 1-Team Pak.
 - b. **5-Team Pak:** Allows up to five teams. If your team is part of a school or group, and there is a Coordinator for all of the teams, check with him/her to find out if your team is already registered.
 - c. **30-Team Pak:** Allows centralized school system (e.g. school district), or a recognized local chapter of a community organization that serves children such as Boy Scout Troops and Girl Scout Troops or 4-H clubs to put together up to THIRTY TEAMS in any *Team Challenge* at any Level.
 - i. 30-Team Paks MUST be affiliated with a centralized school system or specific local group. You will purchase your Team Number from that affiliation.
 - ii. If your team is part of a 30-Team Pak, make sure that your team is the ONLY team competing under your assigned Team Number. Remember, each TEAM has a distinct Team Number.
2. You will also need to register in your Affiliate (your state, country and/or province) and your Region. When you purchase your 1-Team Pak, 5-Team Pak or Team Number in a 30-Team Pak, your Affiliate will be notified of your participation. They will contact you with information on how to register in your Affiliate and Region.
3. If you are the person responsible for your team, you will need to know your team members' correct names, grades or birthdates, phone numbers, etc. You should collect that information from each team member ahead of time.

4. You will receive a unique Team Number once you complete your purchase. This number is very important. It will need to be written on all of your team's paperwork and Tournament forms. If your team is competing in more than one *Team Challenge*, you will need a different number for each Challenge.
5. For a complete guide to starting your team, see the *Program Guide* available at www.IDODI.org.

STAGE 1: Building Your Team/ Understanding the Challenge

Length of this Stage: Approximately 2-4 weeks

Team Time: Approximately 1-2 hours/week

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 1	2-4 Weeks																

What Happens in this Stage of the Process

The Team (with Team Manager facilitating) should:

- Choose a Challenge
- Learn about the CPS process (use books and tools to learn about):
 - Constructing Opportunities
 - Exploring Data
 - Framing Problems
- Learn to work as a team
- Read the Challenge and ask:
 - What do we know? What do we need to know?
 - What are the requirements?
 - Look at the Reward Points and Pie Chart and note the value of the elements.
- Create a set of Team Ground Rules/Bill of Rights.
- Review the Interference Triangle and do exercises in "Building Team Independence."
- Do *Specialties Inventory*, talk about team's collective and individual strengths.
- Try some *Instant Challenges* so team can become familiar with format.

Specialties Inventory can be found in the Resources area of www.IDODI.org



There is a full set of practice *Instant Challenges* included with your Program Materials.



- Learn about Clarifications:
 - Visit the Clarification site (go to www.IDODI.org and click on “Clarifications” at the top of the page) and check *Published Clarifications* for your Challenge
 - Learn when it is appropriate to ask for a Team Clarification
 - Consider appointing a “Clarification Specialist” to stay on top of Clarifications
- Consider appointing a “*Rules of the Road Specialist*” to keep track of the rules and requirements
- Do teambuilding activities
- Begin a “To Do” List
- Look at the calendar and list important dates (such as the Tournament)

The Team Manager should:

- Provide a copy of Challenge and Rules for each Team Member
- Read *Rules of the Road*, *Team Manager Guide*, and *Charting your Course*
- Attend Team Manager Training and/or meetings in your Affiliate and/or Region
- Plan meetings
- Create a team calendar, note important dates
- Go over Interference with team: Teach teams to prevent parent/others’ Interference
- Check Team Manager Resource Site at www.IDODI.org for ideas, help and activities
- Identify and/or obtain potential Appraisers and Tournament Volunteers
- At the end of each meeting, debrief. Ask team:
 - Where are we?
 - Are we on track?
 - Do we want to keep moving in this direction?
 - Do we want to change our goal?
 - Are we having fun?



Have the team assign “jobs” for themselves. They should have:

- A *Published Clarification Specialist*
- A *Rules of the Road Specialist*
- A Calendar Keeper
- An *Expense Report Specialist*

More Clues You Can Use: A Close-Up Look at STAGE 1

Clue 2: Understand the Importance of the PROCESS

Before you begin working with your team, it is very important to understand three important things about managing a Destination ImagiNation team:

1. **Destination ImagiNation is a “process” program** that fosters creative and critical thinking, encourages teamwork, collaboration, and leadership skills, teaches creative problem solving methods and tools, and honors and develops the individual interests, skills, and abilities of all participants. What we mean by “process program” is that **the benefits of the program come about through the process of creating the solutions** to the Challenges. Sometimes Team Managers worry a lot about the Tournament and forget to see the important strides that their team members are making **ON THE WAY TO** the Tournament.
2. **The Team Manager’s role is to act as a facilitator throughout the process.** The Team Manager stays on the sidelines and “manages” the team’s progress towards their goals. Team Managers can encourage teams to solve their own problems by asking lots and lots of questions. Here are some examples: If a team member asks, “Why won’t this gear turn properly?” the Team Manager might answer with, “What are some reasons you can think of that could be keeping it from turning properly?” If two team members aren’t getting along, the Team Manager might ask the rest of the team to help generate some possible ways to resolve their differences.
3. **The focus of the Team Manager’s energy should be on facilitating** the process of exploration, discovery, and creative problem solving that the team is experiencing. Team Managers must always keep in mind that, even though the team’s efforts are eventually awarded points at a Tournament, the **TRUE** award of the program is in the learning that occurs throughout the entire process. In other words, **the process is more important than the product.**

