

ORGANIZATIONAL BEHAVIOUR: THE GAME

CREATED BY PETER WAKE

2020



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1. WELCOME TO WORK

You are new team of people at The Company. Like a game of chess there are two sides, the managers and the employees. The goal of manager(s) is to finish The Project on or before the deadline at the end of the month. The goal of the employees is to meet their goals. These goals are based on a secret role to which they are assigned. This may not necessarily involve staying employed. The managers win or lose together. The employees win individually based on goals, this may or may not be tied with project completion before the deadline.



Photo by Jonathan Ybema on Unsplash

2. EQUIPMENT LIST

The game consists of 4 boards, and a lot of pieces for players, depending on their role in the game (employee or manager). The 4 boards are described in Table 1.

Table 1: Game Boards

Item	#	Description	Image(From Tabletopia [1])																																																																																																																																																																																																																																																																																																																																																																																																																																												
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Employee Time Cards	1	A record of each employee's turn. 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Project requirements board	1	Defines what characteristics project will have. Mini version of Project Board. Mini-version of gameboard	<table border="1"> <thead> <tr> <th colspan="8">PROJECT REQUIREMENTS</th> </tr> </thead> <tbody> <tr> <td>DESIGN (1)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>PROBLEM SOLVING (2)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>RESEARCH (3)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>TECHNOLOGY (4)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>INTERNAL COMMUNICATION (5)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>EXTERNAL COMMUNICATION (6)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>DOCUMENTATION (7)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>PRESENTATION (8)</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	PROJECT REQUIREMENTS								DESIGN (1)								PROBLEM SOLVING (2)								RESEARCH (3)								TECHNOLOGY (4)								INTERNAL COMMUNICATION (5)								EXTERNAL COMMUNICATION (6)								DOCUMENTATION (7)								PRESENTATION (8)																																																																																																																																																																																																																																																																																																																																																																											
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Some items not tied to particular players are outlined in Table 2 below.

Table 2: Game items

Item	#	Description	Image(From Tabletopia [1])
6-sided die	1	Normal die	
Discard Bag	1	Used to house unused game pieces (by managers etc., if playing with under 8 players, etc.)	
Day marker for calendar	1	Wooden version of employee marker used to mark day on calendar	
Efficiency die	1	Die in box, or cup, such that only the player can see the result. For Tabletopia, use a die in real world to hide from other players.	
Grey blocks	50	Used by managers to mark project requirements on project requirements board	

An outline of the card decks in the game is shown in Table 3. Images of each of these cards are included in the appendix for reference.

Table 3: Card Decks

Item	#	Description
Employee Working Style cards	16	Secret employee role cards. Gives description of working style [2] [3]. Determines how player can win game. May not reveal to other players. See Appendix in Figures 19-35.
Manger Type cards	6	Secret manager role cards. Determines communication style to employees. May not reveal to other players. See Appendix in Figures 36-42.
Personality Type cards	16	Gives summary of Myer's Briggs Type [4] [5]. Give some benefits and weaknesses related to Project Characteristics. Applies to both employees' work, and work given to employees by managers. Effects are additive and may counteract each other. Played face up in front of players. See Appendix in Figures 2-18.
Unplanned event cards	100	Project setbacks or positive impacts to the project. 27 unique cards, 53 overtime cards, 10 employee calls in sick and 10 manager calls in sick. See Appendix in Figures 43-73.

An outline of the player pieces is shown in Table 4.

Table 4: Player Pieces

Item	#	Description	Image(From Tabletopia [1])
8-side dice (D8)	434	62 in each player. Used to mark project component time cubes were played on, and also number of time cubes played.	
Employee Markers	8	Used to mark employee's timecard (1 for each player colour, only 7 will ever be in use, as there always needs to be 1 manager)	
Hourly wage bills	2400	Represents wage for an hour of work. At least two may be paid to a worker for 1 time cube.	
Manager Marker	8	Placed by managers on top of the project, to show which players are managers (1 for each player colour, only 4 will ever be in use, as no more than half the players can be managers)	
Player bags	24	3 for each player. Used to house time cubes not in use by player, D8s and discarded player items. In each player's colour.	
Time cubes	992	124 for each player. Represents a 2-hour block of 100% efficient work. In each player's colour.	

1. GAMEPLAY

The game consists of 4 phases: assigning team roles and secret roles; deciding project requirements; project completion; and project debrief.

1.1 Phase 1: Assigning Team Roles and Secret Roles

Starting with the player whose birthday is coming up next, pass the 6-sided die counterclockwise and roll it.

1.1.1 Even Roll

If an even number is rolled, that player is an employee. However, if the player is the last to roll, and no players have become managers, the player must become a manager, as there needs to be at least one manager in the game. The player then places their employee marker at the top of the employee time cards board. The player then draws an employee working style card. This card is to be kept secret and kept in the players hand. The player also draws a personality type card and plays this face up in front of them on the table.

1.1.2 Odd Roll

If an odd number is rolled, that player is a manager, unless half of the players in the game are already managers. In that case, they must be employees, as no more than half the players can be managers. The player then places their manager marker at the top of the project. The player then draws a leadership style card. This card is to be kept secret and kept in the players hand. The player also draws a personality type card and plays this face up in front of them on the table.

