**Facilitator Game Overview**

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**Sample Game Flow**

Total war game run time:

150-165 minutes (excluding breaks and plenary)

Game Overview and Scenario One Briefing **(20-30 minutes)**

Players review Injects **(5 minutes)**

Players select roles **(5 minutes)**

Players review information and complete Response Plan **(50min)**

Players complete a brief survey **(15 minutes)**

Break **(optional, 15 minutes)**

Scenario 2 Briefing **(10-15 minutes)**

Players complete Response Plan for Scenario Two **(30 minutes)**

Players complete a brief survey **(15 minutes)**

Break **(optional, 15 minutes)**

Final plenary **(optional, variable time)**

**Facilitator Script**

To standardize the player experience across war games, the majority of the game is conducted through a script. Once players have received the Game Overview and Scenario One Briefing and are in their groups, the facilitator should follow the script provided. There are always challenges; some guidance for common player challenges and questions has been provided (see page 9).

The script has three elements. The first is the reading portion, which, simply enough, is just read aloud to the players. The other elements are captured in bolded and italicized facilitator notes in the script. These involve either distributing or collecting documents from players or keeping time. The relevant documents or time will be underlined in the note. If players complete a step early (such as assigning roles or completing a response plan), they can proceed to the next step.

It is recommended that you review the script at least once before running the game. There are some blanks (such as the number of players) that will have to be filled in during the reading.

**Scripted Dialogue**

**Scenario 1**

WelcomeWelcome, everyone, to your group. You, as a team, will be playing as the cabinet of Our State to address the crisis presented in the earlier briefing.

In the initial briefing, you received an overview of Our State and Other State, their relationship, their capabilities, and the crisis. While that information is sufficient to play the game, I will be providing some additional information to you shortly.

Although you are collectively the Our State cabinet, you will select your specific roles.

As a reminder, I will primarily be reading prompts. This helps make the game run smoothly and in a timely manner. Additionally, it also ensures that everyone who plays this war game has a similar experience.

Injects  ***Facilitator note: Give the players the two Inject sheets***

Before we continue, I have some additional critical intelligence to provide you. Please take a moment to carefully review the information I have provided. Once you have finished reviewing the information, you will be selecting roles and receiving your Player Briefings.

***Facilitator note: Set a 5 minute timer for the players. Once players have completed reviewing the information or 5 minutes have passed, proceed.***

Player Roles ***Facilitator note: Give the players the Role sheet***

It is now time to select roles. You are the cabinet of Our State and will be working together to make decisions and manage the crisis. This cabinet consists of \_\_\_\_ (number of players in group) roles. The Executive, such as a President or Prime Minister, a minister of defense, a minister of state or foreign minister, a chief economic advisor, and a chief intelligence advisor [If there is a sixth player, and only if there is a sixth player,] and a National Security Advisor.

A brief description of the roles can be found on the sheet I have provided. Ideally, you will use the roles to help consider options during the crisis, but please do not let the role constrain you. You will have up to five minutes to decide amongst yourselves on how and who to assign roles. If no consensus can be reached, they will be randomly assigned to you.

***Facilitator note: Set a 5 minute timer for the players.***

***If players HAVE NOT selected roles in 5 minutes, assign them randomly.***

Player Briefing ***Facilitator Note:* G*ive each player the appropriate Player Briefing for their role (each is labeled with a role) and give the players the Map***

Congratulations on successfully forming your cabinet. To assist you in your decision making I have provided you with a set of informational documents in the form of the Player Briefing booklet. All the information you need to play was covered in the initial briefing, but your Player Briefing provides some more details if you wish to use it. While the Player Briefing is a useful resource to reference, please remember that you have limited time to address the crisis. Don’t let reviewing information prevent you from managing the crisis.

The Player Briefing has two parts. First, you’ll notice the booklet is labeled with your role and contains the briefing specific to your role. For example, the Minister of Defense has received a “Military Situation Report.” However, as a courtesy and in the spirit of good information sharing, each Player Briefing also includes a copy of all the reports. Given the time constraints, it is recommended that you first focus your attention on the report specific to your role first.

In addition to the reports, the booklet contains the State Profiles for Our State and Other State, with diplomatic, economic, and military capabilities information and basic background data for both states, as presented in the initial briefing. This includes an Order of Battle, or OOB, to provide more information on the military assets available to both states. You’ll again notice that the two states are effectively symmetrical in their capabilities.

