



FUTURE OF MOBILITY SCENARIO GAME

FACILITATOR INSTRUCTIONS
VERSION 1.1

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Introduction

Background

The mobility sector is fast changing, reflecting changes in the sector itself and wider social and economic changes that are impacting on people's ability, and willingness to travel. With environmental sustainability and increasing concern, and rapid changes in society taking place in cities across the world, people and organisations all over the world are striving to ensure that the future of transport in our cities is a just and sustainable one.

This will require a combination of shifts in travel behaviour, new technologies, new business models, and a focus on creating new opportunities for people. This requires a whole-scale transformation of the mobility sector, how it operates, who it provides for, and what it seeks to achieve.

The Mobility Lab Future of Mobility Scenario Game was borne from several sources. The inspiration and template for this scenario game came from the EU Policy Lab's [Scenario Exploration System](#), and adapting it for the Future of Mobility resulted from some work that Mobility Lab undertook for the UK Ministry of Defence. As part of a foresight study on the Future of Transport 2050 undertaken for the UK Ministry of Defence's Global Strategic Trends work, Mobility Lab researched these trends, and identified a number of future scenarios for mobility globally. These scenarios were developed with the close engagement of a number of industry experts, with each scenario gaining its own narrative and understanding of systemic implications.

The role of the Scenario Game

Scenario Games have often been used as a way of understanding the systemic implications of different actions on desired or undesired outcomes. War gaming is a common method of this, but scenario gaming is becoming an increasingly popular tool to explore the future with. This scenario game is based upon the template provided by the [Scenario Exploration System \(SES\)](#) produced by the European Union's Policy Lab team.

It is worthwhile stating that the Future of Mobility Scenario Game will not decide what your future actions should be. It merely helps you to explore what the consequences of your actions may be. Throughout the beta testing, participants took part in the Scenario Game for many different reasons. These include:



To test different strategies

Your strategy work may have identified several courses of action. By playing through your future scenarios, you can determine which will achieve your long term aims, and within what context.



To test scenario robustness

Before you start writing your strategy, you play the Scenario Game to test some key assumptions about it. What you then find out can then improve your scenario, or identify areas where more evidence is needed.



To put yourself in the position of others

Different people and organisations will have different views on the future of mobility. Role playing, which is key to the Scenario Game, puts you in their position, and gets you to experience their perspective on your organisations actions. This in turn influences the sorts of actions that you may wish to deploy in the future.



A means of communication

The Scenario Game can be used as a means of communicating your work to internal and external audiences. Rather than giving them a report to read or presentation to watch, engage with them through the game.

Your intent for using the Scenario Game will influence what you get out of it. Before you start, it is worthwhile having a discussion with your team and the key decision makers about what you will use this scenario game for.

Who should use the Scenario Game?

Anybody, really. If you are looking to make plans for the future and you work in transport, then you can use it. This could include new public policy, new business strategies, action planning, or considering future investments. The game is designed to be as flexible and adaptable as possible.

This manual

This manual has been created as your one-stop reference to all aspects of the game. We do not expect every player of the game to have read it cover to cover before the game starts (though the Facilitator should have).

It has been written from the basis that you are creating your own version of the game. That you have created your own future mobility scenarios that you want to play through with a set number of roles. The manual will advise you on when you need to bring this work on your own scenarios into the game.

Following the step-by-step instructions will allow you to take your existing scenarios and plug them into the Scenario Game. Blank Templates for each have been provided as part of the pack which you have downloaded alongside this Manual.

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Creating your own game

Your Scenarios

Before you even think about playing your first game, you will first need to have to hand your future scenarios that you wish to use. You should have already done this as part of your strategy making process.

A question that we were often asked during beta testing was whether or not we could simply use scenarios that other people have created to play the game with. We advise **against** doing this for a number of reasons:

- As they are not your scenarios, you do not own the outcomes of them. How each scenario plays out is at the behest of whoever created them.
- Other people's scenarios are more likely to be misinterpreted, or have their meaning taken out of context. This leads to a confusing and contradictory game.
- You do not have an idea as to the relative strength of individual actors and organisations in that scenario, which fundamentally affects how the scenario plays out.

A good series of scenarios, with relevant detail, will make for an excellent game.

You can play any number of scenarios that you wish. Our experience is that each scenario will take 60-90 minutes to play through depending on the number of players.

Identifying your time horizons

For each scenario, you can play up to 3 rounds, each of which represent 3 future time horizons.

As a default, these time horizons are 5 years into the future, 10 years, and 20 years. You can adjust them however you wish on the Board itself, and on the Explorer and Public Voice Record Sheets.