Clue 3: Read the *Rules of the Road* and your *Team Challenge*

To get started, there are two documents that you and every member of your team **MUST have**: the *Rules of the Road* and the specific *Team Challenge* your team will be solving. If you have not been given copies of these documents, you will need to print them from the program materials. You may also download them from the Destination ImagiNation, Inc. Web site if your Team Number has been purchased. (If your team has not yet selected one of the five *Team Challenges* to solve, you will find the entire set at that location.) Make copies of the *Rules of the Road* and the selected *Team Challenge* for every team member.

1. The ***Rules of the Road*** is the Destination ImagiNation program rulebook. It tells you everything you need to know about the program, what is allowed and what is not, and gives you a clear picture of what will happen at your Tournament.
2. The ***Team Challenge*** is the Challenge your team will be working on for 8-12 weeks. (Some teams choose to work on more than one Challenge, but most teams only do ONE.) *Team Challenges* range from 6-10 pages and tell you everything your team needs to create and how the Challenge will be scored. There is a two-page form at the end of each Challenge that the team must fill out and bring to the Tournament.

VERY Important! You **MUST** read, read, and re-read the *Rules of the Road*, your *Team Challenge* and the Published Clarifications (available at www.IDODI.org). It is part of your job as Team Manager to know the Challenge AND the rules and to make sure your team is creating a solution that is in keeping with the guidelines.

Clue 4: Teach your Team about INTERFERENCE

A Destination ImagiNation team **may consist of up to seven members**, and **only those members** may have input into the solutions to their Challenges. They may not receive help on parts of their solution or use ideas that are not their own. They may use resources and resource people to teach them what they need to know, such as how to use an electric drill, but all aspects of the actual solution must be created by the team. In other words, team members must **DO IT ALL THEMSELVES**. You, the Team Manager, are NOT a team member.

Assistance or input from anyone outside the team is illegal and is called **Interference**. The *Rules of the Road* provides this definition of Interference: "Creative or physical input from non-team members. It is your team's responsibility to discourage Interference whenever it is offered." Veteran Team Managers have learned that:

1. The best way to keep your team's solution free of Interference is to teach them what Interference is and how to avoid it! Carefully read the "Interference" section of the *Rules of the Road* **with your team**.
2. Review with the team the Interference Triangle and "Building Team Independence" that are included with this Guide. Work with the team as they do the exercises in Building Team Independence. Work with the parents to be sure they understand the importance of Team Independence.
3. A good way to teach the team to recognize Interference is to roleplay what is and what isn't Interference. A good resource for roleplay ideas that teaches teams about Interference can be found at the Team Manager Resource Section at www.IDODI.org.



VERY Important! You **MUST** read, read, and re-read the *Rules of the Road* and your *Team Challenge*. It is part of your job as *Team Manager* to know the Challenge AND the rules and to make sure your team is creating a solution that is in keeping with the guidelines.

4. Some Team Managers ask their teams and team parents to sign a contract indicating that they understand what Interference is. You can find a contract at the end of this Guide or you can create your own.

Clue 5: Help your Team Understand What They Need to Do

A more complete explanation of the two main components of the Destination ImagiNation program can be found in the *Rules of the Road*, but here is a quick look at what your teams will need to do:

1. **Solve the Team Challenge.** The *Team Challenge* is worth a total of 300 points and has two parts: The *Central Challenge* and *Side Trips*.
 - a. **Central Challenge:** This is a project with a number of requirements that will take your team 8-12 weeks to solve. All *Central Challenges* are academically-based and focus on one or more of the following areas: Technical, Science, Structural & Architectural Design, Theater, Fine Arts, Community Service and Improvisational Techniques. You will find that your team will spend the majority of their meeting time working on the *Central Challenge*, and they will learn a lot as they go along.
 - b. **Side Trips:** *Side Trips* allow teams to create two elements that were not required in the *Central Challenge* and include them in their Presentation in some way. These elements should showcase your team's "Specialties" – their unique abilities, interests, skills, and/or talents. Teams may create anything they wish for their *Side Trips*. Please note: There are no *Side Trips* required in the improvisational Challenge called *Do or DI*.
TIP: Fun Idea! If you would like your team to find out what their Specialties are, you can have them fill out a *Side Trip Specialties Inventory*. This is a 25-question form that can be found in the "Team Manager Resource Section" at www.IDODI.org.
2. **Solve an Instant Challenge.** An *Instant Challenge* is a Challenge teams are asked to solve in a very short period of time at the Tournament without knowing ahead of time what that Challenge will be. It is worth 100 points. Like the *Team Challenge*, *Instant Challenge* puts your team's creative problem solving abilities, creativity, and teamwork to the test. The big difference is that they are given only a few minutes, instead of weeks, to accomplish it! It is very important that you practice *Instant Challenges* with your team at **every** team meeting. A set of *Instant Challenges* is included with your program materials, and sets of additional *ICs* can be purchased from *DI* at www.ShopDI.org.

