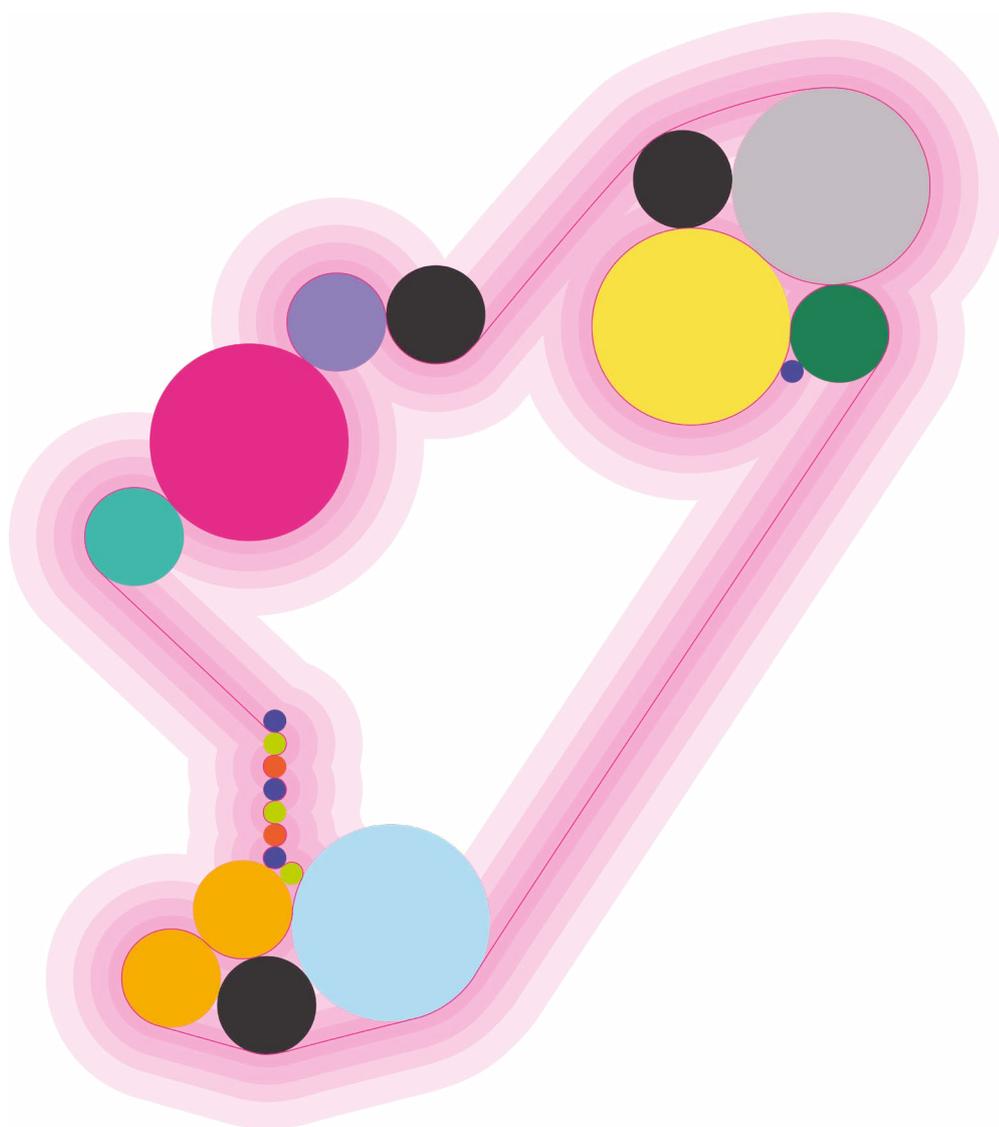


[BETA]

SYSTEMIC: FACILITATOR'S GUIDE

Introduction, setup and facilitation script



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SECTION 1:

INTRODUCTION TO SYSTEMIC

WHAT IS SYSTEMIC?

Systemic is a game for policymakers to explore how taking a systemic approach can unlock intractable issues in their policy areas.

GAME INTRODUCTION...

