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GLHC 2018

October 12, 2018

## Playing the Cuban Missile Crisis with a Conflict Resolution Framework for Meetings, Hearings, and Committees

with an explanation of a modified Fate Core RPG engine and a supplementary engineering meeting game.



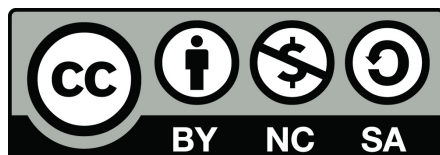


## **STEAM Hack**

**RPGs for Science and Engineering Education**

**[www.steamhackrpgs.org](http://www.steamhackrpgs.org)**

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# Playing the Cuban Missile Crisis with a Conflict Resolution Framework for Meetings, Hearings, and Committees

with an explanation of a modified Fate Core RPG engine and a supplementary engineering meeting game.

Allen R. White, Ph.D.

with materials from “Eyeball to Eyeball” by Ray Kimball and Kimberly Redding

## **Glossary:**

**RPG** - RolePlaying Game

**GM** - "Game Master" - the person who runs the games and makes rulings (the course instructor, in our case)

**PC** - "Player Character" - a game character whose actions are decided by a player

**NPC** - "Non-Player Character" - a game character whose actions are decided by the GM

## Why add new rules to an existing game?

The modified Fate Core system that is presented here is flexible enough to allow for both increased realism and ease of simulation. Later we will have a game for each but first an explanation:

Increased Realism: Adding a game mechanic that determines how conflicts are resolved allows for the real skills of the real characters to be included and for the actual power and ability balances to be more accurately represented. JFK or Winston Churchill would be the most dominant presence in a room - these game mechanics allow that. Colin Powell or Henry Kissinger would provide persuasive insight into a geopolitical situation that few others could but that ability is a dice roll away for a player in this game.

Ease of Simulation: Sometimes the decision making and conflict are the real stars of the game and the real reason why instructors want to run a game. For example, doing a game about Three Mile Island might be more about the decisions than it is about the science or nuclear engineering. This game system allow expertise to be represented by a + modifier and used by a dice roll, allowing the focus to stay on the decision making and problem resolution rather than the scientific minutia.

## Introduction

This workshop is about creating a classroom environment that better supports learning. I can list all of the things involved in that (e.g. engagement, challenge, depth, etc.) but the point here is to create an immersive environment that is challenging, rewarding, and delightful to both student and educator via tools that attendees of this convention know to be effective. This workshop will explore game and role-playing techniques that have been proven to be effective in teaching<sup>1,2</sup> and to find a way around constraints on creativity (and, thus, around self-monitoring), even in participants who self-identify as uncreative<sup>3</sup>. Hopefully your presence here indicates that you are on board to using RPGs in the classroom, or at least not hostile to it, so we won't spend a lot of time justifying the efficacy of the approach. If you are even a bit skeptical, think about how all games that have a following - board game or RPG - are successfully getting people to spend hours of their time learning and playing. They are definitely onto something.

## Motivation

Meetings, hearings, and committees are often where some of the most important decisions are made. The complex dynamics in those situations are due to a combination of the individuals present, the interaction between them, and outside forces that influence the individuals making the decisions. Allowing students to not only play

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<sup>1</sup>*International Education Studies*, Vol. 8, No. 6, pp. 211-216, 2015

<sup>2</sup>*Minds on Fire, How Role Immersion Games Transform College*, Carnes, Mark C., Harvard University Press, 2014

<sup>3</sup>*PLOS One*, February 1-, 2016, DOI:10.1371/journal.pone.0142567

the role of a historical figure in such a situation but also to allow them to utilize some of the same strengths and experience some of the same weaknesses provides students with insight that is greater than they could achieve by reading a historical account. It also provides instructors with the opportunity to explore counter-factual situations and “what if?” scenarios.

The Fate Core role-playing game (RPG) has game mechanics that are well suited to resolving the conflicts that arise in, and often set the course for, meetings. They are also well suited to utilizing student effort to impact game dynamics, allowing instructors to give benefits to the characters that play an in-game character (commonly called a “Player Character”, abbreviated to PC in RPGs). The student can write reports that define or justify the capabilities of their in-game persona (their PC) as well as having their in-game actions add to their PC’s capabilities.

Before discussing the Fate Core system and its mechanics, it is important to discuss the primary game feature of the Fate system, the specially designed six-sided dice called “Fudge Dice.” Fudge dice are six-sided dice that replace the traditional 1-6 numbers for two “+” symbols, two “-“ symbols, and two blank faces (see Figure 1 below). The “+” faces add, the “-“ faces subtract, and the blank faces do nothing, so the result of the roll in Figure 1 is +1, +1, -1, 0 for a result of  $+1+1-1+0=+1$ . The advantage of these dice is that the results strongly favor a zero result, meaning it is the PC’s abilities that determine the outcome more than the dice. PCs have abilities that give them their own + or - modifiers, so the result is that the PC’s abilities more strongly define the outcome rather than the randomness of a dice roll - not that randomness doesn’t add something to the simulation. The additional benefit to rolling dice to determine the outcome of an event or a conflict is that everyone can see the result - the dice roll - so there is typically little discussion of fairness or accusation of bias.



Figure 1: Fudge Dice

### Game Mechanics

The PCs in Fate have **Skills**, **Aspects** (to be used in conjunction with **Reputation Points**), and can suffer from **Mental Stress**. See the Modified Fate Character Sheet, Figure 2. Each of these modify the dice roll by adding or subtracting to the dice total with the instructor/game master (GM) determining the outcome and its magnitude (e.g. a strong success or a minimal failure).

## Competitive Dice Rolls

Most of the dice rolls in-game will arise from conflict between two (or more than two players). When a conflict arises, the players define what Skills they are using and any Special Skill Abilities (to use the associated + modifiers) and any Aspects they are invoking (to be able Figure 2: Modified Fate Player Character (PC) Sheet to use a +2 bonus for each Reputation Point) and then they all roll.