Fun Idea! If you would like your team to find out what their specialties are, you can have them fill out a *Side Trip Specialties Inventory*. This is a 25-question form that can be found in the "Team Manager Resource Section" at www.IDODI.org.





Be sure to check out the helpful team-building resources on www.ShopDI.org

Clue 6: Get to Know your Team

Teamwork is the hallmark of a successful team. Time spent getting to know your team and having them get to know each other is time WELL spent. Before your team begins to work on their *Team Challenge*, do some “teambuilding” activities with them. For starters, here are some ideas:

1. Play games: Theater games (like pantomime, role playing, or charades), word games, memory games, improvisation games, etc.
2. Excursions and field trips: Visit resource locations such as museums, hardware stores, craft and fabric stores, go out to a restaurant for a meal, etc.
3. Create a team identity: Have the team create their own logo, hat, tie, pin, T-shirt, etc.
4. Create a “Team Bill of Rights” and have the team decide what their own rules for behavior will be.
5. Learn the characteristics of successful teams. Consider purchasing *Real Teams*, a book written especially for Destination ImagiNation teams by Jay Cone. This book is available at www.ShopDI.org.

Clue 7: Plan your Team Meetings and Set Deadlines

Help your team get the most out of their time together. Create a plan for each team meeting. If you need help getting started, there is a meeting planner page at the end of this Guide.

1. No matter how old or young, experienced or inexperienced your team is, you should always have a plan or agenda for each meeting. The older the team, the more responsibility can be given to them to plan it on their own. For example, Secondary Level teams should be able to create an agenda without much help. You will need to take a much more active role, however, with Elementary Level teams. Let your team take the lead as much as is appropriate.
2. New Team Managers may find “Suggestions for the First Five Meetings” in this Guide helpful in planning the agendas for the first few meetings.
3. As a rule of thumb, team meetings at the beginning of the problem solving process should be planned to last between one and two hours. (See Timeline, Stage 1.) Young teams might not last the entire time, so plan accordingly. As your team nears Tournament time, you can expect that meetings may need to last longer. (See Stages 2-4.)
4. Every meeting should include some practice with *Instant Challenges*, some time spent on the *Team Challenge*, and something that is JUST FOR FUN. Let’s not forget that FUN is the reason people join DI teams! A helpful template for planning team meetings is included in this Guide.
5. Help your team set interim deadlines. Start and end each meeting with a “Checkpoint” to see how they are doing. Adjust the deadlines when necessary. A calendar has been provided in the back of this Guide to help your team get a “picture of time.” Put important dates (Tournament, etc.) on the calendar first.

Clue 8: Don't Forget the FUN Factor!

If you ask a team member why he/she joined a Destination ImagiNation team, the answer you will most often hear is, "Because it's **fun!**" When deadlines are missed and your team's solution is not progressing the way you think it should, it is easy to forget for a minute about the "Fun Factor." Try to keep everything in perspective and make time for **fun and celebration** at every meeting.

STAGE 2: Generating and Incubating Ideas/ Research/Inquiry

Length of this Stage: Approximately 2-4 weeks

Team Time: Approximately 3 hours/week

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 2																	

What Happens in this Stage of the Process The Team (with Team Manager Facilitating) should:

- Use the Creative Problem Solving Process to generate ideas.
- Review the Challenge and restate sections in your own words.
- Use the sidebars in the Challenge and *Rules of the Road* to help understand the requirements.
- Use reference books, field trips, resource people, etc. to help research the Challenge.
- Request Team Clarifications if you have questions about the Challenge.
- Begin planning your Presentation. Work on:
 - Performance skills
 - Improvisational Skills
 - Creative use of materials: Learn the properties of materials and experiment with them
- Research resources: Where can we go to learn what we need?
- Record all ideas.
- Acquire skills: Ask experts to teach you what you need to know in order to solve the Challenge.
- Generate options using CPS tools.
- Continue developing *Instant Challenge* skills.
 - More practice under Tournament conditions
 - Try different types: Task-based, Performance-based, Combination
- Get update from *Published Clarification Specialist*: Check *Published Clarification* site and present new ones to team.

Be sure to take time to celebrate and enjoy the experience!



Charting Your Course has several CPS Tools to support the generating process.



- Get update from *Rules of the Road* Specialist: Is our solution in keeping with the rules?
- Think about how to integrate *Side Trips*.
- Look at Tournament forms: What information will be needed?
 - Collect your receipts for materials so you will have them for the *Expense Report*.
- Look at the calendar: How are we doing?

The Team Manager should:

- Point the team to the Challenge and *Rules of the Road* sidebars to help them understand the Challenge.
- Check to be sure the team understands the requirements of the Challenge by asking questions.
- Remind team, "If it doesn't say you can't, then you can. But if it says you 'must' perform specific requirements to meet the intent of the Challenge, then those requirements have to be met."
- Generate a list of questions the team needs to answer.
- Arrange field trips to begin to gather materials.
- Check the Team Manager Resource site at www.IDODI.org for ideas, help, and activities.
- Update parents on progress and let them know what you need.
- At the end of each meeting, debrief. Ask team:
 - Where are we?
 - Are we on track?
 - Do we want to keep moving in this direction?
 - Do we want to change our goal?
 - Are we having fun?