1.1.3 Discard Unneeded Pieces in the Discard Bag

To help keep the table clear, some unneeded pieces can be placed in the discard bag. These include:

- The unused personality type, leadership style and employee working style cards.
- Manager markers from the employees
- Employee markers from the managers
- D4 and D8 dice from managers
- Time cubes from managers

1.2 Phase 2: Deciding Project Requirements

The managers then set the project characteristics to be met by the end of the month in order for the project to be considered complete. The project will be considered complete if these are met, and also if some or all of them are exceeded. 5 squares must be assigned for every employee (24 time cubes to a square). The grey blocks are used to mark on the board what characteristics the project needs to have by the end of the month. A budget in hourly wage bills is determined and agreed upon among the managers. This must be at least 240 hourly wages per employee at a minimum. This is counted out from the bank and is the only money available to the managers from now on. The excess hourly wage bills are placed in the discard bag.

1.3 Phase 3: Project Completion

Each day (round) consists of all players taking a turn and represents one day of work. Once all players have gone, advance the day marker on the calendar. Phase 3 is over when the day marker moves from day 31 off the board. Therefore, your team has 31 days to complete the project.

Each day consists of two parts. The first part is the morning lineup from the managers. The second part of the day is the employee working time.

1.3.1 Morning Lineup

Day 1:

Managers roll dice to determine who will go first each day. Highest number goes first, and then play moves clockwise.

All Days:

Each manager draws number of hourly wages from the budget. A minimum number of hours must be drawn based on employee/manager ratio (from start of game, firing doesn't impact), see Figure 1. There is no maximum on how much can be drawn, but keep in mind the budget is set for the month.

HOURLY WAGES TO DRAW FROM BUDGET BY MANAGERS								
		# EMPLOYEES						
		1	2	3	4	5	6	7
# MANAGERS	1	8	16	24	32	40	48	56
	2		8	12	16	20	24	
	3			8	11	13		
	4				8			

Figure 1: Number of hourly wages drawn each turn from budget by manager

Trade wages with employees to get them to place cubes in project completion grid on their next turn. Employees may not be able to (or choose not to) play cubes as requested.

Managers may only suggest where time cubes should be placed to employees according to restrictions based on their leadership style card.

The first manager only draws an unplanned event card from that deck. This card comes into effect immediately.

1.3.2 Employee Working Time

Starting with the employee to the left of the manager that goes first each round, each employee:

Draws 4 time cubes from their bag. Declare what area of the project you will be playing in. They then roll the efficiency die to see how efficient their day was (only this employee can see the result of this die).

- If a 1,3, or 5 is rolled, they have 100% efficiency this turn. They may place up to 4 time cubes on the project completion board.
- If a 2 is rolled, they have 75% efficiency. They may place up to 3 time cubes on the project completion board.
- If a 4 is rolled, they have 50% efficiency. They may place up to 2 time cubes on the project completion board.
- If a 6 is rolled, they have 25% efficiency. They must place 1 time cube on the project completion board.

Places unused time cubes in the discard bag. Updates employee time card. Note, employees can only place cubes in one project component per turn.

1.3.3 End of the Day

Managers may fire an employee if they suspect foul play. A consensus among the managers must be reached with a vote. The suspected employee (or other employees) can overhear this discussion and may give their opinions if they wish.

If a firing decision is reached, the employee must reveal their secret role. If they were one of the The Weakest Link, The Flatliner, The Rebel, The Virus, The Wallflower, The Technology Dinosaur or The Daydream Believer there is no penalty.

If they were not one of those seven, the managers must pay them 16 hourly wages each day for the remainder of the game from the budget. This represents losing the eventual wrongful dismissal lawsuit.

Fired employees must discard unused time cubes. They are no longer at the workplace, so they cannot join in any future firing discussions. However, anything else is allowed.

1.4 Phase 4: Project Debrief

After the 31 days are over, the success of the project must be evaluated. This will determine the winners of the game. The conditions for players to win are outlined in Table 5.

Table 5: Win scenarios by role

Role	Win Requirement 1	Win Requirement 2
Manager(s)	Project complete before end of the month	None
The Weakest Link	Project is not completed before end of the month	Play fewest time cubes of all employees without getting fired.
The Flatliner	Project is not completed before end of the month	Show over half of time sheet is at the same level of cubes without getting fired. Number can be 1,2 or 3 time cubes, but not 4.
The Rebel	Project is not completed before end of the month	Project completion grid varies from project requirements by more than 150 time cubes. Note, that the rebel can still win, even if they get fired.
The Virus	Project is not completed before end of the month	Get half of employees fired, without being fired themselves.
The Wallflower	Project is not completed before end of the month	Show on time sheet that 3 time cubes or less have been played every turn. Don't get fired.
The Technology Dinosaur	Project is not completed before end of the month	Have played under 10 time cubes in the technology section of the project completion grid. Under 50 time cubes have been played by the end of the month in the technology section by all employees. Don't get fired
The Daydream Believer	Project is not completed before end of the month	Have played over 100 time cubes in one category, without being fired.
The Defender	Project complete before end of the month	Project does not vary from project requirements by more than 150 time cubes. Don't get fired.
The Friend	Project complete before end of the month	No employees got fired (including The Friend)
The Star	Project complete before end of the month	Play most time cubes of all employees. Don't get fired.
The Director	Project complete before end of the month	More than half of The Director's time cubes have been played in Presentations and Internal communications. Don't get fired
The Builder	Project complete before end of the month	Most wages earned of all employees, without getting fired.
The Expert	Project complete before end of the month	Have the most time cubes played in one project component than any other player. Don't get fired.
The Creator	Project complete before end of the month	Have played all time cubes into design, problem solving and technology. Don't get fired.
The Spirit	Project complete before end of the month	Have played all time cubes into design, research and documentation. Don't get fired.
The Searcher	Project complete before end of the month	Have played all time cubes into design, external communications, and presentations. Don't get fired.