There is no hard and fast rule on what makes for a good time horizon. The most important thing is make them relevant for the scenarios that you want to play. Regardless of what horizons you choose, keep the same ones for each scenario that you wish to play.

Identifying the roles you wish to play

Each scenario relies on the players playing a role throughout. What you need to decide is that, based on your scenarios, which roles you wish to play in each scenario.

At this stage, you **do not** define the specific role that you wish individuals to play. You just identify which broad classification of roles you wish the players to play. The Future of Mobility Scenario Game has 12 roles that you can play.



The Public Voice. This role must be played in each version of the Scenario Game.



National or Federal Government. This can be departments or politicians.



Regional or State Government. This can be departments or politicians.



City Government. This can be departments or politicians.



Business. This can be any type of private enterprise.



Public Transport Operator. This can be any type of organisation that provides a transport service available to the public.



Technology Company. This should be a private enterprise that delivers a mobility service.



Freight Operator. This can be any type of haulage or delivery company.



International Non-Governmental Organisation. This can be any type of organisation that influences policy or social attitudes.



Community Group. This can be any type of local voluntary group established for a communal purpose.



Charity. This can be any type of charity raising funds and delivering actions for specific social causes.



Transport User Group. This can be any type of voluntary or statutory organisation established to represent the views of transport service users.

As well as choosing which roles you wish to see played, you need to determine the amount of resources (by way of Impact Tokens for the Public, and Resource Tokens for all other roles) each role will have available to them throughout each scenario. These resources determine the relative strength of their actions in each round.

You can allocate resources however you see fit. But you should consider how powerful each role is likely to be in each scenario, and allocate resources according to that power. We would recommend that no one non-Public role has more than 8 tokens per scenario, and that the Public has a minimum number of Impact Tokens that is at least double that of the largest number allocated to a specific role. For example, if National Government has the largest number of Resource Tokens for a given scenario, and it has 8 tokens, then the Public should have at least 16 Impact Tokens.

Preparing your scenarios

You should start off by reviewing each of your scenarios that you have created. From this, you should be able to identify 4 key elements that will prepare your scenarios for the game. These are as follows.



Megatrends

These are the significant trends that will impact on your scenario throughout the timeline. You should identify a maximum of 5 for each scenario. On each Megatrend Card, write its title on the front, and a very brief description on the back.



Disruptors

These are events that are likely to significantly influence your scenarios, and can appear at any time. On each Disruptor Card, write the title of the Disruptor, and a brief description on the back. You can have as many disruptors as you wish, although consider that only 3 will ever be played in each scenario.



Scenario Details

This contains bullet points that describe the scenario in each round. On each scenario detail card, add the scenario title, the time frame of the events covered on the card, and the key events. You should complete at least one scenario details card for each round of each scenario.

Additionally, you should also complete...



Scenario Disc

This disc goes into the centre of the board for each scenario. On it, write the scenario title, and give details of the number of resource tokens allocated to each role.

For each of these, having good scenario descriptions is critical. If you are struggling to complete the detail needed for each of these, then you will need to do further work on your scenarios.

Real Life Cards

The Real Life Cards give the main players (apart from the Public Voice, who do not get to use them), the opportunity to gain advantage through random events, block the actions of others, and many more besides. The events and impacts that form the Real Life Cards can be as varied as you like.

Events that are part of the Real Life Cards should be drawn from your scenarios where possible. However, do not let that stifle your creativity.

What is needed on each card is 4 things. Firstly, you need a title that describes what has happened. Secondly, you need to describe the action that has been taken, or needs to be taken by the player. Thirdly, you need to describe the impact. The following types of impact are the most common:

- More Resource Tokens for the player
- Fewer Resource Tokens for other players (either bystealing them or removing them)
- More Impact Tokens for the player

- Fewer Impact Tokens for others

Finally, there needs to be described the time when the player can play the Real Life Card.

There is no real art to producing a good Real Life Card. But each one should be playable by all players, and offer a genuine disruption to the action.

Action Cards

Each role chosen by you will have a set number of actions that are available to them. These actions should reflect the relative powers and abilities of the types of organisations that they are. It would be very difficult for a Non-Governmental Organisation to pass new laws, for instance.

Example actions are provided as part of the package, however you are free to determine the menu of options that is available for participants to use in each role. We recommend having no more than 10 actions available for each role.

It is tempting to give the participants complete choice over what actions they want to play, or to make up their own actions. We advise against doing this. Whilst it brings in a degree of unpredictability, having unlimited options can be frustrating for other players when some take fanciful actions. Also, some players may not be as creative as others, and so benefit from having their action ideas restricted somewhat.