<p style="text-align: center;"><b>Result</b></p> <p>+7 Defender strong advocate          +6 Defender is an advocate          +5 Defender is a supporter          +4 Defender very convinced          +3 Defender convinced          +2 Defender positive          +1 Defender neutral          0 No Change          -1 +1 Attacker Mental Stress          -2 +2 Attacker Mental Stress</p>	<p><b>Name:</b></p> <p><b>Description:</b></p> <p><b>Aspect(s):</b>  <small>(+2/re-roll w/Reputation)</small></p>
<p style="text-align: center;"><b>Result</b></p> <p>+7 Defender strong advocate          +6 Defender is an advocate          +5 Defender is a supporter          +4 Defender very convinced          +3 Defender convinced          +2 Defender positive          +1 Defender neutral          0 No Change          -1 +1 Attacker Mental Stress          -2 +2 Attacker Mental Stress</p>	<p><b>Reputation Points:</b></p> <p><b>Skills:</b></p> <p>Good (+3):</p> <p>Fair (+2):</p> <p>Average (+1):</p> <p><b>Special Skill Abilities:</b></p>
<p><b>Five Actions:</b></p> <ul style="list-style-type: none"> <li>• Overcome an obstacle</li> <li>• Create an advantage</li> <li>• Persuade</li> <li>• Intimidate (stress outcome)</li> <li>• Resist</li> </ul> <p style="text-align: right;">Mental Stress: 1 <input type="checkbox"/> 2 <input type="checkbox"/></p>	

Figure 2: Modified Fate Player Character (PC) Sheet

Each player adds their PCs modifiers and the attacking player - for example the player who

chose to use their +2 Intimidate Skill - subtracts the defending players score from their own.

The result is based on the table to the left (and is also on each PC sheet). For example, lets say an attacking PC uses their +2 Intimidate skill and rolls +,-,+,+. The roll total is a +2 and adding their skill (+2) gives a total of +4. The defending playing has a +1 Stubborn Skill that they use to defend and they roll a +1,0,0,-1. The roll total is 0 and adding their skill (+1) gives a total of +1. Subtracting this from the attacker +4 gives a result of +3. Consulting the table shows that that the defender is convinced - they are won to your side and will support your argument. The same approach can be used with

multiple attackers and defenders; just combine their dice rolls and compare the results to the table.

## Dice Rolls Against the Game Master

If a PC would know something useful or provide analysis in-game, the player can use the associate Skill or Aspect to roll. The GM then uses the dice roll and modifier to determine how well the PC would know that information or their ability to correctly analyze a situation. A 0 is no ability, a +1 is some and a +5 is perfect information. This is usually the GM providing historical information or allowing the PC to use historical information that they might not otherwise have.

## Skills

The skills are used most commonly and are ranked based on their impact on the dice roll, with “Superb” adding +5 to the Fudge dice roll and “Average” adding a +1. the instructor can decide the common PC skills for the game based on the scenario. The skills I commonly use in my games:

- Intimidate
- Persuade
- Reason
- Stubborn (defensive only - to represent someone who is not easily convinced)
- \_\_\_\_\_ Jargon (to represent the use of discipline specific speech to confuse others, i.e. “Business Jargon” would be using business terms, e.g. “annualized rate of return” or “value proposition”, to confuse others and win an argument)

Each skill has a of these having a dice roll modifier based on the PC’s ability with that skill:

- Superb: +5
- Great: +4
- Good: +3
- Fair: +2
- Average: +1

If their **Skill** is approximately the same as anyone else in the game, no **Skill** modifier is given. So having an average Persuade Skill would grant you a +1 in an attempt to persuade another while a Good Persuade Skill would be a +3. The GM can provide these skills based on how each PC matches up to the others. I typically assume that only Skills in addition to average of the other PCs involved in the game are given a Skill bonus. If you are involved in politics, you probably have well-developed persuasion but some have additional persuasive strength, so the Skill modifier allows them to use that in-game. An additional option is to provide a -1 or -2 modifier to represent weaknesses.

Skills allow each player to know the strengths of their PC and to think about how they can use them in-game. This is also an opportunity for the GM/Instructor to allow students to define their own PC skills by justifying them with research. Also, if people in



real situations would know the strengths and weaknesses of those around them, I provide each player with a list of the PC's **Skills**. This is left to the discretion of the GM/ Instructor. Most PC specific abilities can be resolved with Aspects but exceptional talent that was widely used by a historical PC could be granted as a **Skill**.

### **Special Skill Abilities**

In Fate, these are called Stunts - they are the special uses of **Skills** that are unique to each PC. This allows each PC to be slightly different in the way they use their skills, allowing for truer representation of real-life characters. It also allows the GM to reward players who present evidence as to why their PC can use their **Skills** in unique ways. For example, a strongly Stubborn PC - one with a +3 Stubborn modifier - might have been known to make convincing arguments with their stubbornness to convince others, e.g. Winston Churchill. So they have a Special Skill Ability of "Convincingly Stubborn." Normally Stubborn is a defensive only capability but the Special Skill Abilities for this PC allows them to use it to attack other players.

### **Aspects**

These are attributes specific to a PC or capabilities that are unique to them that can be invoked in game situations that require or involve that aspect, as ruled by the GM, the player can use a **Reputation Point** (defined below) to add +2 to their fudge dice roll or re-roll (player's choice) but with the advantage that the player may spend only one or all of their PC's **Reputation Points**. For example Ronald Reagan is often referred to as the "great communicator", so that could be an Aspect for his PC, allowing the player to invoke it in game, for example when explaining his position on an argument, to get a +2 to his roll result or to re-roll. Another example, Henry Clay was often called the "Great Compromiser", so giving a Henry Clay PC that aspect would grant them additional abilities when in-game situations call for or can be resolved by compromise. Aspects are much more specific than Skills and can only be invoked in very specific situations; this gives the GM freedom to allow players to define several of them without concern that they will imbalance the game. They also help the players to understand their PC and to define their in-game behaviors.

