

Game On

**Myths and Realities of Games to foster
engagement and innovation**



- Musical stairs brussels clip



A Call to Action

- “Lead into Uncertainty”
- Easy to get bogged down into Process
- Easy to get into a routine of the same tools and approaches
- Games are often limited to ice breakers or conversation starters
- Our challenge is to move beyond the use of traditional games and think about a fundamental redesign of our client interactions



Superchickens



Why Gamify?

- What situations do we encounter that need a possible redesign?
- What families struggle with (ongoing) engagement?
- What families face a need for education?
 - Rising generation
 - Managing generation
- When do we encounter failures as consultants?



Become the Game Master

- Employ principals of gamification in the design and operation of client engagements to effect significant change in how families can

engage
educate
innovate
evolve



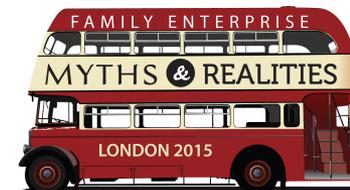
What is Gamification?

Gamification is the application of **game design** and **game elements** in **non-game contexts**



NOT GAME THEORY

- Game THEORY is the “study of mathematical models of conflict and cooperation between intelligent rational decision-makers” *Roger P. Myerson, Game Theory: Analysis of Conflict, Harvard University Press (1991)*
- FBR Articles on Game Theory
 - **Game Theory and Family Business Succession** by Tim Blumentritt, Timothy Mathews & Gaia Marchisio, *FBR Vol. 26(1) 51-67 (2012)*
 - **Communication Traps: Applying Game Theory to Succession in Family Firms** by Nava Michael-Tsabari & Dan Weiss, *FBR Vol. 28(1) 26-40 (2015)*



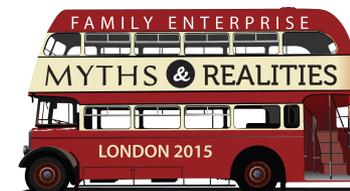
What is a game?

- Fun
- Action
- Choices
- Consequences
- Feedback



What is a game?

- A series of meaningful (contingent) choices
- Johan Huizinga, *Homo Ludens*, (1938) on the importance of play
 - Play is distinct from “ordinary” life
 - Play creates order, demands order
 - Play is separate from any material interest or profit motive
- The Magic Circle
 - Cross a boundary into a “magical world”
 - Voluntary suspend rules of the real world and accept the rules of the game



Inside the Magic Circle



Why we play?

- What emotions do games elicit?
- Why do we want to play, even if we fail 80% of the time?
- What are the internal and external experiences we expect, and appreciate, in games?
- What is the value proposition of a game?
- What about computer and video games?



Motivation – The Magical Ingredient

- Motivation is the key ingredient in gamification
- Get people to engage with a product, business, objective or ideal

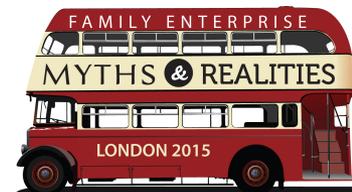
Understand the differences between

- **Extrinsic Motivation** – Behaviorism
 - I need to do something because...
- **Intrinsic Motivation** – Cognitivist
 - I want to do something because...



Your Brain on Games...

- “Being immersed in a video game, and having your brain stimulated, can encourage creative solutions and adaptations. These beneficial ideas and thoughts can then be applied to real life situations. The results can be surprisingly positive for individuals, communities, and society as a whole.” *NCH Healthcare System CEO Allen Weis.*



Why are games so engaging?

- Tap our internal drive to
 - Solve puzzles
 - Master challenges, build competence
 - Collaborate
 - Find patterns
 - Control the world around us
 - Learn and experiment safely
- Foster **relationships**
 - Allow and support sophisticated learning to occur
 - Increase knowledge and retention of information
 - Increase **interaction through collaborative play**



Think like a Game Designer

- Make people want to play!

Provide “Players” with:

- Accelerated feedback cycles
- Clear goals and rules of play
- Compelling narrative
- Challenging but achievable tasks



Tap Intrinsic Motivators

- Autonomy – I control.
- Mastery – I improve.
- Purpose – I make a difference.
- Progress – I achieve.
- Connection – I matter to others.