Explorer Sheets

Each participant in the Scenario Game will have an Explorer Sheet. These differ slightly depending on whether they are the Public Voice or not.

The Public Voice Sheet gives those playing the role the opportunity to note their reflections on each action taken by the others. They should also note down the scenario details provided, and the type of Public Voice they represent.

The Explore Sheet is for all of the other participants. Here, they get to note down what their role is, and what that role is looking to achieve across the scenario. They also note down what they did during each round.

You can edit these sheets should you so wish.

What you need before you start playing for real

So you should now have customised all of the component parts of the game. So what else do you need. The following you should have by now, customised to your game:

- The Game Board
- Action Cards
- Megatrend Cards
- Disruptor Cards
- Scenario Discs
- Scenario Detail Cards
- Real Life Cards
- Explorer Sheets

You will need to source your own of the following:

- A 6 sided dice
- Coloured tokens in two colours
- Pens

Playing the Game

Facilitation of a Game

Delivering a Scenario Game is an intensive activity, and you will need a team to deliver it. For each session you should have the following roles.



Game Master

They are responsible for leading the gaming session. They set the ground rules for the day, identify the objectives, and make sure that everything runs to time. They make sure that everyone feels welcome and comfortable.



Game Facilitators

They sit at each table, and run the players through each scenario. Their main responsibilities are to describe the scenarios, answer questions, and ensure that all players go through the rounds to complete each scenario.

The Game Master and Game Facilitators may not necessarily have any prior experience of a Scenario Game. However, they must know in depth the Scenarios being played.

Players

The players are...whoever you choose them to be. Each game must have no more than 5 people playing it – 1 person as the Public Voice, and 4 others playing other roles.

If you would like to run the Scenarios with more than 5 people, you can have several versions of the game running concurrently. For example, Tables 1 and 3 could play Scenario A, whilst Tables 2 and 4 could play Scenario B. This requires close working between the Master and the Facilitators to be done well – mainly in terms of ensuring everyone finishes their Scenarios at similar times.

Setting Up

A good room for a Scenario Game should have plenty of natural light, be well ventilated, and quick access to refreshments. Playing the game is intense, and our experience shows that these help a lot.

Each table should have a full compliment of the following:

- The Game Board
- Action Cards
- Megatrend Cards
- Disruptor Cards
- Scenario Discs
- Scenario Detail Cards
- Real Life Cards
- Explorer Sheets
- A 6 sided dice
- Coloured tokens in two colours
- Pens

Together with the Game Master, the participants pick the two scenarios to explore and select a theme on which the session will focus. Ideally, these scenarios should be completely different to one another. The coloured disc corresponding to the first selected scenario is placed on the circular space in the middle of board and the corresponding Scenario Detail cards are placed on their indicated positions on the board.

Choose the first scenario that you wish to play. Then set up the board with the following component in their designated positions:

- One Scenario Disc
- The Scenario Detail Cards
- Real Life Cards are placed face down;
- Megatrends
- Disruptors .

The appropriate number of action cards and resource tokens are handed out to the participants, and the Public Voice gets their Impact Tokens. We recommend that each participant gets no more than 3 actions that they can play at a time.

The Public Voice does not get to play actions. Instead, the Public Voice explains its perspective on each action, its overall perspective on the situation and distributes Impact Tokens as it sees fit.

Creating the Personas

Distribute the record sheets to all participants. Participants introduce themselves. They now take a few minutes to choose a role or have it given to them.

Once they have their role, they get to determine their persona. They must define what that role is and give their long term objectives in detail. The more detail they give to their persona the better.

The Public Voice defines its own profile (socio-economic positioning, political opinion, aspirations, etc.). It must define clearly the perspective or philosophy that it will represent and explain it to all. The public is not homogeneous and the person is free to choose any sufficiently representative standpoint.

This role definition should take no longer than 3 minutes.

All participants must then share their persona. This may include their name and a description of them. They can also share their long term goal if they wish.

It is at this stage that the aim of the game is revealed to them. All participants must take the necessary actions to achieve their long term goal, bearing in mind the changes in the scenario and the actions of others.

Round 1

All participants except the Public Voice pick two Real Life cards that they keep secret. They may use only one card at each round, of their own choice, according to the instructions on them. After having used a card, they pick a new one from the pile so as to have the choice between two cards at any time.

The Game Facilitator then explains the Scenarios and Megatrends, building a narrative of what is happening in this scenario. They turn over the relevant Scenario Detail Card, and describe the time period for the 1st round in detail.