### **Reputation Points**

Reputation Points are the same as Fate Points - they allow a re-roll to a dice roll or add +2 to the results of a roll if they are used with an Aspect (above). In this game approach, they represent the PCs reputation among the other PCs and also how confident they are in the game situation. They can be gained at the GM's discretion - usually when a player pulls off a difficult task or a clever strategy but also for a great oratory or for doing good background research. They can also be given to a PC when a GM uses one of their **Aspects** against them and they allow it; this represents a PC enduring their weaknesses for the common good.

Distribution of reputation points is at the GM's discretion and are usually signified by giving players a number of poker chips equal to their **Reputation Points**. Usually two or three **Reputation Points** are provided to more powerful and well respected PCs, one

to those of some renown, and none to average players. This is unfair but it is also realistic - not everyone in a meeting or hearing is equal! Distributing them in-game should be based on how they are being used. If they are being hoarded for a showdown, the GM might want to hold onto them. Remember that they are only effective when used with **Aspects** and with a reasonable argument as to why the **Aspect** applies in the situation.

## **Mental Stress**

Each PC can tolerate two points (occurrences) of mental stress - any more forces them to leave the game for a set number of rounds. Typically a PC has to take no action on the round that they receive their second point or the round after if it is self-inflicted. Mental stress happens to the initiator of any failed attack, e.g. Intimidation and can also be caused to the target of a successful attack. It is designed to add a realistic element and can be used to drive out an opposing PC or can cause someone who is trying to use force to intimidate others to lose their cool and leave as well.

Players can also, at the GM's discretion, use **Reputation Points** to reduce **Mental Stress**. An additional option is to start PCs with one point of Mental Stress to represent stress from previous situations or from outside forces like family, constituents, etc. The game works well without the **Mental Stress** mechanism but I have found that it adds an additional layer of realism to the game.

## **A Final Note about the *Fate Core* RPG**

The great news about using a widely used RPG system is that there are many modifications to this system that will give you many terrific ideas for additional mechanics. The great thing about Fate is that all of the core rules and many other items are available for free or at a small fee. See **evilhat.com** or search "Fate Core" on **drivethrurpg.com**. I highly recommend buying a copy of the *Fate Core Book* as well as the *Fate System Toolkit* for additional terrific ideas. They are available at evilhat.com, your friendly local game store, or at Amazon.

### ***On to the Games!***

To show the utility of the Fate system, attached are two games using the system; one that uses a history microgame ("Eyeball to Eyeball" about the Cuban missile crisis) and another that illustrates the ease of simulation ("YS: Safety and Speed" about an automotive design meeting for a vehicle similar to the Corvair).

I would like to warmly thank **Ray Kimball and Kimberly Redding** for giving me to use permission to use portions of their game about the Cuban missile crisis "Eyeball to

## Example of Increased Realism using the Microgame:

### *Eyeball to Eyeball*

by Ray Kimball and Kimberly Redding

Version 2.0

(used with author's permission - full game available at [rttp.org](http://rttp.org))

To demonstrate the utility of this approach, let's modify the game *Eyeball to Eyeball*, a game about the Cuban Missile Crisis, to allow for play using the modified Fate rules.

### Example PC Generation: President John F. Kennedy

We will use the character information from the JFK character sheet from the "Eyeball to Eyeball" game, let's create the Fate PC sheet for John F. Kennedy. We will first define his Skills:

#### Skills

The skills we've defined for this game are:

<b>General Game Skills:</b>	- Negotiation
- Intimidate	<b>Game Skills for "Eyeball to Eyeball":</b>
- Persuade	- Political Strategy
- Reason	- Military Strategy
- Stubborn	- Political Expertise
- _____ Jargon (Based on PC expertise)	- Military Expertise
- Clarify Situation	- Military History

The Fate Core book has recommendations for the number of skills on page 46 of the *Fate Core* book. Overall, they recommend a "pyramid" set of skills with one skill at Great, two at Good, and so on. As we have fewer skills than a typical Fate game and in order to keep things somewhat balanced, I recommend using, for most game and most PCs:

<b>Skill Pyramid:</b>
- One Good (+3)
- Two Fair (+2)
- Three Above Average

This is a good template for most PCs in the game. However, this is the President of the United States - and the youngest and most revered - so adding a **Great (+4)** skill would be in order. Having a unique skill for the President (and possibly a General or two) because of his rank and status is also appropriate, so let's define his Great Skill as "**Leadership**." The player will need to define how they are using the skill, so it is ok to

give a few of the stronger characters vaguely worded skills that allow a creative player to use them when they know the character well.

Adding in the remaining skills in the typical pyramid:

<p><b>Skills:</b> Great (+4): Leadership  Good (+3): Persuade  Fair (+2): Reason, Intimidate  Above Average (+1): Stubborn, Clarify Situation, Confuse Person</p>
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with “Persuade” taking the Good (+3) spot due to JFKs charisma. He was both a statesman and a politician, so let’s put “Reason” and “Intimidate” in the Fair (+2) spot and “Subborn”, “Clarify Situation”, and “Confuse Person” in the Above Average (+1) positions.

Don’t hesitate to freely substitute skills for those listed here and don’t worry too much about the exact score for each Skill - the Aspects and Reputation Points will provide plenty of opportunity for the GM to balance the game. Having PCs with different Skills is a positive, so try to have different Skills in the Good and Fair categories. You can also make determining the PC’s Skills a course assignment, requiring justification for each Skill and the associated modifier.