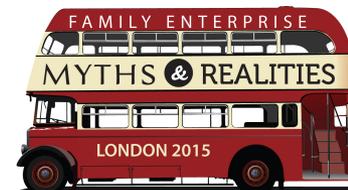
Elements of a game

- **Points:** How we keep score
- **Pattern:** Regularly designed and repetitive play, systematically and thoughtfully designed to be fun
- **Quest:** Some purpose or mission
 - Level Up
 - Collect Resources
- **Avatars:** Visual representation of participants
- **Badges:** Devices that denote achievement within a game





Points





Patterns of Play

Quests & Collection of Resources





Avatars



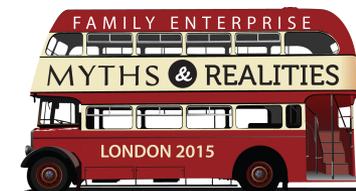


Badges!!



How people play

- Winning is not everything
- Gamers play to
 - Explore
 - Learn
 - Collaborate



Games are Process, Not Outcome

Eurozone truck game



Types of Gamification

- Internal Activities or Change
- External Engagement
- Behavioral Change



Gamification In Business

- Long History
- All around us
- Powerful brand builder, marketing tool
- Increasingly used internally to motivate employees as well as externally to connect with customers



Training Employees



Dow AgroSciences

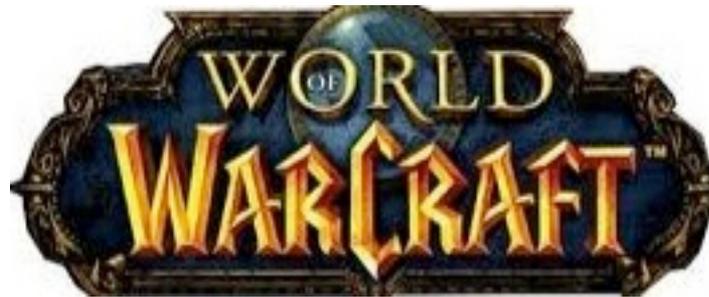


Johnson & Johnson



The Global Power of Games

- Three billion hours a week spent gaming
- 10,000 hours theory – usually achieved by age 21 (or younger) in a country with a strong gamer culture



Millennials- *The Gamer Generation*

- Long term greedy is not part of their lexicon
- Rewards and Recognition needs to be frequent
 - Non Monetary Rewards are often more prized
 - Level up!
- Empowerment and Expertise
- Clear performance criteria (rules of the game)
- Goal oriented (quests)
- Strategic challenges (puzzles)
- Contests, but not competition