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APPENDIX

Personality Type Cards

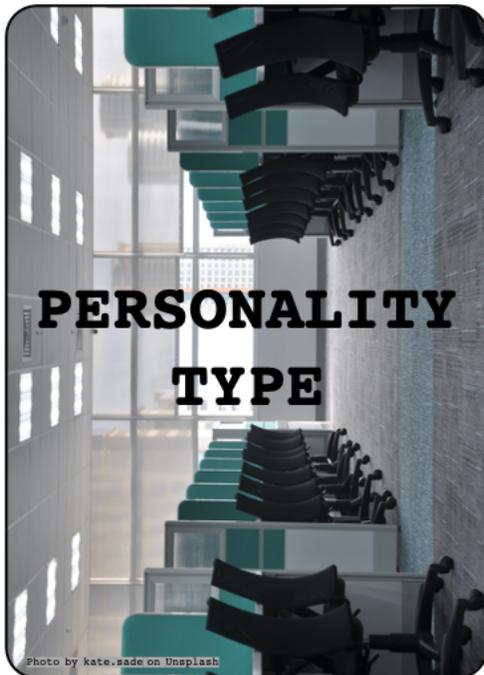


Figure 2: Personality Type Cards – Back

ISFJ

The Defender

Description
"Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Customer Service Representative
- Dentist
- Elementary School Teacher
- Franchise Owner
- Librarian

Strength (+25% Efficiency)

- Documentation

Weakness (-25% Efficiency)

- Internal Communication

Figure 4: ISFJ Card

ISTJ

The Logistician

Description
"Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized - their work, their home, their life. Value traditions and loyalty." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Accountant
- Auditor
- Chief Financial Officer
- Government Employee
- Web Development Engineer

Strength (+25% Efficiency)

- Problem Solving

Weakness (-25% Efficiency)

- Design

Figure 3: ISTJ Card

INFJ

The Advocate

Description
"Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Customer Relations Manager
- HR Diversity Manager
- Organization Development Consultant
- Social Worker
- Therapist/Counselor

Strength (+25% Efficiency)

- Internal Communication

Weakness (-25% Efficiency)

- Technology

Figure 5: INFJ Card

INTJ

The Architect

Description

"Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance - for themselves and others." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Economist
- Executive
- Investment Banker
- Personal Financial Advisor
- Software Developer

Strength (+25% Efficiency)

- External Communication

Weakness (-25% Efficiency)

- Documentation

Figure 6: INTJ Card

ISFP

The Adventurer

Description

"Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Fashion Designer
- Landscape Architect
- Massage Therapist
- Physical Therapist
- Storekeeper

Strength (+25% Efficiency)

- Presentation

Weakness (-25% Efficiency)

- Research

Figure 8: ISFP Card

ISTP

The Virtuoso

Description

"Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Civil Engineer
- Data Communications Analysis
- Economist
- Emergency Room Physician
- Pilot

Strength (+25% Efficiency)

- Research

Weakness (-25% Efficiency)

- Presentation

Figure 7: ISTP Card

INFP

The Mediator

Description

"Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Graphic Designer
- HR Development Trainer
- Physical Therapist
- Psychologist/Therapist
- Writer/Editor

Strength (+25% Efficiency)

- Design

Weakness (-25% Efficiency)

- Problem Solving

Figure 9: INFP Card

INTP

The Logician

Description

"Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Architect
- College Professor
- Computer Programmer/Software Designer
- Economist
- Financial Analyst

Strength (+25% Efficiency)

- Technology

Weakness (-25% Efficiency)

- External Communication

Figure 10: INTP Card

ESFP

The Entertainer

Description

"Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Actor
- Child Welfare Counselor
- Environmental Scientist
- Interior Designer
- Primary Care Physician

Strength (+25% Efficiency)

- Design

Weakness (-25% Efficiency)

- Research

Figure 12: ESFP Card

ESTP

The Entrepreneur

Description

"Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them - they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Banker
- Detective
- Entertainment Agent
- Investor
- Sports Coach

Strength (+25% Efficiency)

- Problem Solving

Weakness (-25% Efficiency)

- Documentation

Figure 11: ESTP Card

ENFP

The Campaigner

Description

"Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Advertising Creative Director
- Consultant
- Event Planner
- Journalist
- Restaurateur

Strength (+25% Efficiency)

- Presentation

Weakness (-25% Efficiency)

- Design

Figure 13: ENFP Card

ENTP

The Debater

Description

"Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Advertising Creative Director
- Entrepreneur
- Marketing Director
- Politician/Political Consultant
- Real Estate Developer

Strength (+25% Efficiency)

- Internal Communication

Weakness (-25% Efficiency)