Finally, to resolve a game more quickly, **the GM can eliminate a skill once it has been used or allow it to be used a limited number of times.** This prevents the more powerful PCs from overpowering the less powerful PCs. This also reduces repetitive arguments and move the game along. These objectives can also be achieved by requiring players to justify their Skill uses for each Skill roll attempt and requiring a source for the information.

## Aspects

The *Fate Core* book on page 36 recommends the following about aspects:

“Aspects need to be both useful and dangerous—allowing you to help shape the story and generating lots of [Reputation Points]—and they should never be boring. The best aspect suggests both ways to use it and ways it can complicate your situation. Aspects that cannot be used for either of those are likely to be dull indeed. Bottom line: if you want to maximize the power of your aspects, maximize their interest.”

It is also recommended that they be short. With that in mind, based on JFK’s game sheet, I have defined aspects as

“Young”, “Charismatic”, “Uncertain”, “Idealistic”, and “Strong on Communism.” Most historical accounts will provide similar short descriptions that can be used as Aspects.

Aspects are both the primary strengths and primary weaknesses of the PC. Aspects require Reputation Points to use or are used by the GM to award Reputation (both as a reward for enduring negative Aspects and as a recognition of using a negative Aspect in a humble way). Aspects and Reputation Points are the primary mechanism for the GM to influence the game. For example, the GM could determine that the Uncertain Aspect would cause JFK to hesitate and to look weak to his staff and reward the player with a Reputation Point, possibly to represent the PC’s resolve to not repeat that embarrassment. Alternately, the GM could reward a Reputation Point to a player who points to the Uncertain Aspect when asking for their General’s advice. No dice roll would be needed here - the reward is for role-playing their PC.

**So Aspects justify both the spending of Reputation Points by the PCs and the rewarding of Reputation Points for accurate role-play.** Each Reputation Point provides the player with the ability to re-roll or add +2 and the player can choose how many they would like to spend; this combination makes them powerful indeed. **The GM can also award Reputation Points at any time at their discretion for clever ideas, good role-play, or other reasons.**

## **Reputation Points**

I decide the number of reputation points based on how i believe this PC is regarded by the other PCs in the game and by how many I am awarding to the other PCs in the game. For this game, 3 Reputation Points will be the maximum. JFK has achieved some measure of political reputation but also was embarrassed by the Bay of Pigs and was considered young and inexperienced by many senior staff. I will award him 2 Reputation Points and I will award 3 to General Curtis LeMay. I typically only start the highest level players start with Reputation Points but you may find that you prefer to provide more. You can always add more in-game if you start with too few.

## **Special Skill Abilities**

These abilities allow for Skills to be used in a unique way for each PC. For JFK, I have given him “Consensus”, “Gifted Speaker” and “Family Ties (with RFK)” that can be used creatively by the player to use their Skills in unique ways. For example, the player could use “Gifted Speaker” along with “Leadership” to attempt to persuade all at their table; the instructor could also use this ability to require a speech to allow the use of the Leadership skill in this way. Special Skill Abilities can be used by the instructor to require some in-class action to invoke the skill use but also to make it a potentially powerful tool.

## **Mental Stress**

Most players begin the game with no mental stress but it can be added to represent residual stress from a previous situation. If Mental Stress reaches 2, the PC cannot act

for one round or until the GM indicates that they can act. If it exceeds 2, the PC must leave the game until the GM determines that they can return.

### **Game Materials**

All game materials are included in **Appendix A** and on the **rtp.org** site under **“Microgames.”** You will need to apply for instructor permission to access game materials on the site.

## **Example of Increased Realism using the Microgame:**

### ***YS: Safety and Speed***

**by Allen R. White**

**(full game available at [steamhackrpgs.org](http://steamhackrpgs.org))**

This simulation explores an actual manufacturing decision made by General Motors about the addition of a suspension stabilization device (an sway bar) to the 1960 Corvair. The consequences of the actual decision were significant; GM's decision to not install the sway bar is cited as the cause of unsafe vehicle behavior (most notably in Ralph Nader's *Unsafe at Any Speed*) and resulted in significant controversy for both GM and the automotive industry. This topic was chosen based on its limited scope (but significant complexity) and the significance of the outcome. If you are concerned about running this game, the *Fate Core* book has advice on running a game and there is plenty of advice on the web and videos on YouTube. If you don't know anything about cars or car design, don't worry - you don't need to - but your PC already knows, or might, and that's why we use dice in the game. Anything a player needs is on the character sheet.

The participants are introduced as project team members in a meeting at a fictional company, RH Motors, that has been called to discuss the proposed engineering changes to the company's new product, code-named "YS" for "young sporty" for the target buyers and the type of vehicle. Product codes are common in industry to prevent industrial espionage but it is used here to also disguise the name of the actual vehicle from those who might be aware of its history. It is important to not mention the actual product to prevent a knowledgeable participant from advocating the "correct" solution or disclosing the background and nullifying the simulation. The vehicle is aimed at younger buyers who want a sporty vehicle and is a response to vehicles produced by competitors. The project team is under pressure by RH Motors' sales group to get the vehicle to market as quickly as possible to get younger buyers into dealerships but the project is being slowed by challenges arising from design decisions that were intended to capture young buyers but that have proved to be difficult for manufacturing, engineering, and vehicle dynamics. Each participant is given an information sheet that describes attributes of the character they are to play, their title within the "company", and what their player character (PC) knows about the YS. Each PC has different pieces of the puzzle and no one PC has the entire picture of the problem or the possible solutions. Each PC also has different skills and different amounts of "reputation". Before the simulation begins, each player chooses an "Aspect" (or two) for their PC - that describes the personality and goals of their PC, for example the VP of Purchasing may have an aspect of "Reducing the cost of the product is vital to this company's survival." It can be anything that helps the player (and other players) understand the PC.

The instructor typically acts as a moderator of the simulation. One way of playing this role without breaking the simulation is to act as a “Project Manager” or “Product Manager” - someone who is responsible for the final product and who represents the voice of the customer in the process.