Crowdsourcing Innovation

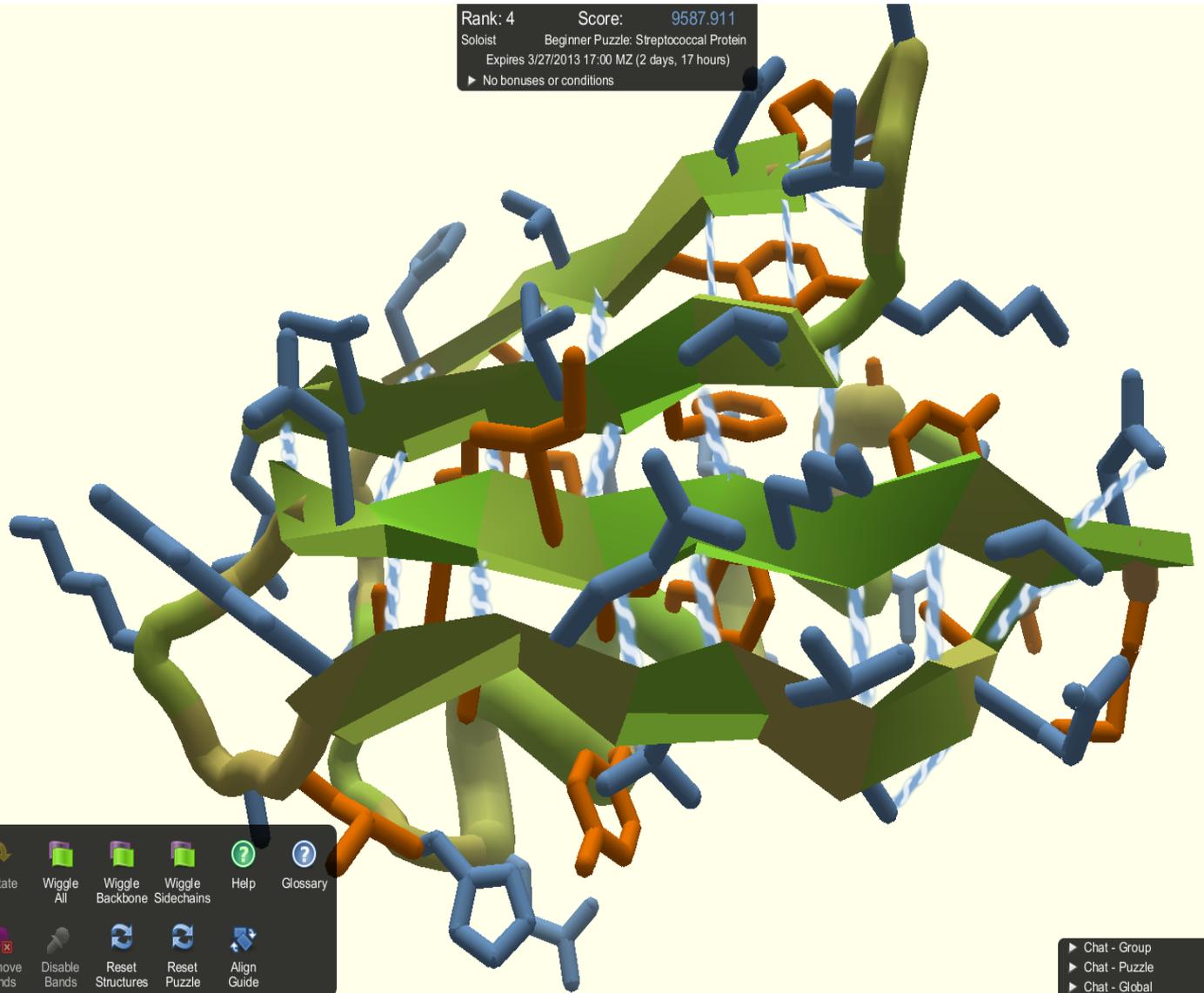
- Global gaming is a ideal collaborative environment for problem solving
- **FoldIt**
 - Online puzzle video game on protein folding
 - Experiential research at University of Washington, Dept. of Biochemistry
 - Released May 2008, 240,000 registered users
 - In 2011, deciphered an AIDS-related virus that had stymied researchers for 15 years; FoldIt solved in 10 days
 - In 2012, the crowd-sourced redesign of a protein increased its activity by more than 18 x.



Pull Mode

Rank: 4 Score: 9587.911
Soloist Beginner Puzzle: Streptococcal Protein
Expires 3/27/2013 17:00 MZ (2 days, 17 hours)
▶ No bonuses or conditions

▼ Cookbook



Shake Mutate Wiggle All Wiggle Backbone Wiggle Sidechains Help Glossary

Freeze Protein Remove Bands Disable Bands Reset Structures Reset Puzzle Align Guide

▲ Actions ▶ Undo ▶ Social ▶ Modes ▶ Behavior ▶ View ▶ Menu

- ▶ Chat - Group auto show
- ▶ Chat - Puzzle auto show
- ▶ Chat - Global auto show
- ▶ Notifications auto show



Global Problem Solving

- **World Without Oil**

- Online collaboration of the first 32 weeks of a global oil crisis
- Play it out “for real”
 - Grass roots insights into impact of oil crisis at street level. What crisis and issues arose?
 - Citizen “nerve center” allows for tracking of “events” and personal posts
- 110,000 viewers in first iteration
- Goal was to create systemic change in how players consumed and advocated for climate change, educational reform, governmental changes, energy usage



Gamification & Behavioral Change

health care clip



Gamification in marketing



Gamification in marketing



Gamification Apps

RECIPES
& INSPIRATION

PRODUCTS



THE BEAN LIFE

ABOUT US

Roll that beautiful bean footage! Download our BUSH'S® Beans apps to your iOS or Android device and take Jay and Duke with you wherever you go.



BUSH'S® BEAN DASH



In our fun running game you'll dash through the Bush's family farm as Jay Bush, protector of BUSH'S® Secret Family Recipe, collecting beans and ingredients to make all of your favorite BUSH'S® Baked Beans flavors.