Separately, you have also been provided with a map of Our State and Other State with generalized placements of military assets. This map is for reference and is not necessarily to scale.

Please note that I cannot provide any more information beyond what has been provided in the materials given to you. If a particular question cannot be answered through what has been provided, use your best judgment. We also ask that you not write on the Player Briefings. Thank you.

Response Plan ***Facilitator Note:* G*ive the players the Response Plan sheets***

You should now have all the information you need to complete your Response Plan. You will have up to 50 minutes to review your materials, formulate your response, and complete the Response Plan sheet.

I can answer any questions on how to fill out the Response Plan. However, I cannot comment on your decisions or course of action. If you complete your Response Plan early, we will move on.

Good luck.

***Facilitator Note:* *Set a 50 minute timer for the players. Notify the players when they have 30, 10, and 5 minutes remaining.***

***There is an extra Response Plan sheet included in case players need to start over.***

***Once the players complete the Response Plan, please collect it and proceed.***

Survey ***Facilitator Note:* G*ive each player a Player Survey***

Thank you for submitting your Response Plan. Now I ask that you complete a brief survey.

As stated earlier, you are not required to participate or complete the survey. You can quit at any time and return a blank survey. You have 15 minutes to complete the survey, although it may take less time.

All information you provide in the survey will remain anonymous. This anonymized data will be used in an unclassified academic paper published in an international journal.

Please read each question thoroughly and follow the directions on the survey to complete it to the best of your abilities. Once you have completed the survey, I will collect it. You have 15 minutes. Thank you.

***Facilitator Note:* *Set a 15 minute timer for the players. Notify the players when they have 5 minutes remaining.***

***Once a player has completed their survey, please collect it. They may either go on break or return to the briefing room for the Scenario 2 briefing, as determined by the schedule.***

**Scenario 2**

Welcome Back ***Facilitator Note:* G*ive the players the two Scenario Two information pages***

Welcome back. You just received the group briefing for the second scenario. As you can see the situation in scenario two is slightly different. I want to stress that this scenario is not linked in any way to your actions in the first scenario. This is a standalone event and should be approached as such.

To help in your deliberations, I will provide a small handout that summarizes scenario two. Aside from these changes, all other information, including information in the Player Briefing and the NC3 related intelligence reports, is still relevant.

Response Plan ***Facilitator Note:*  *Give the players the Response Plan sheets***

Scenario Two

You should now have all the information you need to complete your Response Plan for scenario two. Because you are familiar with the majority of the information presented previously, and due to the nature of this crisis, you will have up to 30 minutes to formulate your response and compete the Response Plan sheet.

As before, I can answer any questions on how to fill out the Response Plan. However, I cannot comment on your decisions or course of action.

***Facilitator Note:* *Set a 30 minute timer for the players. Notify the players when they have 15, 10, and 5 minutes remaining.***

***There is an extra Response Plan sheet included in case players need to start over.***

***Once the players complete the Response Plan, please collect it and proceed.***

Second Surveys ***Facilitator Note:* G*ive each player a Player Survey.***

Thank you for submitting your Response Plan for scenario two. I now ask you to complete another brief survey. As stated earlier, you are not required to participate or complete the survey, but we would really appreciate it. You have 15 minutes to complete the survey, although it may take less time.

Again, all information you provide in the survey will not be attributed to you. This data will be used in an unclassified academic research.

Please read each question thoroughly and follow the directions on the survey to complete it to the best of your abilities. Once you have completed the survey I will collect it.

***Facilitator Note:* *Set a 15 minute timer for the players. Once a player has completed their survey, please collect it. They may either leave, go on break, or return to the briefing room for plenary, as determined by the schedule.***

**War Game Wrap-up**

1. Ensure all necessary materials have been collected
	* 2 completed Response Plans
	* 10-12 (1 per player, per scenario) surveys
	* Additional materials for reuse
2. Complete Facilitator Notes

**Game Materials Checklist**

**Player Materials**

* 1 Roles sheet
* 5-6 Player Briefings
* 2 Scenario Two information pages
* 10-12 Surveys (1 per player, per scenario)
* 4 Response Plans (1 per scenario provided to participants, 2 back-ups)
* 1 NC3 Access Inject
* 1 NC3 Vulnerability Inject
* 1 Map

**Facilitator Materials**

* 2 Facilitator Notes (1 per scenario)