The simulation begins by a brief history of the problem, an introduction by each player of their PC and a description of their Aspect, followed by a discussion of each of the PC’s title in the meeting. The moderator explains that the meeting has been called to discuss the proposed addition of a sway bar to the vehicle followed by an opportunity for each PC to relate their position on the sway bar. All persuasion, argument, intimidation, or resistance is decided by dice rolls modified by their PC’s skills and is run largely by the Fate RPG rules with modification to make the game run more quickly and more intensely.

Each PC skill (e.g. “Intimidate”, “Resist”, “Persuasion”) ranges from +3 to +1 and can be used against another PC (with the exception of “Resist”) or to defend and each skill can only be used once. The dice are six sided “Fudge Dice” that have a “+”, “-“, or no marking (denoted henceforth by “\_”) on two sides each. Four dice are rolled at a time and the results are summed, giving possible results of four sides with a + (called a +4), to four with a - (called a -4). Each skill has a modifier based on their PC’s strengths that adds to the dice roll. For example, lets say the VP of Sales is attempting to persuade the Plant Manager. The VP of Sales uses their “+3 persuasion” skill and lets say the dice read “+ \_ \_ - “(one +, two blank die, and one -), the + cancels the - and the blanks do not add, so the result is a “+3” (just the +3 from the skill). The Plant Manager can respond by Persuasion but that skill is only a +2 for them so they instead chose “Resist”, as it is a +3. They roll the Fudge dice and get a “+++“ which is a +3 that adds to their skill, resulting in a +6. Comparing to the +3 from the VP, the Plant Manager has given them a total difference of -3 (3-6=-3), meaning that the persuasion attempt went terribly.

That leads to an additional element: Mental Stress. Each PC can tolerate two points, or occurrences, of mental stress and on a third, they must leave the meeting. Mental stress happens to the initiator of any failed persuasion but can also be caused to the target of a successful “Intimidate” attempt. It is designed to add a realistic element and can be used to drive out an opposing PC.

Two elements, **Reputation Points** and **Aspects**, have been added to more accurately simulate the complexities of real interactions during meetings. Some PCs start with “Reputation”, represented by a chip that can be given to the moderator to add +2 to their outcome or to re-roll the dice. This simulates the effect of an experienced and respected person “throwing their weight around” to push the outcome to their desired direction. This also simulates the real-world imbalance that exists between the different levels of power associated with the PC’s title and position within the company outside of the narrow confines of this



simulation. The Aspects that each player made for their PC can be invoked by the player to add +2 to the outcome or a re-roll when the roll is related to that aspect. For example, if the PC's Aspect is "Always fights for the highest technology in the product" and they can reasonably argue that their Aspect is connected to the argument or persuasion, they can receive the +2 or re-roll. This would be similar to invoking your history within the organization and what your PC is "known for" or how they will be expected to behave after the meeting. This is at the GM's discretion; it can allow for a more balanced and realistic simulation when utilized.

The tension in the simulation is between the engineers who wish to install a sway bar and those who oppose that decision based on cost, manufacturing complexity, etc, just as it was for the Corvair. The problem is that a rear engine car, such as the Corvair, tends toward oversteer (the car overreacts to steering inputs and the rear of the vehicle swings out during cornering), which is typically considered as unsafe for all but very experienced drivers. The option to change the tire pressure between the front and the back is attractive as it does not add cost and makes the ride quieter - in reality it does both - but maintaining the correct tire pressure is, in practice, quite difficult as few owners consult the manufacturers tire pressure requirements. This was the solution ultimately chosen and it was blamed for a number of deadly accidents. GM ultimately decided to add the sway bar but only after the Corvair's reputation had suffered.

The simulation concludes once all parties have agreed on a course of action. A concluding debriefing that explains the actual scenario, the choices actually made, and the outcome is beneficial. It is useful to note that no one in the meeting was acting to harm the customer; rather they were acting with incomplete information and, possibly, without considering the consequences of their decisions on actual customers in actual real-world situation. It is also useful to discuss the potential long-term consequences of the PC's actions during the meeting; have they damaged a relationship, built stronger bonds, or caused potential future retribution?

If the PCs seem imbalanced, they are and deliberately so. Part of the experience of this meeting is the ethical conundrum of having information that will help make the product safer but that not everyone, especially the powerful PCs, wants to hear. No one PC has all of the puzzle - they each have pieces and it is up to them to bring them all together.

## **Game Introduction**

To start the meeting, tell the group that they are all gathered to finalize the design of the YS. The GM, as Product Manager, have called the player's PCs to a meeting to determine how the concerns about vehicle stability will affect production and the vehicle sales launch. You are concerned that any additions to the design will lower the quality, delay the launch, or both. Each player's PC has their own concerns that they should voice as the meeting progresses. Once the PCs begin to clash, start using Skills,

Aspects, and Reputation and roll dice! As Project Manager you can make sure that all players are being heard (and also slow down the over ambitious)>

### **Game Play Notes**

The game takes about an hour including a discussion of the game mechanics. A brief example to show how a dice-roll will work between players helps them to be more comfortable when it is time to roll dice.

All necessary game materials are in Appendix B.