SAY BEANS! BY BUSH'S®



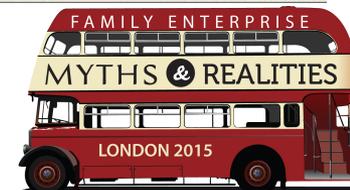
Use filters and photo effects to add Jay & Duke to your favorite pictures, and it's almost like they're right there with you.



JAY & DUKE'S BUSY BEAN KITCHEN



Things are really heating up with our fun cooking game. Serve up meals, earn Golden Beans and challenge others to beat your score.



Gamification in marketing



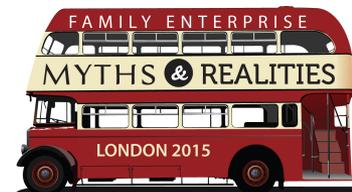
Behavioral Change

- car clip



Keys to successful game design

- Fun
- Learn
- Achieve
- Purpose or intention apart from the game



Motivating Behavior

- clip of garbage can



Challenges for the Game Designer

- How to get people to think differently? You need to think differently!
- What is their motivation?
- What will make it more engaging, compelling, interesting, fun?
- Think about the stairs, trash can – what made something boring or distasteful become fun?



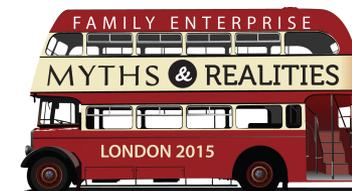
The Need to Level Up

- Engagement
 - People are naturally wired to try to succeed
 - However, they will only play and keep playing if its engaging
- Level up signals process and opportunity for feedback
 - Without levels, people lose interest, no sense of progress finish and exit the game quickly
 - Progress bars
- Life is about Leveling Up!



Moving off the (Game) Board

- **Motivate:** Where do you get benefit from encouraging engagement or changed behavior?
- **Meaning:** Are these activities sufficiently interesting to create meaningful choices?
- **Structured:** Can you model desired behavior with algorithms? (What does this mean to non math person)?
- **Conflicts:** Can a gamification of processes avoid or minimize conflict with existing (motivational) structures?



Think like a game designer

- *“Game – like”, game may only be a vague idea*
- Reimage your existing challenges in a new light
 - Use your resources
 - Engage in experiences
 - Motivate desired behaviors
 - Encourage problem solving
 - Break challenges into manageable steps
 - Sustain interest from novice to expert
 - Promote team work
 - Give people a sense of control
 - Personalize the experience to each person
 - Reward out of the box thinking
 - Remove and reduce the fear of failure



Revisiting the Magic Circle

- Voluntary suspend rules of real world and accept rules of the game
- What do you need in terms of IMPACT to sustain engagement?
- How can you “level up” to continually challenge players?
- How can you accommodate novice and master players?



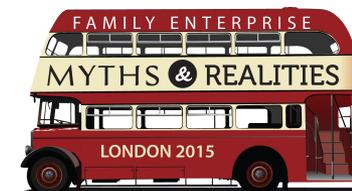
Map it out

Activity	Motivation	Meaningful Choices	Framework or Structure	Conflict
<i>Does the activity lend itself to a gamified setting?</i>	<i>What is the motivation to play? Do we want to win or just enjoy the journey?</i>	<i>What choices are available to players?</i>	<i>What am I trying to achieve? What game elements apply?</i>	<i>Does it work? Where can it go wrong? Do they have control?</i>



What is the type of work?

- Motivational design will differ based on the type of work to be done
- Focusing on the dynamics underlying the system to be gamified:
 - What are the big picture aspects we need to consider?
 - What is the nature of the tasks and processes underlying the work (creative, mundane)?
 - What will push us to action?
 - What is the “narrative” of the game?
 - How will it progress?



Creative Work

- Hi EQ opportunity
- Emotional connectivity
- Fosters unique skills
- Fosters creativity
- Fosters team work
- *Gamification offers a high value add*
 - *Engagement*
 - *Innovation*
 - *Connection*
 - *Autonomy*



Rethinking the Values exercise

- How do you use Values exercises today?
- What are limitations of current tools?
- How can we reimagine this exercise in a gamified environment?



Values Sort:

Directions

1. Split the values into three categories
 - a. Values highly important to you
 - b. Values moderately important to you
 - c. Values not important to you
2. Think about the values that are most important to you as you sort. Try to get the important values down to your **top twelve values - check each.**
3. Now boil them down to your **top five values – circle each.**
4. Discuss with your partner why you chose the values you did and what each value means to you. Where are you in alignment? Where are you out of alignment? What are you going to do if you are out of alignment?

