

Lesson 4 — Full Simulation (Round 1)

Session 4 of 8 | **Duration:** 60 min | **Artifact:** Full 4-min recording + diagnostic notes

Purpose

First full report under realistic conditions. Trainer uses the failure-pattern checklist to identify breakdowns for L5.

Phases

Time	Phase	Trainer does
0:00–0:05	Frame the session	State this is the first full run. Realistic conditions. No help.
0:05–0:20	Read the full case	Silent reading of the full case (below). Language bank visible but no teaching.
0:20–0:30	Silent prep	Learners plan their report. Notes allowed, scripts not.
0:30–0:55	Full reports	Each learner records 4 min. No interruptions. Others on camera as group leadership. Trainer ticks the failure-pattern checklist (below) during each recording.
0:55–1:00	Close	Brief observation on what held together. Save recordings and the marked checklist.

Scripted teacher language

"This is the first full run. Four minutes. No restarts — if something breaks, keep going."

"Notes yes, scripts no. If you read a script, leadership will hear it."

"I'm not coaching during the report. If you get stuck on a word, use a simpler one."

Case — full

Program: PWD Empowerment Eastern Province — annual review to Maximus group leadership and the Authority of People with Disability (APD).

Audience: Joint review — Maximus Managing Director, regional VP, finance lead + APD programme director and APD compliance officer.

Period: Year 2 of a 2-year contract; review covers full calendar year 2025.

Performance against targets.

- Enrolment: 240 against a target of 200 (+20%). Driver: APD redirected two cohorts from a paused programme.

- Placement at sustainable-wage threshold: 156 against a target of 160 (–3%). Driver: two anchor employers reduced intake mid-year.
- Attrition: 22% against a target of $\leq 15\%$ (+7 pts). Driver: accommodation coordinator turnover in Q3 left two zones under-supported for 6 weeks.
- Accommodation success rate: 88% against a target of $\geq 85\%$ (+3 pts). Within target.
- Cost per placement: SAR 18,400 against a budget of SAR 17,500 (+5%). Driver: emergency outreach to replace the two reduced anchors.

Forward outlook. Year-3 contract under negotiation with APD. Likely renewal but at flat or slightly reduced budget — APD has signalled wider Vision 2030 budget reallocation. Two anchor employers (Saudi Aramco, SABIC) have committed to Q1 2026 intake at prior volumes. Three additional employers in late-stage talks. Phase scope likely expands to include hearing-impairment cohorts (currently visual-impairment only).

Risks.

- Employer pipeline thin in Q1 2026: 2 of 5 main partner employers not yet renewed for the new year.
- Accommodation coordinator turnover: 3 of 8 coordinators left in Q4. New hires need 6–8 weeks to become productive.
- APD budget reallocation: rumoured shift of programme funding under Vision 2030 may reduce contract value 10–15% at renewal.
- Attrition driver — childcare logistics in two zones — has not yet been addressed structurally.

The report: Present a 4-minute monthly program report to leadership. Take a clear stance and ask for what you need.

Failure-pattern checklist

Tick the dominant patterns observed across the cohort. The top 1–2 ticks become the focus of L5.

- Status buried — stance appears after the analysis, not in the headline
- Performance numbers cited without variance and driver — leadership can't tell what's normal vs anomalous
- Outlook stated without confidence level or basis — "we'll be fine in Q1" with no reasoning
- Risks named without mitigants ("there's a risk of X" left hanging)
- Risk assessment over-runs and eats the ask
- Ask is vague ("we need more support") rather than specific ("approve hiring 2 placement coordinators by Nov 15, budget SAR 380k")
- Tense slippage when describing what was delivered vs what's coming (mixes past and present in one sentence)
- Vague verbs ("do", "have", "make", "handle") where program-precise verbs exist (deliver, achieve, miss, exceed, escalate, mitigate)

Between-session work

No homework. Trainer prepares the L5 repair from the marked checklist.

Artifact

Full 4-min recording per learner + completed failure-pattern checklist (one per cohort, not per learner).
Save as **MAX_[Branch]_[LearnerID]_GroupReport_L4_YYYY-MM-DD**.

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