## **Appendix A:**

### ***Eyeball to Eyeball* Game Materials**

Note: This appendix contains only the game materials for the Fate portion of this game - for the rest of the game materials, please visit [www.rttp.org](http://www.rttp.org) and look for “Eyeball to Eyeball” under “Microgames”

**Name:** John F. Kennedy (USA 1)

**Description:** President of the United States

**Aspect(s):** Young, Charismatic, Uncertain, Idealistic,  
**(+2/re-roll w/Reputation)** Strong on Communism

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 3

**Skills:**

Great (+4): Leadership

Good (+3): Persuade

Fair (+2): Reason, Intimidate

Above Average (+1): Stubborn, Clarify Situation, Confuse  
Person

**Special Skill Abilities:** Consensus, Gifted Speaker, Family Ties (with RFK)

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Robert F. Kennedy (USA 2)

**Description:** Attorney General

**Aspect(s):** Young, Idealistic, Afraid of Looking Weak  
(+2/re-roll w/Reputation)

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

<b><u>Reputation Points:</u></b> 2
<b><u>Skills:</u></b>
Good (+3): Reason
Fair (+2): Persuade, Clarify Situation
Above Average (+1): Negotiation, Political Strategy, World History

**Special Skill Abilities:** Consensus, Family Ties (with JFK), Empathy with USSR

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** John McCone (USA 3)

**Description:** Director of CIA

**Aspect(s):** Hate Communism, Confident in US Military,  
**(+2/re-roll w/Reputation)** Support invading Cuba

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:**

**Skills:**

Good (+3): Stubborn

Fair (+2): Military Intelligence, Intimidate

Above Average (+1): Military History, World History,  
Intelligence Jargon

**Special Skill Abilities:** Inside information (from spy), Knowledge is power, turn intelligence into strategy

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Robert McNamara (USA 4)

**Description:** Secretary of Defense (SECDEF)

**Aspect(s):** Sees through complexity, Distrustful of Joint  
**(+2/re-roll w/Reputation)** Chiefs, Pragmatic

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

<b><u>Reputation Points:</u></b> 2
<b><u>Skills:</u></b>
Good (+3): Reason
Fair (+2): Persuade, Negotiation
Above Average (+1): Intimidate, Organization Jargon, World History

**Special Skill Abilities:** Apply new ideas to military and politics, all organizations are alike, the best idea should always win

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Dean Rusk (USA 5)

**Description:** Secretary of State (SECSTATE)

**Aspect(s):** Convince me, Distrustful of Joint Chiefs,  
(+2/re-roll w/Reputation) Pragmatic

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 1

**Skills:**

Good (+3): Negotiation

Fair (+2): Reason, Persuade

Above Average (+1): Clarify Situation, Intimidate, World History

**Special Skill Abilities:** comfortable with any leader, cautious of negative outcomes, negotiation is the best option

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2



**Name:** Maxwell Taylor (USA 6)

**Description:** Chairman of Joint Chiefs, Army General

**Aspect(s):** Anti communism, boots on the ground is best, Missiles must go

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

<b><u>Reputation Points:</u></b> 3
<b><u>Skills:</u></b>
Great (+4): Leadership
Good (+3): Military Strategy
Fair (+2): Stubborn, Intimidate
Above Average (+1): Negotiation, Military History, Reason

**Special Skill Abilities:** President's trust, Consensus with Generals, Military strength

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Curtis LeMay (USA 7)

**Description:** Joint Chiefs, Air Force General

**Aspect(s):** Quick action is best, Anti communism,  
(+2/re-roll w/Reputation) Missiles must go

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 2

**Skills:**

Great (+4): Leadership

Good (+3): Military Strategy

Fair (+2): Stubborn, Intimidate

Above Average (+1): Negotiation, Military History, Reason

**Special Skill Abilities:** Aircraft reconnaissance, tactical reconnaissance,  
military action is best

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Alfred Ward (USA 9)

**Description:** Commander of 2nd fleet and Vice Admiral

**Aspect(s):** Knowledge of war, Knowledge of naval capabilities, Skilled strategic planner  
(+2/re-roll w/Reputation)

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

<b><u>Reputation Points:</u></b> 1
<b><u>Skills:</u></b>
Great (+4): Leadership
Good (+3): Persuade
Fair (+2): Stubborn, World History
Above Average (+1): Intimidate, Military History, Reason

**Special Skill Abilities:** Combat experience, Familiar with Washington set, Confidence in Navy

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Nikita Khrushchev (USSR 1)

**Description:** First Secretary of the Communist Party

**Aspect(s):** Moderate, Fear a coup, Keep and advance  
(+2/re-roll w/Reputation)

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

Reputation Points: 3
<b><u>Skills:</u></b>
Great (+4): Intimidate
Good (+3): Stubborn
Fair (+2): Reason, Confuse Person
Above Average (+1): Persuade, Clarify Situation, World History

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Special Skill Abilities:** Bully JFK, resist the hardliners, Want Berlin

Mental Stress: 1  2

**Name:** Andrei Gromyko (USSR 2)

**Description:** USSR Foreign Minister

**Aspect(s):** Quiet is better, Doubtful of Cuban missile  
**(+2/re-roll w/Reputation)** strategy, Pragmatic

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

<b><u>Reputation Points:</u></b> 2
<b><u>Skills:</u></b>
Good (+3): Negotiation
Fair (+2): Reason, Persuade
Above Average (+1): Clarify Situation, Intimidate, World History

**Special Skill Abilities:** comfortable with any leader, cautious of negative outcomes, negotiation is the best option

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Nikolay Yegorchev (USSR 3)

**Description:** Chairman of Moscow Communist Party

**Aspect(s):** First strike on US Mainland, US is weak and  
**(+2/re-roll w/Reputation)** will fold under pressure, Missiles stay in  
Cuba at any cost even a coup.

