



## PLAYING THE GAME

You will be participating in a risk-taking activity in which each player attempts to gain the highest score. The possible points you can obtain depends on the combined selections for the set of players in each round for a series of five rounds. You will not know the other choices until all cards are physically shown at the end of each round. Eight different scenarios will be presented during the game, with a separate tally for each. The goal is for you to obtain the highest number of points when all eight scores are combined. If there is a tie at the end of the game, no one will be declared the winner.



## DIRECTIONS FOR PLAYING A ROUND

You will select card A or card B to represent the appropriate action choice for the scenario. The card is to be placed face down. No discussion is to occur between players, unless indicated by the facilitator. When the players within a group have made their selections, all cards will be revealed at the same time. Each player will enter his or her personal choice as well as those of the other player(s) in the table provided. Next, the appropriate card combination will be identified in the accompanying Scoring Chart, and the corresponding points for that round will be recorded in the table. This process will be repeated for each of the remaining four rounds, and then each player will calculate a final tally for the scenario.



## SAMPLE SCORING

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

In Round 1, you select Card B, and the other player selects Card A; the number of points you score is +10. In Round 2, you select B again, and the other player switches to B; you score no points. For Rounds 3 and 4, you both switch to A; you score +5 points each time. Round 5 results in you selecting A and the other person choosing B; you score -10 points. Your score for the scenario would be +10 points.

ROUND	YOU	OTHER	POINTS
1	B	A	+10
2	B	B	0
3	A	A	+5
4	A	A	+5
5	A	B	-10
SCORE:			+10



## SCENARIO 1: PRISONER'S DILEMMA

You and a newly acquainted friend have been charged with the crime of robbing a convenience store. Prosecutors cannot definitively prove either of you actually committed the crime, but they do have enough circumstantial evidence to convict you both. You know that you are innocent, but you are not completely sure about your friend's involvement. You have been placed in separate rooms for interrogation and have not had a chance to communicate with one another. The police detectives offer both of you plea bargains, telling each person the exact same thing.

- If you refuse to testify against your friend but your friend testifies against you, you will serve ten years in jail while your friend goes free.
- If each of you testifies against the other, you are both implicated and each will receive three years in jail.
- If both of you refuse to testify, the police can still convict you on circumstantial evidence and each of you will receive one year in jail.
- If you testify against your friend but your friend refuses to testify against you, you go free and your friend will be sentenced to ten years.

### What Would You Do?

- Refuse to testify against your friend.*
- Testify against your friend.*

*Instructions:* For each round of play, select card A or card B to correspond to one of the above choices and place it face down. When the other player has made a selection, both of you are to reveal your cards at the same time. Enter your choice as well as the other player's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this procedure for Rounds 2 through 5 and then calculate your score. You will be allowed three minutes to complete the entire process. Should you finish before other pairs, please do not discuss the game with your partner. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

ROUND	YOU	OTHER	POINTS
1			
2			
3			
4			
5			

SCORE: \_\_\_\_\_





## SCENARIO 2: ON THE RIGHT

You are one of two external training consultants who have been called at the last minute to facilitate workshops for a major corporation. Both of you have longstanding relationships with the organization, and you agree to travel out of town to fulfill the request. When you arrive the night before the session, you find out that the company does not have copies of the usual training materials available for use. There is one copy of the activity booklet on file in the office, so it would be possible for you to make copies for the participants. You cannot run the planned activity without the copies, but you know that it is illegal to use copyrighted material without written permission. If you do not have these booklets, you will have to stay up all night to create another activity and rewrite the training notes.

- If you do not duplicate the material and the other consultant does, you don't have enough time to prepare, the session goes poorly, and you lose your contract with the client and the other consultant is awarded all future training assignments.
- If you both duplicate the material, the HR director asks you each to pay the publisher an equivalent cost of the materials used. Both of you are asked to forego training with the corporation for six months.
- If neither of you decides to duplicate the material, you and the other consultant work together for several hours and are able to design a new activity. The HR director is impressed with your ability to be creative and extends the training contracts with both companies.
- If you duplicate the material and the other consultant does not, the other consultant does not have enough time to prepare, the session goes poorly, and the other consultant loses the contract with the client, while you are awarded all future training assignments.