- Technology

Figure 14: ENTP Card

ESFJ

The Consul

Description

"Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Loan Officer
- Nurse/Healthcare Worker
- Public Relations Account Executive
- Sales Representative
- Social Worker

Strength (+25% Efficiency)

- Technology

Weakness (-25% Efficiency)

- Internal Communication

Figure 16: ESFJ Card

ESTJ

The Executive

Description

"Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Insurance Sales Agent
- Judge
- Lawyer
- Pharmacist
- Project Manager

Strength (+25% Efficiency)

- External Communication

Weakness (-25% Efficiency)

- Problem Solving

Figure 15: ESTJ Card

ENFJ

The Protagonist

Description

"Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Advertising Executive
- Corporate Coach/Trainer
- Employment/HR Specialist
- Public Relations Specialist
- Sales Manager

Strength (+25% Efficiency)

- Documentation

Weakness (-25% Efficiency)

- Presentation

Figure 17: ENFJ Card

ENTJ

The Commander

Description

"Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas." (The Myers & Briggs Foundation, 2020)

Top 5 Careers (Workopolis, 2017)

- Executive
- Lawyer
- Management Consultant
- Market Research Analyst
- Venture Capitalist

Strength (+25% Efficiency)

- Research

Weakness (-25% Efficiency)

- External Communication

Figure 18: ENTJ Card

THE BUILDER

Description

You are in it for the money. You want to have the big house and the luxury car. You are highly driven to work your way up the ladder in your career. Plaques and titles aren't as important to you as the amount on your paycheck. If you can get overtime, you take it. You are always looking out for making the most of commission structures and bonuses, to build up your bank account.(Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Most wages earned of all employees, without getting fired.

Figure 20: The Builder Card

Employee Working Style Cards



Figure 19: Employee Working Style Card Back

THE CREATOR

Description

You are a natural problem solver. You aren't satisfied with the status-quo and are continually looking for better, more efficient ways to work, or to increase quality of your work. You thrive in design work, producing creative ideas for how to solve problems. You get bored if you are stuck in one role for too long and start to lose motivation for work.(Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Have played all time cubes into Design, Problem Solving and Technology. Don't get fired.

Figure 21: The Creator Card

THE DAYDREAM BELIEVER

Description

You think you are the best thing since sliced bread for this company. You are too good for your job. You waste time working on side projects, judging what is best for the company yourself, instead of sticking to the plan. Your co-workers aren't wired like you and it drives you crazy. You feel your skills aren't being used to their full potential, and constantly dreaming of getting your big break. You're just waiting for it to come along, and don't have any passion for your current job anymore. (Schmitt, 2013)

Win Requirements

- Project is not completed before end of the month
- Have played over 100 time cubes in one category, without being fired.

Figure 22: The Daydream Believer Card

THE DIRECTOR

Description

You are motivated to gain power at work over coworkers and resources. You want to be the go-to person the next time a management position opens. You take the lead on any presentations or communications within the company to get your name on everyone's mind, as a model employee, and see you as management material. You seek mentorship opportunities and take on leadership roles in projects at work. You love being stretched to grow and become better at your job and as a leader. (Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- More than half of The Director's time cubes have been played in Presentation and Internal Communications. Don't get fired.

Figure 24: The Director Card

THE DEFENDER

Description

You like a job that is predictable, stable and secure. You thrive in a company with set routines and established roles. You are extremely loyal and faithful to the company. You seek clear communication from your manager about the expectations for the project you are working on and how you can help them achieve those goals. (Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Project does not vary from project requirements by more than 150 time cubes. Don't get fired.

Figure 23: The Defender Card

THE EXPERT

Description

You seek to master specialized skills at work. You want to be the expert at your role in the company and jump on any training, mentoring or coaching opportunities available. You like to share your knowledge with others and pass on your skills to the next generation. (Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Have the most time cubes played in one project component than any other player. Don't get fired.