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 1

**Skills:**

Good (+3): Stubborn

Fair (+2): Military Intelligence, Intimidate

Above Average (+1): Military History, World History,  
Communist Party Jargon

**Special Skill Abilities:** Strong Soviet hardliner, Knowledge is power, turn  
intelligence into strategy

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Matvei Zakharov (USSR 4)

**Description:** Chief of the General Staff of Soviet Armed Forces

**Aspect(s):** Cautious about possible war, War would be  
**(+2/re-roll w/Reputation)** deadly, Missiles must go

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 3

**Skills:**

Great (+4): Leadership

Good (+3): Military Strategy

Fair (+2): Persuade, Negotiate

Above Average (+1): Intimidate, Military History, Reason

**Special Skill Abilities:** Find a way to resolve, Find an alternative to war

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Issa Pliyev (USSR 5)

**Description:** Commander of Soviet Forces in Cuba

**Aspect(s):** Convince me, Distrustful of Cubans,  
(+2/re-roll w/Reputation) Pragmatic

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 1

**Skills:**

Good (+3): Negotiation

Fair (+2): Reason, Persuade

Above Average (+1): Clarify Situation, Intimidate, World History

**Special Skill Abilities:** not comfortable with revolutionaries, cautious of negative outcomes, negotiation is the best option

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2



**Name:** Anatoly Dobrynin (USSR 6)

**Description:** Soviet Ambassador

**Aspect(s):** Missiles necessary for balance, Trustful of  
**(+2/re-roll w/Reputation)** Khrushchev, Practical

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 1

**Skills:**

Good (+3): Reason

Fair (+2): Persuade, Clarify Situation

Above Average (+1): Negotiation, Political Strategy, World History

**Special Skill Abilities:** Comfortable with any leader, Deep connection with Khrushchev, Empathy with USA

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Vladimir Semichastny (USSR 7)

**Description:** Chairman of Committee for State Security (KGB)

**Aspect(s):** Sees through complexity, Extensive  
**(+2/re-roll w/Reputation)** connections in US, Pragmatic

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 2

**Skills:**

Good (+3): Reason

Fair (+2): Persuade, Negotiation

Above Average (+1): Intimidate, Intelligence Jargon, World History

**Special Skill Abilities:** Young but connected, Always information to give insight, Intelligence will achieve objectives

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Fidel Castro (Cuba 1)

**Description:** President for Life of the Republic of Cuba

**Aspect(s):** Charismatic, Belief in revolution, Strong  
**(+2/re-roll w/Reputation)** Communist

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 3

**Skills:**

Great (+4): Leadership

Good (+3): Intimidate

Fair (+2): Reason, Persuade

Above Average (+1): Stubborn, Clarify Situation, Confuse  
Person

**Special Skill Abilities:** Strong willed, Gifted Speaker, Revenge on CIA

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Raul Castro (Cuba 2)

**Description:** Minister of the Revolutionary Armed Forces

**Aspect(s):** Insight into USA, Standing in Fidel's shadow,  
(+2/re-roll w/Reputation) Willy deal maker

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 1

**Skills:**

Great (+4): Negotiate

Good (+3): Leadership

Fair (+2): Persuade, Military Strategy

Above Average (+1): Intimidate, US History, Reason

**Special Skill Abilities:** Find a way to resolve, There's always a way

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Name:** Che Guevara (Cuba 3)

**Description:** Chairman of Joint Chiefs, Army General

**Aspect(s):** Gifted Speaker, US only cares about  
(+2/re-roll w/Reputation) business, Smart leadership

**Result**

- +7 Defender strong advocate
- +6 Defender is an advocate
- +5 Defender is a supporter
- +4 Defender very convinced
- +3 Defender convinced
- +2 Defender positive
- +1 Defender neutral
- 0 No Change
- 1 +1 Attacker Mental Stress
- 2 +2 Attacker Mental Stress

**Reputation Points:** 2

**Skills:**

Great (+4): Leadership

Good (+3): Military Strategy

Fair (+2): Stubborn, Intimidate

Above Average (+1): Negotiation, Economics, Reason

**Special Skill Abilities:** Fidel's trust, True believer in revolution,  
Revolution is power

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

Mental Stress: 1  2

**Appendix B:**

***YS: Safety and Speed***  
**Game Materials**

**Name:**

**Description:** Director & Marketing team lead

**Aspect(s):**  
**(+2/re-roll)**

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

**Reputation:** 1 (each can be traded for +2 or re-roll)

**Skills:**

Good (+3): Resist

Fair (+2): Intimidate, Persuasion

Average (+1): Marketing Jargon, Reason

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

The target for the YS is the young buyer who wants a sporty vehicle that is unique. Vehicle dynamics and uniqueness are critical to these buyers. These buyers have been moving to competitor products because our dealers had no such product. It is critical that this product go into production as quickly as possible but also that it meets the price target to be competitive.

**Name:**

**Description:** Senior VP & Purchasing team lead

**Aspect(s):**  
**(+2/re-roll)**

Result	
+7	Defender strong advocate
+6	Defender is an advocate
+5	Defender is a supporter
+4	Defender very convinced
+3	Defender convinced
+2	Defender positive
+1	Defender neutral
0	No Change
-1	+1 Attacker Mental Stress
-2	+2 Attacker Mental Stress

**Reputation:** 3 (each can be traded for +2 or re-roll)  
**Skills:**  
 Good (+3): Intimidate, Business Jargon  
 Fair (+2): Resist, Persuasion,  
 Average (+1): Reason

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

The component cost on the YS project has gotten out of hand. The goal for a “unique vehicle” has been taken to an extreme on this project and the engineers have taken advantage of this requirement to tack on unnecessary fan-boy equipment. You and your manager have identified their latest, an unnecessary suspension piece (that they call a “sway bar”) that they gush about but will delay the project, the customer won’t even notice and will definitely push the YS’s cost way past its competitors and doom sales.



**Name:**

**Description:** Purchasing Manager

**Aspect(s):**  
**(+2/re-roll)**

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

**Reputation:** 1 (each can be traded for +2 or re-roll)

**Skills:**

Good (+3): Reason

Fair (+2): Resist, Business Jargon

Average (+1): Persuade

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

The component cost on the YS project has gotten out of hand. The goal for a “unique vehicle” has been taken to an extreme on this project and the engineers have taken advantage of this requirement to tack on unnecessary fan-boy equipment. You and your VP have identified their latest, an unnecessary suspension piece (that they call a “sway bar”) that they gush about but will delay the project, the customer won’t even notice and will definitely push the YS’s cost way past its competitors and doom sales.