### What Would You Do?

- A. *Do not duplicate the material.*
- B. *Duplicate the material.*

*Instructions:* For each round of play, select card A or B to correspond to one of the choices and place it face down. When the other player has made a selection, both of you are to reveal your cards at the same time. Enter your choice as well as the other player's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this procedure for Rounds 2 through 5 and then calculate your score. You will be allowed three minutes to complete the entire process. Should you finish before other pairs, please do not discuss the game with your partner. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

ROUND	YOU	OTHER	POINTS
1			
2			
3			
4			
5			

SCORE: \_\_\_\_\_





### SCENARIO 3: KICK BACK AND RELAX

In the five years you have spent as a manager in the planning department of a national non-profit agency, you have developed personal relationships with many of the company's established vendors. During those years, one of the biggest vendors has been providing you and other employees of the department with a variety of dinners, golf outings, and other entertainment that allow you to make important contacts with others you would not normally meet. You and a colleague recently took advantage of some free travel tickets for a weekend at a lush tropical resort. Now the vendor is asking that you support a proposal being submitted for a large project that would result in a huge windfall for the vendor if the contract is awarded. The vendor's prices are much higher, and the quality of past work is good but not outstanding. The cost of the project would be increased, while not necessarily being any better than what could be supplied by other vendors.

- If you remain neutral and your colleague recommends the vendor, you damage your relationship with the vendor and lose any future networking possibilities, while your colleague is favored by the vendor.
- If you both recommend the vendor, you risk your reputations on the merits of the proposal, and the vendor reduces the number of networking invitations because your help is no longer needed.
- If you and your colleague both decide to remain neutral about the proposal, neither takes a risk at work in terms of the merits of the proposal, yet both of you continue receiving the same networking opportunities from the vendor.
- If you recommend the vendor and your colleague doesn't, the vendor will provide more invitations to you, but your colleague will no longer have these opportunities to network.

### What Would You Do?

- A. *Remain neutral.*
- B. *Recommend the vendor.*

*Instructions:* For each round of play, select card A or B to correspond to one of the choices and place it face down. When the other player has made a selection, both of you are to reveal your cards at the same time. Enter your choice as well as the other player's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this procedure for Rounds 2 through 5 and then calculate your score. You will be allowed three minutes to complete the entire process. Should you finish before other pairs, please do not discuss the game with your partner. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

ROUND	YOU	OTHER	POINTS
1			
2			
3			
4			
5			

SCORE: \_\_\_\_\_







## SCENARIO 4: INSIDE OUT

As a contractual consultant to a large company that manufactures electronic equipment, you have gained confidential information about the introduction of a new product that will increase stock values significantly. You are considering buying the company's stock now so that you can realize a large profit when the new product is released to the public. You know that there are other employees who have the same information as you, and any of them can choose to buy the stock also. You have been struggling lately to meet the tuition payments for your children's education and you have some high hospital bills from your spouse's recent illness, so the money would be very helpful. (NOTE: The other player represents *all other employees*.)

- If you do not buy the stock and the others do, they all make a large profit when they sell, as the stock's price rises upon release of the product. You lose your contract because the company loses long-term customers when its reputation is tarnished due to rumors of insider trading.
- If you buy the stock and others in the company do also, the stock increases so that everyone makes a profit, but you risk facing insider trading charges.
- If you do not buy the stock and no one else does either, no one profits from the increase in the value of the stock, but everyone receives a bonus because the company is doing so well after the release of the new product.
- If you buy the stock and the other employees don't, you are the only one to make a large monetary gain when the product release causes the stock's value to soar.

### What Would You Do?

- A. *Do not buy the stock.*
- B. *Buy the stock.*

*Instructions:* For each round of play, select card A or B to correspond to one of the above choices and place it face down. When the other player has made a selection, both of you are to reveal your cards at the same time. Record your choice as well as the other player's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this process for Rounds 2 and 3. You will have two minutes to complete the task. At that point, the facilitator will announce the start and end of a two-minute period in which both players may discuss the options with one another. You will then conduct Rounds 4 and 5 using the same procedure as the first three rounds. When the rounds are complete, calculate your score. You will have an additional two minutes to complete this portion of the task. Should you finish before other pairs, please do not discuss the game with your partner. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

ROUND	YOU	OTHER	POINTS
1			
2			
3			
Discussion			
4			
5			

SCORE: \_\_\_\_\_





## SCENARIO 5: BY THE NUMBERS

You and a colleague have worked for a large manufacturing company for several years. During that time your families have done things together socially, and your children are good friends. Recently, work statistics have shown lower than average performance for your department, but several external economic factors contributed to the drop. There is a strong likelihood that your department may be eliminated, which would mean long-term layoffs or firings that could be disastrous to many employees. The two of you are responsible for compiling the next quarterly report, with each one submitting a separate section. Initially, you both agreed to inflate some of the numbers to reflect a better production rate than actually occurred.