Figure 25: The Expert Card

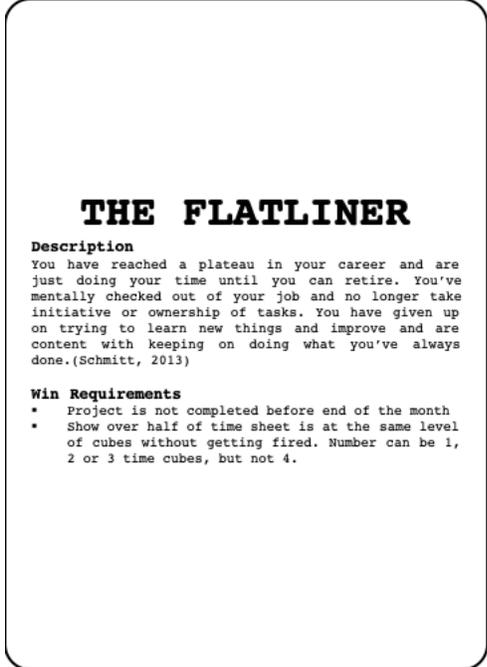


Figure 26: The Flatliner Card

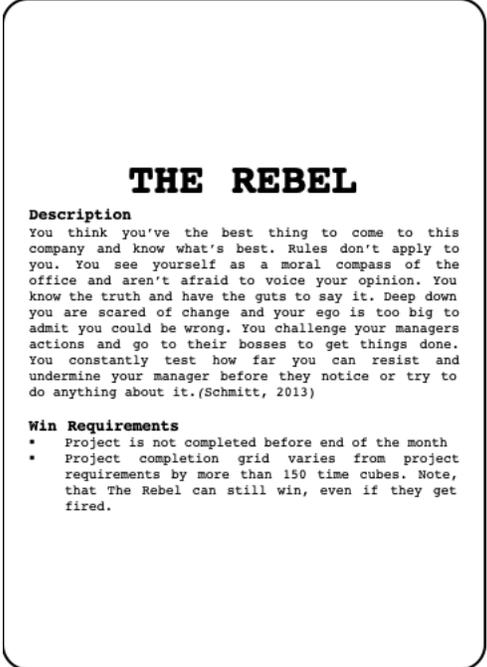


Figure 28: The Rebel Card

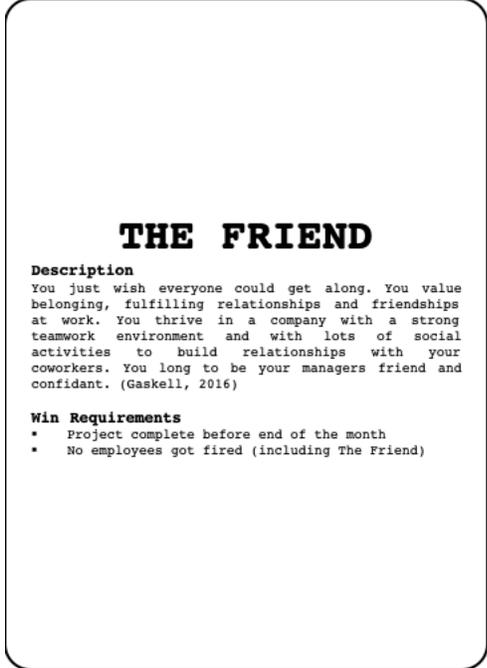


Figure 27: The Friend Card

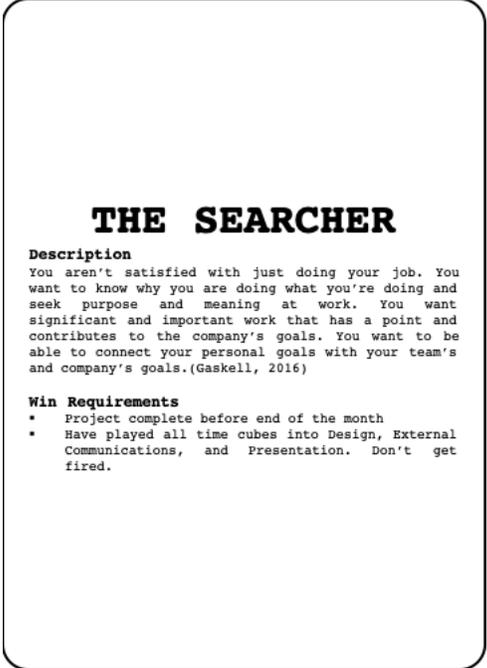


Figure 29: The Searcher Card

THE SPIRIT

Description

You are a lone wolf. You thrive in a work environment where you have a high amount of freedom, autonomy and independence. You despise bureaucracy and hate when your manager micromanages you at work. You would like a manager that delegates some responsibility for decisions to you, so that you could work on your own. (Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Have played all time cubes into Design, Research and Documentation. Don't get fired.

Figure 30: The Spirit Card

THE TECHNOLOGY DINOSAUR

Description

You hate change and are stuck in the past. You don't see the need to do things differently, since "that's what we've always done". You think the way the previous management did things was perfect, and don't see why anyone would want to change things. You resist new technology with a passion. You hope that if you resist long enough the change will go away. You've lost openness and curiosity and become irrelevant. (Schmitt, 2013)

Win Requirements

- Project is not completed before end of the month
- Have played under 10 time cubes in the Technology section of the project completion grid. Under 50 time cubes have been played by the end of the month in the Technology section by all employees. Don't get fired.

Figure 32: The Technology Dinosaur Card

THE STAR

Description

You desire respect, recognition and social status at work. You would love to be managed by someone that gives awards and recognition of a job well done. You would take on a new position without a pay raise, just for the added clout that the job title gives you. You are on your way to run the company one day and put in excessive amounts of overtime to reach your ambitious goals. (Gaskell, 2016)

Win Requirements

- Project complete before end of the month
- Play most time cubes of all employees. Don't get fired.

Figure 31: The Star Card

THE VIRUS

Description

On the surface, you look like the model employee. In truth, you are embodiment of negativity in the office and the source of much of the gossip going around. Of course, you are careful enough to make sure it can't be tracked back to you. You take pleasure in creating conflict and drama by pulling the strings from the shadows. Rules don't apply to you. You take short cuts when you can and think the company's ethical rules are more "guidelines" than strict rules to follow. You will lie, gaslight and blame others to avoid any consequences coming back on you from your actions. You suck the life out of the company, and have fun driving employees to quit, or get fired. (Schmitt, 2013)

Win Requirements

- Project is not completed before end of the month
- Get half of employees fired, without being fired themselves.