Systemic is engaging and collaborative. It is ideal for an away day, extended team time or to galvanise lively discussion in a safe space at the outset of a project.

To play, gather a policy team or people who are involved in a system that you want to explore. The game has three rounds:

- ROUND 1** gives players an experience of the current rules of their system,
- ROUND 2** gives players a way to re-imagine the purpose of their system to create a unifying, shared vision,
- ROUND 3** helps players to begin exploring system level changes that could be made.

After every round, players will take part in a facilitated discussion to explore component parts of their systems. The facilitated discussion draws on Building Better Systems, by Jennie Winhall and Charles Leadbeater. Specifically, players will discuss how purpose, relationships, resource flows and power operate within current and future systems.

BY THE END OF THE GAME...

You will have:

- A basic working knowledge of two foundational systems change frameworks,
- Insight into systemic issues in their policy area and possible actions for making systemic changes - documented in the player journal,
- Experienced playable systems - an experimental method available to policymakers.

WHY PLAY SYSTEMIC?

- Discover systems change frameworks and how they might support your work,
- Learn about the underlying features of our current systems, which often go unconsidered/unchecked,
- Experiment with changing your systems in a safe, simulated environment (a game!).

FIRST STEPS...

1. Gather a group of 6-10 people for a minimum of 2.5 hours.
2. Nominate a facilitator to read this guide and set up the game (or invite Policy Lab to facilitate your game)
3. Print materials
4. Play!

PRINTABLE MATERIALS...

1. Facilitator's guide (this)
2. Game pieces
3. Player journal (one required per player)

SECTION 2: PREPARATION

PREPARATION NOTE:

Anyone can be the facilitator. As facilitator, you will need to spend around 60 minutes preparing. This includes at least 30 minutes reading through the script and ensuring you understand how to play Systemic and 30 minutes to print and prepare all materials.

MATERIALS

You will need to print and cut the cards and sheets from the document: Printable materials. In addition, you will need to provide:

Item	Quantity/notes
A 6-sided blank die (number sides as follows from 0 to 3: 0,1,1,2,2,3).	One per player. If you do not have blank sided dice, you can use Google's random number generator. This is easy: Google random number generator and it this will appear at the top of the search. Set minimum number: 0 and maximum: 3. Click "generate" each time you are asked to roll the dice in the game and it will give you a number. Each player will need to open this on their smartphone.
Three colours of tokens to represent different resources: <ul style="list-style-type: none">● Money● Data● Relationships	Approximately 10 tokens of each type per player. You can use anything as tokens: dried beans, beads, pieces from other board games, smarties etc. If you don't have access to any of these objects, as an alternative, you can print and cut tokens in the last pages of the printable materials document (produces 100x of each).

PLANNING THE SESSION

Time

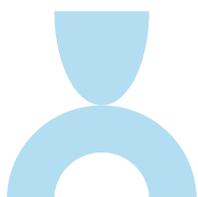
We recommend setting aside between 2.5 and 4 hours. The longer you put aside, the more you'll be able to spend time at each stage playing and thinking about transferable reflections for your own policy area. The timing in this facilitation guide enables you to play the game in 2.5 hours. If you have longer, we recommend you add more time to the discussions rather than the game rounds.

Number of players

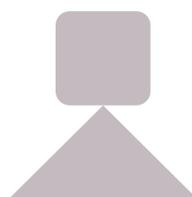
There are 4 player types:



POLICYMAKER



COMMISSIONER



SERVICE PROVIDER



CITIZEN

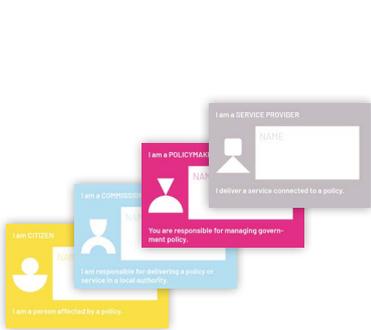
You will need a minimum of 6 players and maximum of 12. You should always have at least 2 policymakers. You may also want to appoint one extra person to act as a facilitator, so players can lean back and focus on their game play.