More Clues You Can Use: A Close-Up Look at STAGE 2

Clue 9: Teach your team to Use Creative Problem Solving Tools

As your team begins to construct their props and costumes, they will undoubtedly use a number of different tools for different things. For example, your team would not use a hammer for every possible construction need.

Did you know that there are also many different “Creative Problem Solving” tools that can be used to help your team along the way? Many people think that “Brainstorming” is the only way to generate various options, but actually there are many other “generating” tools that can be used. There are also special tools that can help your team “focus” multiple ideas or options to arrive at the best solutions.

1. A basic introduction to the use of a few generating and focusing tools can be found in *Charting Your Course*, which is included in your Program Materials. Several tools are explained and directions are given for using each one.
2. You can order, at www.ShopDI.org, a number of helpful books devoted to Creative Problem Solving. Many are filled with activities suitable for teams. A new book jointly published by the Center for Creative Learning and Destination ImagiNation, Inc., *The Problem Solver's Practical Toolbox*, has been developed especially for the use of Destination ImagiNation teams. In it you will find examples of ways one might apply specific Creative Problem Solving tools to situations encountered by DI teams and Team Managers.

Clue 10: Take a Look at Some Additional Resources at www.ShopDI.org

Destination ImagiNation, Inc. has collected a number of useful books and other resources that you may find helpful throughout the Challenge-solving process. Some of our favorites are:

- Book: *Successful Creative Problem Solving Teams*, by Donald J. Treffinger and SusanBeth Purifico: Focuses on the characteristics of successful teams.
- Book: *The Problem Solver's Practical Toolbox*, by Donald J. Treffinger and others: Practical examples of how to use ten different creative problem solving tools in DI-specific situations.
- DVD: *Team Challenge and Instant Challenge Tournament Performances*: A collection of Global Finals Presentations representing every type of *Team Challenge* as well as *Instant Challenge*.
- *Instant Challenge Practice Set*: Bursting with everything you need for *Instant Challenge* practice
- Books and CDs: *Instant Challenge* collections – Many books and CDs of *Instant Challenges* are available
- Book: *Building Creative Excellence* by Donald J. Treffinger and Grover C. Young: This book was designed to clarify, elaborate, and support the goals that exist in the Destination ImagiNation program.
- Book: *Instant Challenge Flip Book*: More than 4 billion possible *Instant Challenges*
- DVD: *Global Finals Highlights*: A fun look at the 2009 Global Finals Tournament.
- Book: *Real Teams* by Jay Cone. A practical guide to team building written especially for DI teams
- Kits: *Interactive Mini-Challenge Kits*: Kits packed with Mini-Challenges
- Skill Workshops: Technical Design Workshop and Script-Writing Workshop
- *No Fuss Backdrops* –A guide to building innovative set designs

STAGE 3: Focusing/Preparing for Action/ Putting It All Together

Length of this Stage: Approximately 2-4 weeks

Team Time: Approximately 3-4 hours/week (with extended time for subgroups & individual sessions)

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 3									2-4 Weeks								

What Happens in this Stage of the Process

The Team (with Team Manager Facilitating) should:

- Use the CPS Processes:
 - Building Acceptance
 - Developing Solutions
 - Focusing Options
 - Refining Solutions
 - Learning skills needed after team has narrowed options
- Experiment with possibilities.
- Draft and refine scripts.
- Work on costumes.
- Work on props.
- Design and construct required elements and fine-tune as needed.
- Improv: Practice with materials.
- Get update from *Published Clarification* Specialist: Check Clarification site and present new ones.
- Get update from team *Rules of the Road* Specialist: Is our solution in keeping with the rules?
- For your solution, ask:
 - What criteria are important?
 - Does the solution meet the requirements?
 - Can we present our solution within the time limit?
 - Do we have the ability/skill/expertise to carry out our plan?
 - Does our solution meet the scoring criteria?
 - Are the resources we need available?
 - Is our solution creative/unique/novel?
 - In what ways can we improve our solution?
 - Does our Solution fit under the *Rules of the Road* and the *Published Clarifications*?



Tournament forms are in the *Rules of the Road* and on www.idodi.org.

- *Side Trips*: Do our *Side Trips* show off our team members' specialties/interests/abilities?
- *Instant Challenge*: Continue practicing *Instant Challenges* under Tournament conditions
- Look at the calendar: How are we doing?

The Team Manager should:

- Attend additional Team Manager Training opportunities, if available.
- Check Team Manager Resource site for ideas, help, and activities.
- Register the team for the Tournament.
- Register Appraiser(s) and/or Tournament Volunteers.
- Update parents on progress; let them know what you need.
- At the end of each meeting, debrief. Ask the team:
 - Where are we?
 - Are we on track?
 - Do we want to keep moving in this direction?
 - Do we want to change our goal?
 - Are we having fun?