Figure 33: The Virus Card

THE WALLFLOWER

Description
 You almost seem to blend into the background. You need to be constantly encouraged. Years ago, work got too hard and you slipped under the radar. You are terrified of making mistakes and have a severe case of imposter syndrome. This has ended up becoming a self-fulfilling prophecy, so you lurk in the shadows and avoid taking risks at all costs. (Schmitt, 2013)

Win Requirements

- Project is not completed before end of the month
- Show on time sheet that 3 time cubes or less have been played every turn. Don't get fired.

Figure 34: The Wallflower Card

THE WEAKEST LINK

Description
 You have potential but have never quite delivered on it, and probably never will. Managers have spent years trying to turn your performance around. You've made sure to put in just enough effort to avoid being confronted or fired by previous managers and have not plans of changing in the future.(Schmitt, 2013)

Win Requirements

- Project is not completed before end of the month
- Play fewest time cubes of all employees without getting fired.

Figure 35: The Weakest Link Card

Manager Style Cards



Figure 36: Manger Type Deck - Back

COERCIVE MANAGER

Description
 "This is a leader who demands immediate compliance. The phrase most descriptive of this leader is: "Do what I tell you!" This style can destroy an organisation's culture. This is because the downside is far greater than the upside. Therefore, a coercive style should only be used with extreme caution. It is useful in an emergency and may work in a crisis. In addition, it can help in a turnaround situation or as a last resort with a problem employee."(Sexton, 2017)

Win Requirements

- Project is completed before end of the month.

Restrictions on Employee Interactions

- Be forceful and demand employees follow your orders.
- Be specific in where employees should place their time cubes.
- Threaten firing or other consequences when employees don't follow your orders.

Figure 37: Coercive Manager Card

PACESETTING MANAGER

Description

"This is a leader who sets extremely high standards for performance. The phrase most descriptive of this leader is: "Do as I do, now!" A pacesetting style can destroy a good culture. It only works with a highly motivated and competent team who are able to, essentially, read the leader's mind. Others will feel overwhelmed and give up. This is because they cannot see themselves meeting the leader's standards." (Sexton, 2017)

Win Requirements

- Project is completed before end of the month.

Restrictions on Employee Interactions

- Don't settle for less than 100% efficiency from employees. Be suspicious of employees who aren't meeting your high standards and threaten firing or other consequences.
- Don't tell employees where to put their time cubes, they can figure it out for themselves. But show disappointment if they don't place them where you wanted them to place them.

Figure 38: Pacesetting Manager Card

DEMOCRATIC MANAGER

Description

"The democratic leader achieves consensus through participation. The phrase most descriptive of this leader is: "What do you think?" This style builds trust, as well as respect and commitment. Furthermore, it works best when you want to receive input or get employees to "buy-in" or achieve consensus. It doesn't work under severe time constraints or if employees are confused or uninformed."(Sexton, 2017)

Win Requirements

Project is completed before end of the month.

Restrictions on Employee Interactions

- Get employee input on where time cubes should go. Take a vote and go with majority decision of employees.

Figure 40: Democratic Manager Card

COACHING MANAGER

Description

"The coach is a leader who focuses on developing people for the future. The phrase most descriptive of this leader is: "Try this." Coaching leaders are great delegators. They are also willing to put up with short-term failures, provided they lead to long-term development. This style works best when you want to help employees improve their performance or develop their long-term strengths."(Sexton, 2017)

Win Requirements

- Project is completed before end of the month.

Restrictions on Employee Interactions

- Be nice to employees. Make specific suggestions about where employees should place their time cubes.
- Be forgiving to employees if they make mistakes and give them encouragement to do better in the future.

Figure 39: Coaching Manager Card

AFFILIATIVE MANAGER

Description

"An affiliative leader wants to creating harmony and build emotional bonds with employees. The phrase most descriptive of this leader is: "People come first." This style works best when you want to motivate employees. This is especially true when they face stressful situations. In addition, this style works well when you want build team harmony, improve communication, increase morale or repair broken trust."(Sexton, 2017)

Win Requirements

Project is completed before end of the month.

Restrictions on Employee Interactions

- Be supportive to employees first and ask them what you can do to help them.
- Help repair relationships between employees when there has been betrayal or a breach of trust. Step in as a mediator where possible.
- Make suggestions about employees should place time cubes.