Breaks

You'll want to take breaks. Playing SYSTEMIC involves learning how to play a new game, as well as reflecting on major systems change issues; it's tiring stuff! Make sure to take regular breaks throughout the game. We haven't included them in this guide but consider them as essential.

SETTING THE TABLE UP

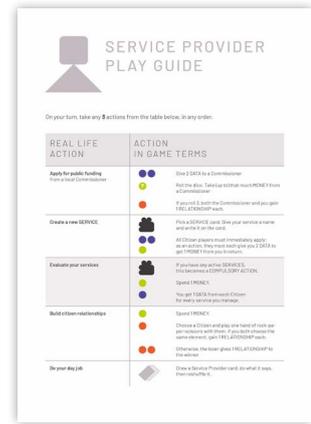
1. Put the MONEY, DATA and RELATIONSHIP tokens on the table in separate heaps, so they can be reached by all players.
2. Give each player an identity as a policymaker, commissioner, service provider or citizen. Make sure each player type is represented around the table and always ensure there are at least two policymakers. Each player type (e.g. all the policymakers) should sit next to each other.
3. Ensure each person has the materials they need for their relevant character:



Name badge



Secret goal card (players should not see each other's secret goals)



A play sheet



A player journal



or



A die (6-sided, with 0,1,1,2,2,3 drawn on), or access to a random number generator on a smartphone

4. Lay out the action cards: You'll need one deck per role. Shuffle each role deck separately and place them face down close to each player type.





SECTION 3:

FACILITATION SCRIPT

*If you want to have a go at playing independently, Systemic can be self-facilitated. We have created this script to help you lead your team through the game. We recommend you use it as you act as the lead facilitator and do not take a player role in the game. The script will lead you through explaining and playing **Systemic**. Actions for you are in italics in grey boxes. You'll probably want to read it through a few times before you play to familiarise yourself with how the game works. The symbols in the top right represent the stage of the game that you are in and correspond to the stage symbols in the player journals.*

CONTEXT - INTRODUCE SYSTEMIC

Before we play Systemic, I am going to introduce the context of the game, why it was created, and its purpose.

Systemic was created by Policy Lab, a cross-government team whose mission is to bring new methods to improve policymaking. Systemic was based on methods they used as part of a project for the Department for Levelling Up, Housing and Communities. Policy Lab created a new way of thinking systemically about policy, based on the Three Horizons Framework and Building Better Systems.

Systemic is a game, or playable system, which lets you move through the methodology Policy Lab created during their project. It was created alongside award-winning games designer, Matteo Menapace.

Systemic is designed to support your thinking as a team. You will work together to...

1. Understand the rules of your current system,
2. Simulate the creation of a shared vision that unifies purpose across your systems,
3. Begin to explore how you might shift your systems towards your shared vision.

The purpose of this game is to...

1. Introduce foundational systems change frameworks,
2. Simulate how you might begin to shift your systems,
3. Make visible the underlying components of your system.

These three stages are based on The Three Horizons Framework. Before we play, we're going to watch a short video which explains the different phases.

Play this film... https://www.youtube.com/watch?v=_5KfRQJqPU

Systemic moves through these three stages chronologically. We're going to have a go at playing each stage. I'll introduce the rules of the game, get us set up, and then we'll play. At the end of each stage, we'll discuss what we've found about how our systems are operating. We'll analyse the system by thinking about four things: power, relationships, resource flows, and purpose. I'll facilitate that discussion each time – so don't worry about remembering them. These four components are from a framework called [Building Better Systems](#).

With this context in mind, let's prepare to play Systemic!



SET-UP AND RULES

Roles

First, I'm going to introduce the different roles you will play in Systemic. We will allocate four different roles:

-  Policymaker You are responsible for managing government policy
-  Commissioner You are responsible for delivering a policy or service in a local authority
-  Service Provider You deliver a service connected to a policy
-  Citizen You are a person affected by a policy

*Ask each player to draw a random character name tag.
Give them 1 minute to make up a name for their character and put their tag into a lanyard or somewhere else visible.
Once everyone has done this, ask each player to introduce their name and role to the rest of the room.
For example, "My name is Amy, and I am a Commissioner."
Everyone should now be in character for the rest of the game.*

Tokens

The aim of the game is to win – and you win by collecting tokens. There are three types of tokens in the game. These are:

-  Money tokens representing financial resources
-  Data tokens representing knowledge, information, or research
-  Relationship tokens representing positive connections between people

Dice

Make sure that you each have one die. It should be numbered 0,1,1,2,2,3.