STAGE 4: Ready, Set, GO! Preparing for your Tournament

Length of this Stage: Approximately 2-4 weeks

Team Time: As many hours as it takes to complete the solution and prepare for the Tournament! (Plus extended time for subgroups and individual work sessions)

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 4													2-4 Weeks				

What Happens in this Stage of the Process

The Team (with Team Manager Facilitating) should:

- Read *TravelGuide for Teams* with team (available from DI Web site after January 1, 2010). Items to pay special attention to:
 - Site Procedures: What will happen at the Presentation Site for our Challenge?
 - What ifs: How can we prepare for anything that comes up?
- Create a Tournament Tool Kit and emergency kit for Presentation items.
- Rehearse:
 - Practice timing of setup; team decides who moves what items
 - Practice timing of entire solutions
- Identify Prop Specialist: Assign responsibility for props.
- Identify Paperwork Specialist: Fill out paperwork.
- Get update from *Published Clarification* Specialist: Check Clarification site and present new ones.
- Get update from *Rules of the Road* Specialist: Is our solution in keeping with the rules?
- *Instant Challenge*: Continue practicing *Instant Challenges* under Tournament conditions.
- *Side Trips*: Can we further refine/improve our *Side Trips*?
- Showtime! Compete at your Tournament!

Published Clarifications can be found online at www.IDODI.org





Be sure that each parent has a copy of the 08-09 DI *Parent Guide*.

The Team Manager should:

- Register for specific Tournament.
- Receive Tournament information and Presentation schedule: Contact Regional Director if you have questions.
- Provide copy of *TravelGuide for Teams* to each team member.
- Arrange for a Dress Rehearsal for parents/school/other audience.
- At the end of each meeting, debrief. Ask team:
 - Where are we?
 - Are we on track?
 - Do we want to keep moving in this direction?
 - Do we want to change our goal?
 - Are we having fun?
- Have pre-Tournament meeting with parents. Items to cover:
 - **Overview of the Tournament Day:** Give parents the day's overall schedule (your Tournament or Regional Director should get you this information prior to the Tournament).
 - **When and where:** Let parents know when and where team members need to be during the day, especially when to arrive at the Tournament. Establish a meeting place for teams and parents. Let parents know in what ways they can help you.
 - **Interference:** Remind parents that they may help carry the props into the Tournament Site, but may NOT help the team prepare any part of their Presentation, fix props, etc.
 - **Presentation times:** When is the *Team Challenge* Presentation? When is *Instant Challenge*? (Make sure parents understand they cannot watch IC.)

More Clues You Can Use: A Close-Up Look at STAGE 4

Clue 11: Prepare your team for the Tournament

As Tournament time approaches, here are some things you must do to prepare your team:

1. **Register!** Make sure your team is registered for your Tournament. **This is not the same thing as registering for a DI Team Number.** You can find out about this by contacting your Affiliate or Regional Director. Links to your Affiliate can be found at www.IDODI.org in the "Affiliates" section. If your team is part of a 5-Team Pak, your Coordinator may be taking care of this, but it's important to find out.
2. **Re-read your Team Challenge and the Rules of the Road.** Make sure the solution your team is preparing is not in violation of any rules or regulations. Also take note of the "Tournament Procedural Rules" section of the *Rules of the Road*. This will tell your team what to expect at the Tournament.
3. **Clarifications:** Check the DI Web site at www.IDODI.org often for new *Published Clarifications*. What is a *Published Clarification*? It's a statement that explains the boundaries of a stated rule or *Team Challenge* requirement, and it could have an impact on the solution your team is developing. Be sure to read the "Clarification" section of the *Rules of the Road*.
4. **Read the TravelGuide for Teams:** Download and print the *TravelGuide for Teams*, our special Tournament preparation guide that is written just for teams. This Guide will be posted at www.IDODI.org on or before January 1, 2010. Among other things, this Guide will tell your team what will happen at each Challenge site. There are also lots of helpful tips from teams and Team Managers.
5. **Show your team some examples of team Presentations** from past Tournaments. A great resource is the Destination ImagiNation DVD: "*Team Challenge and Instant Challenge Tournament Performances*." This DVD is a collection of Global Finals Presentations representing every type of *Team Challenge* as well as *Instant Challenge*. It may be a great help to your team if they can visualize what happens at the Tournament. (This DVD may be ordered from www.ShopDI.org.)
6. **Prepare Forms:** Make sure your team prepares and brings enough copies of all required forms to the Tournament:
 - a. *Tournament Data Form:* A two-page form found at the end of each *Team Challenge*. The team will need five copies of the filled-out form.
 - b. *Declaration of Independence:* Found at the end of the *Rules of the Road*. The team will need two copies of the filled-out form.
 - c. *Expense Report:* Found at the end of the *Rules of the Road*. The team will need one copy of the filled-out form. (Teams doing the Improvisational Challenge, *Do or DI*, do not need to bring an *Expense Report* to the Tournament.)

**All of these forms are available at www.IDODI.org.
Electronic versions that can be filled out on the computer will be available.**

All of the DI forms are available at www.IDODI.org. Many forms are interactive.



STAGE 5: Celebrate! Look How Far We Have Come on this Journey!

Team Time: A couple of hours during the week following the Tournament

Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Stage 5																	!