**Facilitator Dialogue and Actions Flow**

**Opening Scene Setter and Scenario 1 Brief**

1. **Welcome**
	* Read **Welcome**
2. **Injects**
	* Present **Injects (2 pages)**
	* Read **Injects**
3. **Player Roles**
	* Present **Player Roles**
	* Read **Roles**
4. **Player Briefing**
	* Present **Player Briefing**
	* Read **Player Briefing**
5. **Response Plan**
	* Present **Response Plan**
	* Read **Response Plan**
	* Take Facilitator Notes, as possible
	* Collect Response Plan(s) and other materials
6. **Survey** (10min timed)
	* Present **Player Surveys**
	* Read **Surveys**
	* Collect Surveys

**Scenario Two Brief**

1. **Welcome Back**
	* Read **Welcome Back**
	* Present **Scenario 2 Info Pages**
2. **Second Response Plan**
	* Present **Response Plan**
	* Read **Response Plan Scenario Two**
	* Take Facilitator Notes, as possible
	* Collect Response Plan(s) and other materials
3. **Second Survey** (10min timed)
	* Present **Player Surveys**
	* Read **Second** **Surveys**
	* Collect Surveys
4. **War Game Wrap-Up**
	* Review materials, ensure everything is collected
	* File Facilitator Notes

**Backup Information on Completing the Response Plan Sheet**

This section can be read to the players if they have substantial questions on completing the Response Plan.

**How to Play the Game**

The game is played by submitting a Response Plan. The entire Cabinet submits a unified Response Plan. Because only one document is submitted at the end of the move, we hope that you can reach a consensus decision on the best course of action. If there is no consensus on a plan, the Cabinet can vote, majority rules, to approve a plan. Additionally, any player can voice their dissent or differing perspectives as part of the post-game survey.

Keep in mind that you are the senior leadership for Our State. You make strategic and policy decisions; subordinates will execute on the operational and tactical level. It is not necessary for you to write every press release, direct every ship or diplomat, or manage every detail.

The response plan you will be completing has four sections. They do not need to be completed in any specific order, but we do ask that they all be completed.

In the first section, at the top of the page, we ask you to describe Our State’s course of action, how the state plans to respond to the crisis. How will you use the tools the state has available and what types of actions will you be taking in response to the crisis? It can be as simple as “we plan to do X to accomplish Y.” However, please feel free to elaborate as much as you wish. More information on Our State’s diplomatic, economic, intelligence, and military capabilities, the tools of the state, are available in the Player Briefing.

The second section asks you to indicate your response actions, what actions will Our State do based on the plan you laid out in the previous section. These items indicate the “X” from the previous “we do X to accomplish Y.” These range from doing diplomacy to doing Special Forces, or SOF, operations. Please just mark the blank space next to each action you plan to do.

In the third section, we ask you to describe what the desired end state of your plan is. If the course of action is the narrative of the story, the end state is the desired conclusion to that narrative. What kinds of results do you want your plan to have accomplished? Put another way, once your plan has executed, what do you want the situation to look like?

For the final section, at the bottom of the page, we ask you to identify the objectives of your plan. Please select and rank **only** the options that best represent your objectives. Please rank your selections numerically, in their relative importance, “1” being the most important objective of your plan. Only rank those items that you feel are actually important and relevant objectives to your plan and then cross out all the objectives on the list that were not a factor in decision making for your plan.

As you complete the response plan, please remember that the plan is intended to capture your initial actions in response to the crisis and is not a 10-year plan.

**Facilitator Advice**

Participants may deviate from the game script, either by taking longer for certain steps, asking unexpected questions or “fighting the scenario.” This is to be expected. As a facilitator, attempt to stay to the script as much as possible and try not to introduce new information. Some basic guidelines are:

1. If players ask about a piece of information already presented, direct them to consult the provided materials. There is no need to restate information and attempting to do so may introduce new or incorrect information.
2. Don’t give the players more information about the scenario than presented. If players ask a question about information that is not provided, (specifics about Other State leadership or military equipment) tell them to “use your best judgment as a senior decision-maker.”
3. Don’t give players more time for decision-making during the move phase. If players seem to be straying or lollygagging during their time, remind them of the time limit.
4. If players deviate or there are other problems, just make a note of it in the Facilitator Notes.

Most questions can be answered with either “use your best judgment” or “consult the materials provided.” Players press you, remind them that you’re limited in your responses. Again, if anything becomes too problematic, make a note and/or consult with the game director.