- If you don't change the numbers and your colleague does, your section of the report is in question because the external factors you identified are no longer evident. You are demoted for doing a bad job on the report, and your colleague receives a promotion because the department appears to be performing better.
- If you both change the numbers, the auditors discover the deception during a normal review and each of you is placed on probation for three months and forfeits two weeks' pay.
- If neither of you changes the numbers, the data in the report is compared to similar operations in other companies, and it is determined that employee performance was not the cause for low production. All the jobs in the department are secure, while you and your colleague each receive a substantial bonus for identifying external factors that can be controlled during the next quarter.
- If you change the numbers and your colleague doesn't, the auditors question your colleague's information because you have done such a good job of providing evidence for your data. You receive a promotion because the department appears to be performing better, and your colleague is demoted for doing a bad job on the report.

## What Would You Do?

- A. *Do not change the numbers.*
- B. *Change the numbers.*

*Instructions:* For each round of play, select card A or card B to correspond to one of the above choices and place it face down. When the other player has made a selection, both of you are to reveal your cards at the same time. Record your choice as well as the other player's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this process for Rounds 2 and 3. You will have two minutes to complete this task. At that point, the facilitator will announce the start and end of a two-minute period in which players may discuss the options with one another. You will then conduct Rounds 4 and 5 using the same procedure as the first three rounds. When the rounds are complete, calculate your score. You will have an additional two minutes to complete this portion of the task. Should you finish before other pairs, please do not discuss the game with your partner. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	-10
B	B	0
A	A	+5
B	A	+10

ROUND	YOU	OTHER	POINTS
1			
2			
3			
Discussion			
4			
5			

SCORE: \_\_\_\_\_





## SCENARIO 6: FIXING IT UP

You are the owner of one of two service stations in a small town, where both businesses have remained competitive in pricing. The tanker that supplies the stations with gasoline makes a delivery once each week. A hurricane will be hitting the town, and an evacuation is imminent. Because gasoline will be in demand, you are thinking about raising your prices. This will help you increase your profits to make up for recent losses incurred when crude oil prices started to rise. You know that the owners of the second station also are considering increasing their prices.

- If you keep the prices the same and the other station raises theirs, you get most of the customers but customers are delayed waiting in line and you run out of gasoline before everyone receives service. Meanwhile, your competitor continues to sell and ends up making a higher profit.
- If you both choose higher prices, you will split the customers and each receive more profit. However, your customers feel that this is “price gouging” and become disgruntled so that you are ostracized socially.
- If you both choose to keep your prices the same, you will split the customers and each receives less profit, but you help your loyal customers to leave the area as easily as possible.
- If you increase your prices and those at the other station remain the same, they win customers from you, but they run out of gasoline and customers are angry at wasting time in long lines. Meanwhile, you continue pumping and your profits are substantial.

### What Would You Do?

- A. *Keep the prices the same.*
- B. *Increase prices*

*Instructions:* For each round, your team members are allowed to talk together before selecting card A or card B to correspond to one of the above choices. The card is to be placed face down. When the other team has made a selection, both teams will reveal their cards at the same time. Enter your team's choice as well as the other team's choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this process for Rounds 2 and 3. You will have five minutes to complete this task. At that point, the facilitator will announce the start and end of a two-minute period in which both teams may discuss the options with one another. Your team will then conduct Rounds 4 and 5 using the same procedure as for the first three rounds. When the rounds are complete, calculate your score. You will have an additional five minutes to complete this portion of the task. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	0
B	B	+10
A	A	+15
B	A	+20

ROUND	YOU	OTHER	POINTS
1			
2			
3			
Discussion			
4			
5			

SCORE: \_\_\_\_\_





## SCENARIO 7: WHISTLE WHILE YOU WORK

You are a member of the technical support group in a pharmaceutical corporation that produces a variety of drugs, among them a new one to treat childhood diabetes. While running a security check on the vice president's computer, you see a confidential report showing that the new drug may have caused fatal reactions in several patients. These contraindications were not found in the initial studies, and the company has decided to keep the information secret for now. You realize that other patients could be harmed if the drug is kept on the market, especially if doctors are not warned of the possible life-threatening side effects. (*NOTE:* The other team represents the organization.)

- If you report the incidents and the company remains silent, the media breaks the news, but the information is unable to be sufficiently validated. You are fired from your job for leaking confidential information.
- If you remain silent and the company does not report the problem, you feel concern about the possible dangers, but you keep your job and only one new possible case is reported.
- If you report the problem at the same time the company does, the company pulls the product before you need to testify. You keep your job with no repercussions, and the drug is improved and redistributed within a year.
- If you do not report the incidents and the company does, you do not risk losing your job and you feel that patients are now safe. However, the company pulls the product off the market and faces litigation, resulting in financial difficulties and lost customers.