What Happens in this Stage of the Process

The Team (with Team Manager Facilitating) should:

- Have a party after the Tournament to celebrate bringing this process to a conclusion.
- Share favorite memories of the funniest moments from the past weeks.
- Make a list of all the things you have learned that you did not know when you first met as a team.
- Write thank you notes to resource people who taught the team, Appraisers who represented the team at the Tournament, other supportive people.
- Provide parents with team-generated list of the team's accomplishments. This will help keep parents' focus on the benefits of the PROCESS. Remind them that **it's the process, not the product that is important.**

Suggestions for the First 5 Meetings

(Adjust to the age and experience level of your team)

First Meeting

1. Begin and end the meeting with an *Instant Challenge* or other team-building activity. You might wish to use an activity from *Charting your Course*, one of the *Instant Challenges* included with your program materials, or a teambuilding activity from the Team Manager Resource site.
2. Meet with team members and parents and to fully explain Destination ImagiNation, the program's philosophy and goals. Describe the Destination ImagiNation process.
 - a. Give team members and parents a calendar with the date(s) of Tournament(s). Stress the importance of regular attendance at meetings.
 - b. Explain Interference. Use the Interference Triangle and contract included with this Guide to help parents understand what Interference means. Team members want the Challenge solution to be THEIRS. They are the "best line of defense" from overly helpful parents, Team Managers, and others who may try to provide input. If you teach them what Interference is, and roleplay ways to gracefully refuse it, they will be prepared!
 - c. Review expectations for team members, parents, and you, the Team Manager. Have the team talk about their goals. Work with the Parents' Guide to make sure parents have a clear picture of what to expect. A helpful document is the "Expectations" handout that can be found at the Team Manager Resource site at www.IDODI.org.
 - d. Discuss parental responsibilities and restrictions. Enlist parental assistance for a variety of team activities, snacks, etc.
 - e. Set up a meeting schedule appropriate to your group.
3. Give teams an overview of the *Team Challenges* to take home, read, and think about.

Second Meeting

1. Begin and end the meeting with an *Instant Challenge* or another team-building activity.
2. Discuss the Team's Declaration of Independence and do some of the activities in this section with the team.
3. Discuss the Interference Triangle with the team. Do some Interference roleplays. Some can be found at the Team Manager Resource site at www.IDODI.org, or have team members create their own.
4. Review *Instant Challenge* using the *Instant Challenge Practice Set* included with your program materials. Plan to practice several *Instant Challenges* at each meeting.
5. Read through the synopses and discuss the various *Team Challenges*. Remind team members that all Destination ImagiNation *Team Challenges* offer opportunities for construction, performance, music, special effects, etc.
6. Use the *Side Trip Specialties Inventory* from the Team Manager Resource site on the DI Web site to help the team recognize their collective and individual strengths.
7. Don't forget the FUN!!

Third Meeting

1. Begin and end the meeting with an *Instant Challenge* or another teambuilding activity. Debrief each *Instant Challenge*.
2. If the team has not already done so, have the team decide on a *Team Challenge*. With the team, generate a list of the knowledge and skills needed to solve the Challenges.
3. Don't forget the FUN!!

Fourth Meeting

1. Incorporate a teambuilding activity and practice *Instant Challenges*. Don't forget to debrief after each one.
2. Using the various Creative Problem Solving (CPS) techniques, generate and discuss potential *Team Challenge* solutions and theme ideas. Allow plenty of time for this. Never settle for the first ideas, the easiest idea, etc. The process should extend over several meetings.
3. Don't forget the FUN and CELEBRATION!!

Fifth Meeting

4. Continue teambuilding activities and *Instant Challenge* practices. Debrief each one.
5. Generate a list of tasks to accomplish. Assign tasks. Use the "Short, Medium, & Long" CPS Tool to do this.
6. Create a team-generated Timeline. Discuss with the team the responsibility of each team member to do what they have committed to do on time.
7. Ask for help from veteran Team Managers if you need it.
8. At this point, your team should be well on its way. Settle back, enjoy the ride, and **don't forget the FUN!**

Team Meeting Planner

Use this form to help plan your team meetings. Ideally every meeting will include (in any order):

- Warmup Activity
- *Team Challenge* Work Session
- One or more *Instant Challenges* (include debriefing time)
- Something that is just for FUN

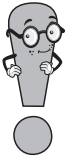
Date:

Warm Up/Teambuilding activity:

Team Challenge Tasks for today:

Instant Challenges:

Use this form to help plan your team meetings. Ideally every meeting will include (in any order):



- Warmup Activity
- *Team Challenge* Work Session
- One or more *Instant Challenges* (include debriefing time)
- Something that is just for FUN

Educational Goals and Challenges of Destination ImagiNation

Destination ImagiNation is a community-based, school-friendly program that builds participants' creativity, problem solving, and teamwork in enjoyable and meaningful ways. The Program's goals are displayed below.