Figure 41: Affiliative Manager Card

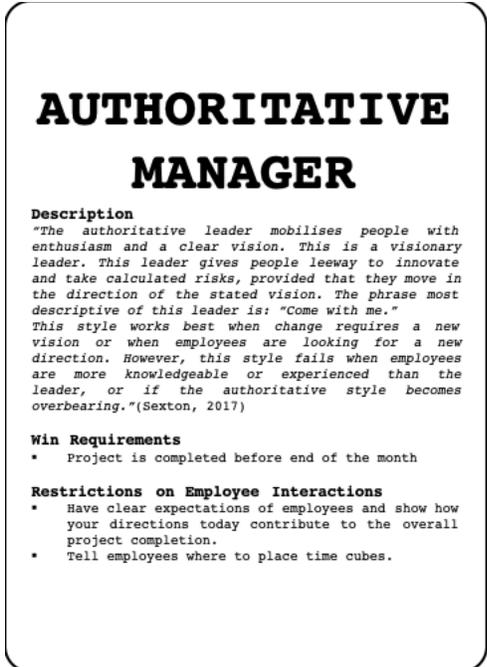


Figure 42: Authoritative Manager Card

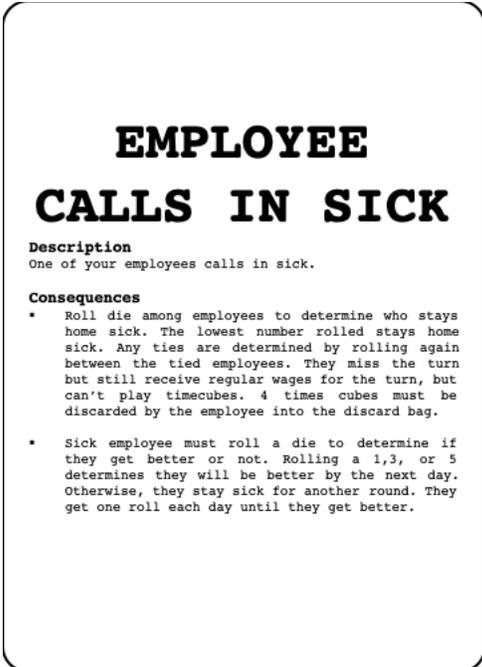


Figure 44: Employee Calls in Sick Card

Unplanned Event Cards



Figure 43: Unplanned Event Card - Back

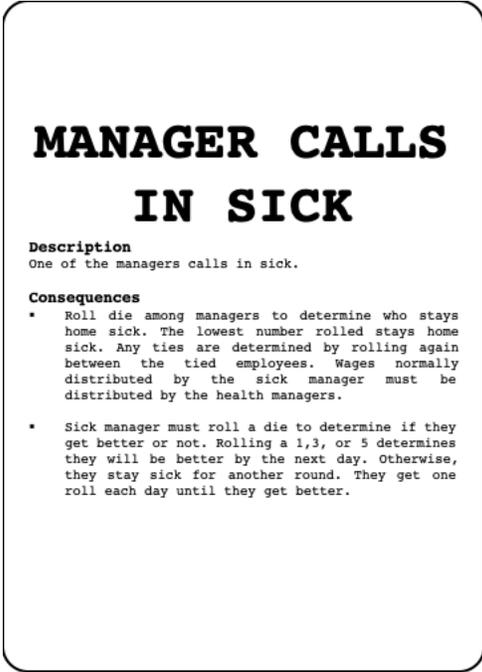


Figure 45: Manager Calls in Sick Card

**10% BUDGET
INCREASE**

Description
The CEO and Board of Directors have decided to increase the project budget by 10%.

Consequences

- Take 10% of the original project budget from the hourly wages in the discard bag and add to project budget pile.

Figure 46: 10% Budget Increase Card

**30% BUDGET
INCREASE**

Description
The CEO and Board of Directors have decided to increase the project budget by 30%.

Consequences

- Take 30% of the original project budget from the hourly wages in the discard bag and add to project budget pile.

Figure 48: 30% Budget Increase

**20% BUDGET
INCREASE**

Description
The CEO and Board of Directors have decided to increase the project budget by 20%.

Consequences

- Take 20% of the original project budget from the hourly wages in the discard bag and add to project budget pile.

Figure 47: 20% Budget Increase Card

**40% BUDGET
INCREASE**

Description
The CEO and Board of Directors have decided to increase the project budget by 40%.

Consequences

- Take 40% of the original project budget from the hourly wages in the discard bag and add to project budget pile.

Figure 49: 40% Budget Increase Card

**50% BUDGET
INCREASE**

Description
The CEO and Board of Directors have decided to increase the project budget by 50%.

Consequences

- Take 50% of the original project budget from the hourly wages in the discard bag and add to project budget pile.

Figure 50: 50% Budget Increase Card

**20% BUDGET
DECREASE**

Description
The CEO and Board of Directors have decided to decrease the project budget by 20%.

Consequences

- Take 20% of the original project budget from the hourly wages in the project budget pile and discard it.

Figure 52: 20% Budget Decrease Card

**10% BUDGET
DECREASE**

Description
The CEO and Board of Directors have decided to decrease the project budget by 10%.

Consequences

- Take 10% of the original project budget from the hourly wages in the project budget pile and discard it.

Figure 51: 10% Budget Decrease Card

**30% BUDGET
DECREASE**

Description
The CEO and Board of Directors have decided to decrease the project budget by 30%.

Consequences

- Take 30% of the original project budget from the hourly wages in the project budget pile and discard it.

Figure 53: 30% Budget Decrease Card

**40% BUDGET
DECREASE**

Description
The CEO and Board of Directors have decided to decrease the project budget by 40%.

Consequences

- Take 40% of the original project budget from the hourly wages in the project budget pile and discard it.

Figure 54: 40% Budget Decrease Card

**SCOPE INCREASE
(DESIGN)**

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Design for The Project.

Consequences

- Add one grey block to Design row in Project Requirements

Figure 56: Scope Increase (Design) Card

**50% BUDGET
DECREASE**

Description
The CEO and Board of Directors have decided to decrease the project budget by 50%.

Consequences

- Take 50% of the original project budget from the hourly wages in the project budget pile and discard it.

Figure 55: 50% Budget Decrease Card

**SCOPE DECREASE
(DESIGN)**

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Design for The Project.