OR, if no dice are available:

At some points in the game you need to throw a die. We haven't got any dice here today, so we are going to use an online random number generator. Open your smartphone and Google "random number generator". Use the Google random number generator that appears at the top of the search and set the minimum value to 0 and maximum value to 3. Every time you are instructed to throw dice in the game, hit "generate" to get a random number.

Distribute the tokens and resources

*Give each player a **play sheet** and **player journal** that matches their character role. Ask them to start familiarising themselves with the actions available to their role.*

*Give each player a **secret goal card** that matches their character role. Ask them to keep it secret, while familiarising themselves with their win and lose conditions!*

*Give each player a number of **tokens**, based on their character role.*

Policy Role	 Money	 Data	 Relationships
Policymaker	9	1	9
Commissioner	5	5	5
Service Provider	3	7	3
Citizen	1	9	1



Rules of the game

We play Systemic by taking actions in each round.

- On your turn, you can take any 3 actions from your action sheet.
- You can take the same action more than once.
- When a card says "Earn/Generate/Gain/Spend", it refers to taking resources from our central pots.
- When a card says "Give or Take", it refers to taking or giving resources to another player in the game.
- The purpose is to win each round.

Your policy area

Finally, could someone summarise the policy area we want to imagine when we are playing this game? A 2 minute summary of our challenge and what we are working on would be really helpful – so we can have in mind the real world when playing.

Invite someone to introduce the policy area.. You might want to write some notes here to summarise the policy area.

With that in mind, we're ready to play our first round of Systemic.



PART 1: PLAY SYSTEMIC (CURRENT SYSTEM)

A reminder for all players: the first horizon is the dominant system at present. It represents 'business as usual'.

15m

Round 1

The Government is launching a new strategy.

You can give players more or less detail, and make it applicable to the group of players' policy.

We have 15 minutes in total to play this round.

- First to play will be the Policymaker players, taking their actions at the same time.
- When they're done, all Commissioner players will take their actions at the same time.
- Then all Service Providers simultaneously.
- And at the end, all Citizen players.

When you take your action, you'll need to announce it to the group. Remember to announce the "real world" description, as well as the instructions for the game.

*Stay in role - and be playful!
Set a timer to 15 minutes, and go!
(There might not be enough time for the citizens to take their actions, and that's a "teachable moment").*

7m

Round 2

There is going to be a general election and the Government has a new manifesto. You have half the amount of time to finish this round.

Unlike the previous round, everyone can take their actions at the same time. Remember to announce your action to the room, even if everyone is playing at once.

Set a timer to 7 minutes, and go!

25m

Discussion

We're now going to discuss what we've learnt about the current system. What are the dynamics of the current system in the game? We're going to think about the current system using the 4 keys, from Building Better Systems. We will take each component in turn.

1. Power holders have decision making power, they often decide when and how resources flow, what takes priority, who matters and what is counted as a good outcome. Where do you think the power lie in the current game/system? (5 mins)
2. Relationships describe the patterns and types of connections between different parts of the system. Which players have relationships? What are those relationships like? (5 mins)
3. Resource flows can include money, technology, knowledge, reputation, time (and more). Who has the most and least resources? What other resources are there? How are resources moving around the room? (5 mins)
4. The purpose of the system should provide the point around which people, activities and resources are organised. What is the purpose of the game/system? Is there any shared purpose or does everyone have a different purpose? (5 mins)

Each of you should have a player journal in front of you. Take 5 minutes to write down some reflections about what's happening in the first section of the journal.



PART 2: CREATE YOUR VISION (FUTURE SYSTEM)

A reminder for all players: Your vision (H3) is the ideal long-term successor to 'business as usual'. We are now going to create our shared vision. Just to remind you...