### What Would You Do?

- A. *Report the problem.*
- B. *Do not report the problem.*

*Instructions:* For each round, your team members are allowed to talk together before selecting card A or card B to correspond to one of the above choices. The card is to be placed face down. When the other team has made a selection, both teams will reveal their cards at the same time. Enter your team’s choice as well as the other team’s choice for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this process for Rounds 2 and 3. You will have five minutes to complete this task. At that point, the facilitator will announce the start and end of a two-minute period in which both teams may discuss the options with one another. Your team will then conduct Rounds 4 and 5 using the same procedure as the first three rounds. When the rounds are complete, calculate your score. You will have an additional five minutes to complete this portion of the task. Wait for the facilitator to tell you to proceed to the next scenario.

SCORING CHART		
YOU	OTHER	POINTS
A	B	0
B	B	+10
A	A	+15
B	A	+20

ROUND	YOU	OTHER	POINTS
1			
2			
3			
Discussion			
4			
5			

SCORE: \_\_\_\_\_







## SCENARIO 8: WHAT YOU "AUTO" DO

The three big automobile manufacturers, including your own company, have the capability to separately make an environmentally friendly car that gets better mileage using an alternative fuel. This means that pollution levels could be decreased significantly, and customers would have cars that were less costly to operate and maintain. However, unless all the companies agree to manufacture this new type of car, your company would need to charge a significantly higher price. If even one of the competitors decides not to produce the car, your company would realize lower profits, which would impact employees and stockholders.

- If your company manufactures the car while the other two do not, you spend large amounts on producing the new cars, but sales are slow because customers don't want to pay the higher price.
- If all the companies refuse to manufacture the car, profit levels decrease slightly because of a dip in sales, and environmental pollution levels increase. Customers are disappointed when a report surfaces that the technology was available and that the cars were not manufactured.
- If your company and one other one decides to manufacture the car, while the remaining one does not, your company suffers some minor losses because customers are slow to accept the concept and your expenses are higher because of manufacturing changes.
- If your company and one other do not manufacture the car, while the remaining one does, your company loses only a few customers, while the company introducing the car must pay for plant upgrades.
- If all three companies manufacture the car, sales increase slightly because the new models are popular, but customers are split among all manufacturers.
- If your company does not manufacture the car and the other two do, you increase sales on the usual models because consumers question the feasibility of paying more for the new type of car. The other companies suffer deep losses because they lose customers while having to pay for changing manufacturing processes.

## What Would You Do?

- A. *Manufacture the car.*
- B. *Do not manufacture the car.*

*Instructions:* For each round, your team members are allowed to talk together before selecting card A or card B to correspond to one of the above choices. The card is to be placed face down. When the other two teams have made their selections, all teams will reveal the cards at the same time. Enter your team's choice as well as the choices of the other teams for Round 1 in the table below. Identify the appropriate card combination in the Scoring Chart and record the corresponding points. Repeat this process for Rounds 2 and 3. You will have five minutes to complete this task. At that point, the facilitator will announce the start and end of a five-minute period in which the three teams may discuss the options with one another. Your team will then conduct Rounds 4 and 5 using the same procedure as for the first three rounds. When the rounds are complete, calculate your score. You will have an additional five minutes to complete this portion of the task. Wait for the facilitator to provide further instructions.

SCORING CHART		
YOU	OTHERS	POINTS
A	B, B	0
B	B, B	+10
A	A, B	+15
B	A, B	+20
A	A, A	+25
B	A, A	+30

ROUND	YOU	OTHERS	POINTS
1			
2			
3			
Discussion			
4			
5			

SCORE: \_\_\_\_\_





## FINAL SCORING SHEET

*Instructions:* Refer back to Scenarios 1 through 8 and record the Score for each of them on the appropriate line in the Points column below. Calculate the Final Score by adding or subtracting the points from each line to determine the Balance Forward scores. The last line will become the Final Score.

SCENARIO	POINTS	BALANCE FORWARD
1		
2		
3		
4		
5		
6		
7		
8		

FINAL SCORE: \_\_\_\_\_

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## **SMALL GROUP DISCUSSION**

What feelings and reactions did you experience while playing the game?

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## LEARNING INSIGHTS

List three insights that you have gained as a result of playing the game.

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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3. \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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## ACTION PLANNING

Commit to two actions that you will take to improve your ability to collaborate with others:

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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Commit to two actions that you will take to develop a deeper ethical awareness when making decisions:

1. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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