TEAM CHALLENGE MEETS THIS GOAL?	DESTINATION IMAGINATION EDUCATIONAL GOALS	INSTANT CHALLENGE MEETS THIS GOAL?
Yes	Foster creative and critical thinking among all participants	Yes
Yes	Learn and apply Creative Problem Solving method and tools	Yes
Yes	Develop teamwork, collaboration, and leadership skills	Yes
Yes	Nurture research and inquiry skills, involving both creative exploration and attention to detail	Yes
Yes	Enhance and apply written and verbal communication and presentation skills (both impromptu and sustained)	Yes
Yes	Promote the recognition, use, and development of many and varied strengths and talents	Yes
Yes	Encourage competence in, enthusiasm for, and commitment to real-life problem solving	Yes

These Educational Goals are met through the two Components of the Program, the *Team* and *Instant Challenges*, by requiring teams to develop and learn many useful lifelong skills. The major difference between the two Components is not so much the nature of the Challenge itself but rather HOW MUCH TIME is available in which to craft a solution. The *Team Challenge*, developed over months, allows for greater depth and detail.

TEAM CHALLENGE	WHAT MUST TEAMS DO TO SOLVE THIS TYPE OF CHALLENGE?	INSTANT CHALLENGE
Yes	Develop Creative Problem Solving techniques and use them in the creative process to produce novel and unique solutions	Yes
Yes	Develop their Teamwork to a high degree; learn to collaborate effectively and cooperatively with a minimum of conflict	Yes
Yes	Learn Improvisation Techniques	Yes
Yes	Learn to analyze the properties of materials that might be available for a solution	Yes
Yes	Learn to use materials in ways other than their original purpose	Yes
Yes	Discover their collective interests, strengths, and abilities as a team and as individuals and showcase them effectively	Yes
Yes	Learn to read and understand the Challenge and make sure that the solution fulfills the requirements	Yes
Yes	Research and seek out information needed to solve the Challenge	Yes
Yes: Sustained time allowed, usually months, to prepare polished solution	Manage time effectively	Yes: Very short time allowed, only minutes, to prepare impromptu solution
Yes	Be able to think on their feet and improvise on the spot	Yes
Yes	Learn Performance and Theatrical techniques	Yes
Yes	Learn basic design and construction skills	Yes

Interference

The *Team Challenge* solution is owned and operated by the team! **Only team members** may contribute ideas and create the *Team Challenge* and *Side Trip* solutions. Help from non-team members, including Team Managers and parents, is called **Interference**.

The Interference Triangle is a useful tool to help the team remember what Interference is and what Team Managers and other people are allowed to help the team with.

The Base of the Triangle consists of two corners: Skills and Challenge & Rules. These two corner support blocks are what teams have in common when they participate in the Destination ImagiNation program and process.

Skills are both those skills that the team members already know and bring to the team, and those skills team members learn while being a part of the team. Learning skills is an important and valuable part of the process of DI. For every team member, participation in the program will someday end, but the skills learned will continue throughout life. These skills include: performance skills, technical skills, thinking skills, team building, research, organizational, time management, budgeting and life skills, to name a few. It is not Interference for the team to be taught skills. In fact, it is the job of the Team Manager to facilitate the acquisition of skills. It is the job of the team to apply the learned skills to a particular purpose or use in creating the Challenge solution.

The Challenge & Rules are the printed Challenge, the *Rules of the Road* and Clarifications. These are the documents that teams, Team Managers and Tournament Officials have in common. The Challenge requirements and limitations, and the rules in *Rules of the Road* are the facts by which all must abide. Understanding them and internalizing them is the job of the team, the Team Manager and the Officials. What does the Challenge say? What does it say in *Rules of the Road*? What are the Published Clarifications? Let's write for a Team Clarification! This is all learning that can be shared, should be shared, and is shared among teams, Team Managers and Officials. So it is not Interference for the Team Manager to be sure the team understands the Challenge and the rules.

Sometimes skills determine which Challenge to choose; sometimes the Challenge is chosen, and skills have to be learned in order to solve it. Regardless of which comes first, there is a back-and-forth of learning skills and understanding the Challenge that occurs before and while the team makes choices that apply to your solution.

The team's Solution is the team's alone. It is something that the team builds from their acquisition of skills and from their understanding of the Challenge and rules.



It **IS** Interference for anyone not on the team to be in the team's Solution corner of the Triangle. Recognize and respect that the "top" is where team members reign!



Artist: John Trumbull, Source: www.wikipedia.org



The *Declaration of Independence* form can be found in the *Rules of the Road* and at www.idodi.org.

The Destination ImagiNation® Declaration of Independence

Understanding its Meaning Respecting its Claim It's all about the TEAM!

Team and Team Manager

First things first:

1. Show and read among yourselves and then with team members' parents the Destination ImagiNation *Declaration of Independence* form
2. Read and discuss among yourselves and then with team members' parents the pages in *Rules of the Road* about Interference
3. Next, try these activities to comprehend DI's intent and its philosophy of independence for its participants.

Understanding its Meaning

Study with your team members the history of the U.S. Declaration of Independence:

1. Review the history of the document. Use these Web sites to help:

http://en.wikipedia.org/wiki/United_States_Declaration_of_Independence

<http://www.archives.gov/national-archives-experience/charters/declaration.html>

<http://www.ushistory.org/declaration/>

The Continental Congress included in the document a list of how they felt King George was willfully infringing upon the colonists' rights.