Consequences

- Take one grey block from Design row in Project Requirements

Figure 57: Scope Decrease (Design) Card

**SCOPE INCREASE
(PROBLEM SOLVING)**

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Problem Solving for The Project.

Consequences

- Add one grey block to Problem Solving row in Project Requirements

Figure 58: Scope Increase (Problem Solving) Card

**SCOPE INCREASE
(RESEARCH)**

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Research for The Project.

Consequences

- Add one grey block to Research row in Project Requirements

Figure 60: Scope Increase (Research) Card

**SCOPE DECREASE
(PROBLEM SOLVING)**

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Problem Solving for The Project.

Consequences

- Take one grey block from Problem Solving row in Project Requirements

Figure 59: Scope Decrease (Problem Solving) Card

**SCOPE DECREASE
(RESEARCH)**

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Research for The Project.

Consequences

- Take one grey block from Research row in Project Requirements.

Figure 61: Scope Decrease (Research) Card

SCOPE INCREASE
(INTERNAL COMMUNICATION)

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Internal Communication for The Project.

Consequences

- Add one grey block to Internal Communication row in Project Requirements

Figure 62: Scope Increase (Internal Communication) Card

SCOPE INCREASE
(EXTERNAL COMMUNICATION)

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on External Communication for The Project.

Consequences

- Add one grey block to External Communication row in Project Requirements

Figure 64: Scope Increase (External Communication) Card

SCOPE DECREASE
(INTERNAL COMMUNICATION)

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Internal Communication for The Project.

Consequences

- Take one grey block from Internal Communication row in Project Requirements.

Figure 63: Scope Decrease (Internal Communication) Card

SCOPE DECREASE
(EXTERNAL COMMUNICATION)

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on External Communication for The Project.

Consequences

- Take one grey block from External Communication row in Project Requirements.

Figure 65: Scope Decrease (External Communication) Card

**SCOPE INCREASE
(TECHNOLOGY)**

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Technology for The Project.

Consequences

- Add one grey block to Technology row in Project Requirements

Figure 66: Scope Increase (Technology) Card

**SCOPE INCREASE
(DOCUMENTATION)**

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Documentation for The Project.

Consequences

- Add one grey block to Documentation row in Project Requirements.

Figure 68: Scope Increase (Documentation) Card

**SCOPE DECREASE
(TECHNOLOGY)**

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Technology for The Project.

Consequences

- Take one grey block from Technology row in Project Requirements.

Figure 67: Scope Decrease (Technology) Card

**SCOPE DECREASE
(DOCUMENTATION)**

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Documentation for The Project.

Consequences

- Take one grey block from Documentation row in Project Requirements.

Figure 69: Scope Decrease (Documentation) Card

SCOPE INCREASE (PRESENTATION)

Description
The CEO and Board of Directors have decided that more emphasis needs to be placed on Presentation for The Project.

Consequences

- Add one grey block to Presentation row in Project Requirements.

Figure 70: Scope Increase (Presentation) Card

OVERTIME

Description
All employees allowed to work a maximum of 8 extra hours today if they wish.

Consequences

- Day goes as normal. Then after the End of the Day, managers have a chance to trade hourly wages from the budget pile for employees to place time cubes in the project area they were working in that day.
- For first four hours overtime:
 - managers can trade 3 hourly wages per time cube (at a minimum).
 - If employees wish to work overtime and have been directed to, they may draw 2 time cubes from their discard pile.
 - Employees roll efficiency die, but instead of normal consequences, 1 and 3 give 100% efficiency and 2,4,5 and 6 give 50% efficiency.
- For second four hours overtime:
 - managers can trade 4 hourly wages per time cube (at a minimum).
 - If employees wish to work overtime and have been directed to, they may draw 2 time cubes from their discard pile.
 - Employees roll efficiency die, but instead of normal consequences, 1 gives 100% efficiency and 2,3,4,5 and 6 give 50% efficiency.
- Update timecard for day.

Figure 72: Overtime Card

SCOPE DECREASE (PRESENTATION)

Description
The CEO and Board of Directors have decided that less emphasis needs to be placed on Presentation for The Project.

Consequences

- Take one grey block from Presentation row in Project Requirements.

Figure 71: Scope Decrease (Presentation) Card

GLOBAL PANDEMIC

Description
A global pandemic has caused the government to issue a stay at home order. Luckily, you are still able to complete the project remotely. However, the transition will take 1 week to implement, and only half the day will be able to be spent at most on The Project. For the remainder of month, you are still adjusting to the new normal, and aren't as productive as normal.

Consequences

- Efficiency die roll caps out at 50% for the next 7 days.
- After 7 day transition period, the efficiency die roll cap increases to 75% for the remainder of the game.
- Overtime during this period changes to a maximum of 50% efficiency for both the first 4 hours and the second 4 hours.
 - First 4 hours:
 - Employees roll efficiency die, 1,2,3, and 4 gives 50% efficiency and 5 and 6 give 0% efficiency.
 - Second 4 hours
 - Employees roll efficiency die, 1 and 2 gives 50% efficiency and 3,4,5 and 6 gives 0% efficiency.

Figure 73: Global Pandemic Card



**ORGANIZATIONAL BEHAVIOUR:
THE GAME**

CREATED BY PETER WAKE
2020