**Name:**

**Description:** Engineer 2 & Chassis Team Lead

**Aspect(s):**  
**(+2/re-roll)**

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

**Reputation:** 0 (each can be traded for +2 or re-roll)

**Skills:**

Good (+3): Techno Jargon

Fair (+2): Resist, Reason

Average (+1): Persuasion, Intimidate

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

Your team is confident that adding a suspension sway bar is critical to the success of the YS by appealing to its critical young buyer. With it, the handling of the YS will be the superior to all of its competitors. Without it, your team has determined that the YS could be dangerously unstable, especially in the extreme handling conditions to which the younger buyers will certainly subject it. Adding the sway bar to the YS will delay production a bit but, when it comes out, it will drive better than any of its competitors.

**Name:**

**Description:** Engineer 1 & Suspension Test Lead

**Aspect(s):**  
(+2/re-roll)

Result	
+7	Defender strong advocate
+6	Defender is an advocate
+5	Defender is a supporter
+4	Defender very convinced
+3	Defender convinced
+2	Defender positive
+1	Defender neutral
0	No Change
-1	+1 Attacker Mental Stress
-2	+2 Attacker Mental Stress

<b><u>Reputation:</u></b> 0 (each can be traded for +2 or re-roll)
<b><u>Skills:</u></b> Good (+3):  Fair (+2): Techno Jargon, Reason, Persuasion  Average (+1): Resist

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

Your team is confident that adding a suspension sway bar is critical to the success of the YS by appealing to its critical young buyer. With it, the handling of the YS will be the superior to all of its competitors. Without it, your team has determined that the YS could be dangerously unstable, especially in the extreme handling conditions to which the younger buyers will certainly subject it. Adding the sway bar to the YS will delay production a bit but, when it comes out, it will drive better than any of its competitors.

**Name:**

**Description:** Chief Engineer & Body Team Lead

**Aspect(s):**  
**(+2/re-roll)**

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

**Reputation:** 1 (each can be traded for +2 or re-roll)

**Skills:**

Good (+3): Techno Jargon, Persuasion

Fair (+2): Reason, Resist

Average (+1): Intimidate

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

You are concerned about the noisiness and harshness of the YS. You have recently done testing to reduce the tire pressure in the front tires compared to the rear to have it match the quietness of your competitors. You suspect this will be shot-down but you are certain prospective new buyers will prefer the quieter ride and, as a bonus, it handled terrific, even without the sway bar that chassis group has proposed.

**Name:**

**Description:** Plant Manager & Manufacturing Team Lead

**Aspect(s):**  
**(+2/re-roll)**

Result
+7 Defender strong advocate
+6 Defender is an advocate
+5 Defender is a supporter
+4 Defender very convinced
+3 Defender convinced
+2 Defender positive
+1 Defender neutral
0 No Change
-1 +1 Attacker Mental Stress
-2 +2 Attacker Mental Stress

**Reputation:** 2 (each can be traded for +2 or re-roll)

**Skills:**

Good (+3): Intimidate, Resist

Fair (+2): Reason, Persuasion

Average (+1): Techno Jargon, Business Jargon

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

You are ready to get the YS into production with none of the manufacturing stumbles that have slowed your previous new-model launches. The plant needs fewer parts and less product variation to learn to make the new YS quickly. You want to make sure your assembly line isn't overwhelmed with learning to produce a brand new vehicle with unnecessary extra parts and unnecessary variation. Marketing, engineering, and sales always want to add complexity – they aren't the ones who have to build it and get it to customers quickly.

**Name:**

**Description:** VP of Sales & Sales Team Lead

**Aspect(s):**  
**(+2/re-roll)**

Result	
+7	Defender strong advocate
+6	Defender is an advocate
+5	Defender is a supporter
+4	Defender very convinced
+3	Defender convinced
+2	Defender positive
+1	Defender neutral
0	No Change
-1	+1 Attacker Mental Stress
-2	+2 Attacker Mental Stress

**Reputation:** 3 (each can be traded for +2 or re-roll)

**Skills:**  
 Good (+3): Persuasion, Reason  
 Fair (+2): Resist, Business Jargon  
 Average (+1): Intimidate

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

Your dealer network needs a cheap, sporty car to compete with product from your (normally much less successful) competitors. They got the jump on you with their products and you need something on dealer lots now and the YS was designed to be that vehicle. The engineering and marketing folks have gotten all caught up in their fancy ideas and are trying to make the project too expensive and too fancy, just like they have with everything in the last few years. Your company is #1 in sales but your competitor's are on your heels and you are weak in the all-critical young buyers that will keep you in first place. They YS will fix that but only if it comes out on schedule.

**Name:**

**Description:** Chief Engineer & Quality Team Lead

**Aspect(s):**  
**(+2/re-roll)**

Result	
+7	Defender strong advocate
+6	Defender is an advocate
+5	Defender is a supporter
+4	Defender very convinced
+3	Defender convinced
+2	Defender positive
+1	Defender neutral
0	No Change
-1	+1 Attacker Mental Stress
-2	+2 Attacker Mental Stress

<b><u>Reputation:</u></b> 1 (each can be traded for +2 or re-roll)
<b><u>Skills:</u></b> Good (+3): Business Jargon  Fair (+2): Persuasion, Resist, Reason  Average (+1): Intimidate

Mental Stress: 1  2

**Five Actions:**

- Overcome an obstacle
- Create an advantage
- Persuade
- Intimidate (stress outcome)
- Resist

**Background Information:**

Your latest product launches have started with poor quality that has hurt sales in subsequent years. Engineering keeps wanting lots of geeky pieces and lots of variation to satisfy other car geeks. Quality is what are known for and it is what keeps customers coming back. Marketing, engineering, and sales always want to add complexity until the quality problems happen (because of their choices) and then you are stuck cleaning up their mess.