2. Make a list of your rights as a DI participant. Identify how others might attempt to willfully or unintentionally infringe upon your rights.
3. Role-play the history of the writing of the U.S. Declaration of Independence by adapting the situation to your DI team. Write your own Team Declaration of Independence. Ring a "liberty bell" and invite those who surround your team to hear the reading. Later, have a team ceremony where each team member signs the Team Declaration of Independence. What does this document mean to you? To your team?
4. Generate ideas of how to educate others about what your Team Declaration of Independence means. Generate a list of phrases or sentences that you could say to others when they try to give you suggestions on how to improve your performance, make better props, or mention things to include in your solution. Focus on a few of those ideas and develop a strategy to use them, in case the need arises.
5. Discuss how your Team Declaration of Independence relates to the DI *Declaration of Independence* form. During the program season, how might you explain to others this required form? How might you politely convey your desire to "do DI on your own," and decline their assistance?

Respecting its Claim

Team:

- Honor your pledge and the trust of your fellow team members by not asking anyone other than a fellow team member for ideas or help with your solution.
- Honor your promise by finding a polite way to tell people who are not on your team that they cannot help with your solution.
- Ask to be taught skills, not a solution.
- Be proud to be independent. Be proud to keep your promise.

Team Manager:

- Honor the pledge of your team members by not willfully infringing with ideas or help with the team's solution.
- Educate team members' parents and any other adult or team friend about the team's independence and the right of the team to "do DI" on their own.
- Teach or find someone to teach skills, not the solution.
- Be proud that your team is independent. Be proud to keep your and their promise.

Parents and other Adults:

- Honor the pledge of your team members by not willfully infringing with ideas or help with the team's solution.
- Teach or find someone to teach skills, not the solution.
- Be proud that the team is independent. Be proud that the team members are learning life skills that will enrich them and serve them throughout their lives.

Interference: A Contract for Teams, Team Managers, and Parents

Team Member Name: _____

The team: We understand Interference:

1. Our team owns every bit of our *Team Challenge* solution.
2. Every idea for every part of the solution must come from the members of our team. This means our parents, friends, teachers, and Team Manager must keep their ideas to themselves.
3. If we use other people's ideas or allow others to build any part of our solution, it's no longer OUR solution. When someone offers to help us or works on our solution in any way, we will say, "No thanks! We can do it ourselves!"
4. If we get stuck and can't figure out how to solve a problem that arises, we will generate ideas and come up with another way to do it.
5. When we finish our solution, we can proudly sign the *Declaration of Independence* and know that the entire solution is OURS.

Team Member Signature: _____

The Team Manager(s): I understand Interference:

1. My team owns every bit of their *Team Challenge* solution. I can facilitate their understanding of the Challenge and rules, as well as help them to learn skills, but I must keep my ideas to myself and my hands off their solution.
2. Every idea for every part of the solution must come from the members of my team. They don't need my help or anyone else's. They can figure it out for themselves even if it means that sometimes they will have to change their plans and do something another way. My job is to facilitate this process.
3. At the team's request, I may acquire specifically requested materials for their use. At no time may I ever choose materials for the team without their input, and I may never select materials or take actions with the idea of leading the team to a solution.
4. When my team does not know how to go about researching and/or acquiring information and materials, my role is to teach them the skills they will use to become independent learners for a lifetime. In other words, I may provide them with multiple resources, but I may not select or lead them to any aspect of their solution.
5. When my team is ready to turn their ideas into reality, I will stand by and MANAGE, not direct, not coach. That means I may facilitate discussions and/or disagreements, help my team manage their time to meet their deadlines, make sure they are working in a safe manner, acquire items requested by the team, and most important, ensure that each individual on the team is valued by the others.
6. When my team finishes their solution, I can proudly sign the Team Manager's line on the *Declaration of Independence* and know that their solution is all THEIRS.

Team Manager Signature: _____

Team Manager Signature: _____

The Team Parents/Guardians: I/We understand Interference:

1. My son's/daughter's team owns every bit of their Challenge solution. I must keep my ideas to myself and my hands off their solution.
2. Every idea for every part of the solution must come from the members of the team. They don't need my help or anyone else's. They must figure it out for themselves. That means that sometimes they will do things in a way that will take longer and/or might not be the most efficient or best way (in my opinion). I understand that this is a normal part of the process, and I will not interfere.
3. When my son's/daughter's team finishes their solution, I will be proud of them that they worked so hard and completed the project with their own hands and minds. I will also be proud to say that they did it all by themselves!

Parent Signature: _____

Parent Signature: _____

Team Calendar: 2009-10 Program Year

To help you plan your time most efficiently, note the following information on this calendar:

- Holidays and vacations
- Important events involving one or more team members: Plays, concerts, sporting events, etc.
- TOURNAMENT DATE(S): Regional, Affiliate, and Global Finals
- Other events that may impact the team's work schedule

SUN	MON	TUES	WED	THURS	FRI	SAT
		1-SEPTEMBER	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1- OCTOBER	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1 - NOVEMBER	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1 - DECEMBER	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1 - JANUARY 2010	2

SUN	MON	TUES	WED	THURS	FRI	SAT
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1- FEBRUARY	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	1- MARCH	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1- APRIL	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1- MAY
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					