The Game Facilitator then turns over the top Disruptor Card, and explains the impact of that disruptor on the time period in this round.

All participants get 3 minutes to consider the action that they wish to take in response to this change in circumstances, from the set of actions available to them. They must describe what they will do, in as much detail as possible. They note down their actions on their record sheet. The exception being the Public Voice, who do not get to play an action.

All participants excluding the Public Voice roll the dice. Those that rolled the highest get to go first in describing their action. Then each participant gets to describe their action, and put on it as many Resource Tokens as they deem sufficient to deliver this action.

Once all four of the main participants have acted, they get the chance to offer to collaborate. This is a way of boosting the actions of others to achieve their own long term objectives. They do this by offering to collaborate with the person they wish to collaborate with. Should they accept, both parties must agree the number of their own Resource Tokens they are willing to put on the other persons action.

The Public Voice then explains its perspective on each action, its overall perspective on the situation and distributes Impact Tokens on actions as it sees fit. They can determine these in any way they like.

Once the round is complete, the 4 main participants can take a number of Resource Tokens that is equivalent to the number of Impact Tokens they have received from the token bank. They can then use these tokens in future rounds.

The participants that have used a Real Life card pick a new one so they hold two at the start of every round.

Rounds 2 and 3

These follow the same process as Round 1. However, to begin with the Game Facilitator gives a description of the scenario during this time period, using the Scenario Details Cards for this time period. Additionally, the current Disruptor is replaced, and a new Disruptor is brought into play.

Wrap Up the Scenario

The Game Facilitator summarises the events that unfolded over the three rounds. Any secret visions are revealed and a collective assessment is made of how close each participant came to their objective. Reflections of the challenges each participant faced are also given through a short group discussion.

Doing it all again

Players now focus on the other half of the board. They then play the other scenario chosen. The scenario disc and scenario details are put in their respective positions. Each participant keeps the same role, or may assume new roles as you deem appropriate. The process for delivering the game is then commenced as per the first scenario.

A chance to reflect

Once you have played the second scenario, the game is over. At this point, a whole group conversation can take place to reflect on the experiences everyone felt during the game.

What you discuss is up to you. But you may want to think about asking:

- How do you feel?
- How different were the outcomes of both scenarios?
- Do the stories that were created make sense?
- What did you learn from the session?
- How has it changed your mind on a specific issue?
- How would it be different with a different audience?
- Who should play this game if we were to do it again?
- Does it make you feel more or less confident about the future?

Record sheets can be collected and analysed further later.

Integrating the Scenario Game into your strategy work

Introduction

By now, you should have completed your first scenario games. Good for you! Give yourself a huge pat on the back. But, so what? If you do nothing with what you have learned, then you have learned nothing.

From our beta testing, we learned some early lessons on what is a good way to take the learning from your scenario games into your strategy work. We hope to build on this more over the coming years, and we'd really love to hear about your experiences of this.

A Key Lessons Session

The most common method that was used to take the learnings from the scenario game was also the simplest. After the games have taken place, organise a team Key Lessons Session where you identify what you learned from the Scenario Game, and translate those into actions for you to take.

You start off by simply brainstorming what you learned against 4 different categories.



What you learned about the integrity of your scenarios. Are your scenarios robust, or do they contain inherent contradictions? If so, what are they?



What you learned about your strategy. What particular plans worked well? What didn't work well? How did other people react? How did the player playing your role play the game?



What did the participants learn? Did they develop empathy for other persons or roles? Do they know your work well now? What impact will this have on their work?



What actions are other parties likely to take? How do they react to certain disruptors and changes in the future? Is that just a result of our own biases? What impacts does that then have for our strategy?

Once you have done this, have a discussion about the implications of each of these, noting down actions to take away.

Mapping Decisions

Another potential avenue of analysis is mapping the decisions taken by particular roles in individual scenarios. From the Explorer Sheets, actions and their impacts are classified, and mapped in a linear fashion. Over time, as the same scenarios and roles are replayed, the most common paths and actions can be identified. Depending on the quality of the data provided by the Explorer Sheets, these paths can be analysed by their frequency, their impact in terms of resources expended, and impact in terms of the Public Voice.

This was trialled to a limited extent as part of the Beta. Our findings were that the exercise would need to be repeated for scenarios run repeatedly. Additionally, a set selection of roles would need to be chosen for each scenario that is re-run.

Feedback

The Future Mobility Scenario Game is only as good as the feedback it receives. Accordingly, we would love your feedback on the game, and suggestions of how it can be improved. And importantly your experience of using it!

You can provide your feedback via email to james@mobilitylab.org.uk.