

**Game Title:** OODA Loop: Engage for Impact

**Game Objective:** Teams will use the OODA Loop to develop and execute a strategy for driving positive change at a target company, addressing a specific responsible investment issue.

**Game Components:**

- **Scenario Cards (Observe):**
  - Two scenarios: Real-world, Australian-context scenarios of companies facing ESG challenges.
  - These cards will include basic company information.
- **Data Cards (Observe & Orient):**
  - These cards provide relevant data and insights to help teams understand the scenario.
  - Examples:
    - "Company's latest sustainability report shows a decline in biodiversity metrics."
    - "News articles highlighting stakeholder concerns and potential regulatory risks."
    - "ESG rating data indicating poor performance in specific areas."
    - "Stakeholder list: Superannuation funds, local communities, NGO's, government regulators."
- **Action Cards (Decide & Act):**
  - These cards represent various engagement tactics that investors can employ.
  - Examples:
    - "Direct engagement with company management."
    - "Collaborative engagement with other investors."
    - "Filing a shareholder resolution."
    - "Publicly expressing concerns through media engagement."
    - "Divestment (use sparingly, as a last resort)."
    - "Positive deviance strategy: Partnering with innovative smaller companies in the same sector to demonstrate better practise."
  - Action cards will have a cost associated with them, representing resource allocation (time, effort, influence).
- **Challenge Cards (Orient & Act):**
  - These cards introduce unexpected events or obstacles that can disrupt a team's strategy.
  - Examples:
    - "Company releases a statement denying any wrongdoing."
    - "A key stakeholder withdraws their support."
    - "Sudden regulatory change impacts the company."
    - "Internal asset management team challenges the engagement strategy."
- **OODA Loop Phase Card:**
  - Card labeled "Observe", "Orient", "Decide", and "Act". These are laid out in order and teams move markers along these cards to track their progress through the loop.
- **Power Map**
  - A two-dimensional schematic used to map stakeholders based on two key dimensions:
    - Power/Influence: The degree to which the stakeholder can impact the company's decisions or actions (e.g., financial power, regulatory authority, public opinion influence).
    - Interest/Impact: The degree to which the ESG issue directly affects the stakeholder or is a priority for them
- **Six-Sided Dice (for Company Representative)**
- **Markers to signify move through the phase**

**Gameplay:**

1. **Setup:**
  - Teams of 6-8 are formed around tables.
  - Each team receives a set of OODA Loop Phase Cards, markers, pens, post-it notes, and access to a whiteboard.
  - One person on the table is named the Company Representative, other players are investors.
2. **Observe:**
  - Each table has a Scenario Card, which is uncovered and read aloud.
  - Teams discuss the scenario and use Data Cards to gather information.

### 3. Orient:

- Teams analyze the data, identify key risks and opportunities, and define their objectives.
- Teams use post the power map to note down key points.

### 4. Decide:

- Teams select Action Cards to formulate their engagement strategy.

### 5. Act:

- Teams "execute" their actions, noting down the expected result.
- Challenge cards are introduced at random intervals, forcing teams to adapt.
- Teams move their markers along the OODA loop phase cards as they progress.
- Role of the **Company Representative**:
  1. **The "Company Representative"** represents the target company. They would interpret the company's likely reactions to the teams' actions based on the scenario, data, and the company's general disposition (which could be subtly hinted at in the scenario or data cards).
  2. **Each time the investor takes an action, the Company Representative rolls the provided six-sided dice, which** introduces an element of chance and unpredictability in how the company responds to the teams' actions.
    1. **Level of Resistance/Receptiveness:**
      - **1-2:** Strong resistance, dismissal of the team's concerns.
      - **3-4:** Moderate resistance or cautious acknowledgement, requiring further effort.
      - **5-6:** Openness to dialogue or even agreement in principle (though implementation may still face challenges).

### 6. Repeat:

- The loop continues, with teams observing the results of their actions and adjusting their strategy as needed.

### 7. Debrief:

- Each team presents their strategy and outcomes, highlighting their key learnings and challenges.
- Discussion focuses on the application of the OODA Loop and the effectiveness of different engagement tactics.

### Scoring/Winning:

- Instead of a strict "win" condition, focus on the quality of the team's engagement strategy and their ability to adapt to challenges.
- Facilitators can assess teams based on:
  - Thoroughness of their situation assessment (Observe & Orient).
  - Effectiveness of their chosen actions (Decide & Act).
  - Ability to adapt to challenges.
  - The quality of the debrief and key learnings.
- The group that most effectively navigated the OODA loop and came up with the most effective engagement plan, that is most likely to cause the desired company change, is the winner.