1. The first horizon is the dominant system at present. It represents 'business as usual'.
2. The third horizon is the ideal long term successor to 'business as usual'.
3. The second horizon is a pattern of transition for activities and innovations, people trying things out in response to the ways in which the landscape is changing

20m

Build a shared goal

We are now going to replace our secret goals with a shared goal. This will be our shared third horizon. In turn, please reveal your secret goals to the group.

We're now going to think of a goal that we could all work towards. A shared goal.

- Take 5-10 minutes to record your thoughts about what the new shared goal should be. Think about this in real terms - not game terms.
- Now we are going to take 10 minutes to share your thoughts and collectively agree on your shared goal.

Pick up the shared goal canvas. As people share their ideas for a common goal, write these down. Then facilitate the group to come to a consensus around a collective goal. Write this collective goal in the box on the canvas for everyone to see.

15m

Play SYSTEMIC in Round 3

We will now play another round of the game.

This time:

- Everyone reset your resources, money and relationships so everyone starts with their original number of tokens.
- Scrap your individual win conditions. We can now win by achieving our "shared goal".
- Keep your lose conditions. This time play openly - so everyone knows what the lose conditions are. You can talk, coordinate or negotiate as you play.
- Remove any time pressure. Take the time you need - up to 15m.

25m

Reflect

We are going to compare this round with the previous rounds using the four keys. Again, we'll spend around 5 minutes taking each key and discussing it in turn. Think about what's changed between this round and the last round.

1. Power holders have decision making power. They often decide when and how resources flow, what takes priority, who matters and what is counted as a good outcome. Where do you think the power lies in the current game/system with a shared goal? (5 mins)
2. Relationships describe the patterns and types of connections between different parts of the system. Which players have relationships? What are those relationships like with a shared goal? (5 mins)
3. Resource flows can include money, technology, knowledge, reputation, time (and more). Who has the most and least resources? What other resources are there? How are resources moving around the room? (5 mins)
4. The purpose of the system should provide the point around which people, activities and resources are organised. What is the purpose of the game/system? Does having a shared goal or purpose make a difference? (5 mins)

Take 5 minutes to write down some reflections about what's happening in the first section of the journal.

Suggestion - Take a tea break



PART 3: CREATE NEW RULES FOR THE FUTURE

In our final stage, we are moving into Horizon 2 - building the steps that we need to take to reach our shared vision or goal.

Reminder – The Second Horizon, “Disruptive Innovation”, is a pattern of transition activities and innovations. It involves people trying things out in response to the ways in which the landscape is changing.

Now that we have a collective purpose, there might be things we want to shift in the system to help us reach that purpose. We are going to hack and create new rules for our systems. What does this mean in practice? We are trying to create a new system. But we still experience the constraints, realities, barriers, of the current system. So we need to think about ideas that will help us transition.

20m

Idea Generation

In your player journey turn to the Interventions and Actions page.

- Think about your policy or challenge area.
- Note down interventions or actions that could help it move from it's current state towards a future (better systemic state).
- Categorise these by: Actions/interventions within your policy area and actions/interventions to be taken by others: this could be leadership, other teams or departments, beyond government etc

Take 10 minutes to do this individually.

Now we are going to come back together for a 10 minute discussion.

Invite people to share the ideas they have, either one by one adding new ideas each time.

25m

Idea Building - Action canvas

We are now going to ask, what would it take to implement some of these ideas?

- Work individually or in a pair to select an idea mentioned in the discussion - you might want to combine some.
- Complete the action canvas - helping you to think through how this idea might be enabled

We've got 15 mins - go for it.

Let's have a discussion, we've got 10 mins, please share what you've got. Are there any actions, ideas or conversations that you want to take forward after this game? Highlight or write them in your journal as a reminder to follow up.

The end

Thank you for playing SYSTEMIC. You've explored systems change!

You've played with the key components of systems: purpose, power, relationships and resource flows.

You've thought about changes over time - in terms of short-term steps, long-term steps and moving towards a collective vision.

As you step out of SYSTEMIC, keep thinking about how this might translate into real world systems. What rules of the current game might this have unveiled? What do you want to do differently? How can you bring actors in the system together?



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Lead researcher: Vanessa Lefton
Lead designer: Alex Fleming
Assistant visual designer: Suzie McMurtry

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