Achievement
 Autonomy
 Beauty
 Caring
 Caution
 Challenge
 Communication
 Competence
 Competition
 Courage
 Cooperation
 Creativity
 Curiosity
 Customer Focus
 Decisiveness
 Dependability
 Determination
 Diversity
 Effectiveness
 Empathy

Independence
 Innovation
 Individualism
 Intelligence
 Involvement
 Learning
 Love and Affection
 Loyalty
 Open-Mindedness
 Organization
 Patience
 Power
 Productivity
 Profitability
 Prosperity and Health
 Quality
 Recognition
 Respect
 Responsibility
 Risk Taking



21/64

STRATEGIC PHILANTHROPY THROUGH THE GENERATIONS / www.2164.net

MOTIVATIONAL VALUES

There are 25 motivational values in this stack of cards. Each one represents a different value that may influence your decision-making. Prioritize the cards by sorting them from top to bottom based on how strongly each value motivates your personal and/or philanthropic decisions.

FREEDOM

HAVING THE ABILITY TO EXERCISE CHOICE AND FREE WILL

FRIENDSHIP

EXPERIENCING CLOSE, ONGOING RELATIONSHIPS

FAMILY

CARING FOR AND SPENDING TIME WITH LOVED ONES

EQUITY

BEING FAIR AND FREE FROM BIAS

COURAGE

STANDING UP IN THE FACE OF FEAR OR ADVERSITY

EFFECTIVENESS

ACHIEVING BENCHMARKS TO ACCOMPLISH GOALS AND OBJECTIVES

COMPASSION

FEELING SYMPATHY, CARE OR CONCERN FOR OTHERS

COMMUNITY

FEELING A MEANINGFUL CONNECTION TO A GROUP OF PEOPLE

OPPORTUNITY

HAVING THE CHANCE TO PROGRESS OR ADVANCE

OBLIGATION

COMMITTING TO FULFILL A DUTY OR PROMISE



Values #1 Integrity, collaboration, honesty, trust

Gamification applied to family. Sample Board for family that selected values of Integrity, collaboration, honesty and trust

Holly Isdale Invite

24 Pins 0 Followers

Move Pins Edit board

Add a Pin

In the end, only three things matter: how much you loved, how gently you lived, and how gracefully you let go of things not meant for you.

three things | daily dream decor

Pinned from dailymdreamdecor.com

I don't trust easily. So when I tell you that "I trust you", please don't make me regret it

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

I don't trust words, I TRUST ACTIONS.

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

TRUST NO ONE

trust - - Yahoo Image Search Results

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trust - - Yahoo Image Search Results

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trust - - Yahoo Image Search Results

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trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

family together - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

meeting of people - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

family together - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

meeting of people - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

A relationship without trust is like a car without gas, you can stay in it all you want, but it won't go anywhere.

Trust quotes, trust quote, trust yourself quotes

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

family together - - Yahoo Image Search Results

by Comstock

Pinned from images.search.yahoo.com

Family TOGETHER we have it ALL

family together - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

ENCOURAGING A TEAM WORKING ENVIRONMENT FOR TEACHERS

27 WAYS TO GET AN END TO THE RESPONSE MONOTONY IN EDUCATION

Cooperate Knowledge Engage

Privacy Ask Open

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

IF THE WORDS DON'T ADD UP, ITS USUALLY BECAUSE THE TRUTH WASN'T

trust - - Yahoo Image Search Results

Pinned from images.search.yahoo.com

... is a picture to supposedly symbolize "trust" - even though they're

trust - - Yahoo Image Search Results

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PEOPLE WITH GOOD INTENTIONS MAKE PROMISES BUT PEOPLE WITH

ED STATES OF IN GOD WE TRUST ONE

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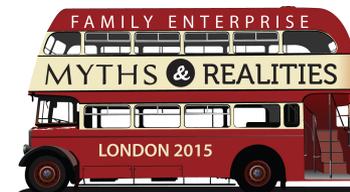
by masselkoo99

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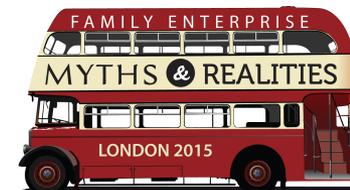
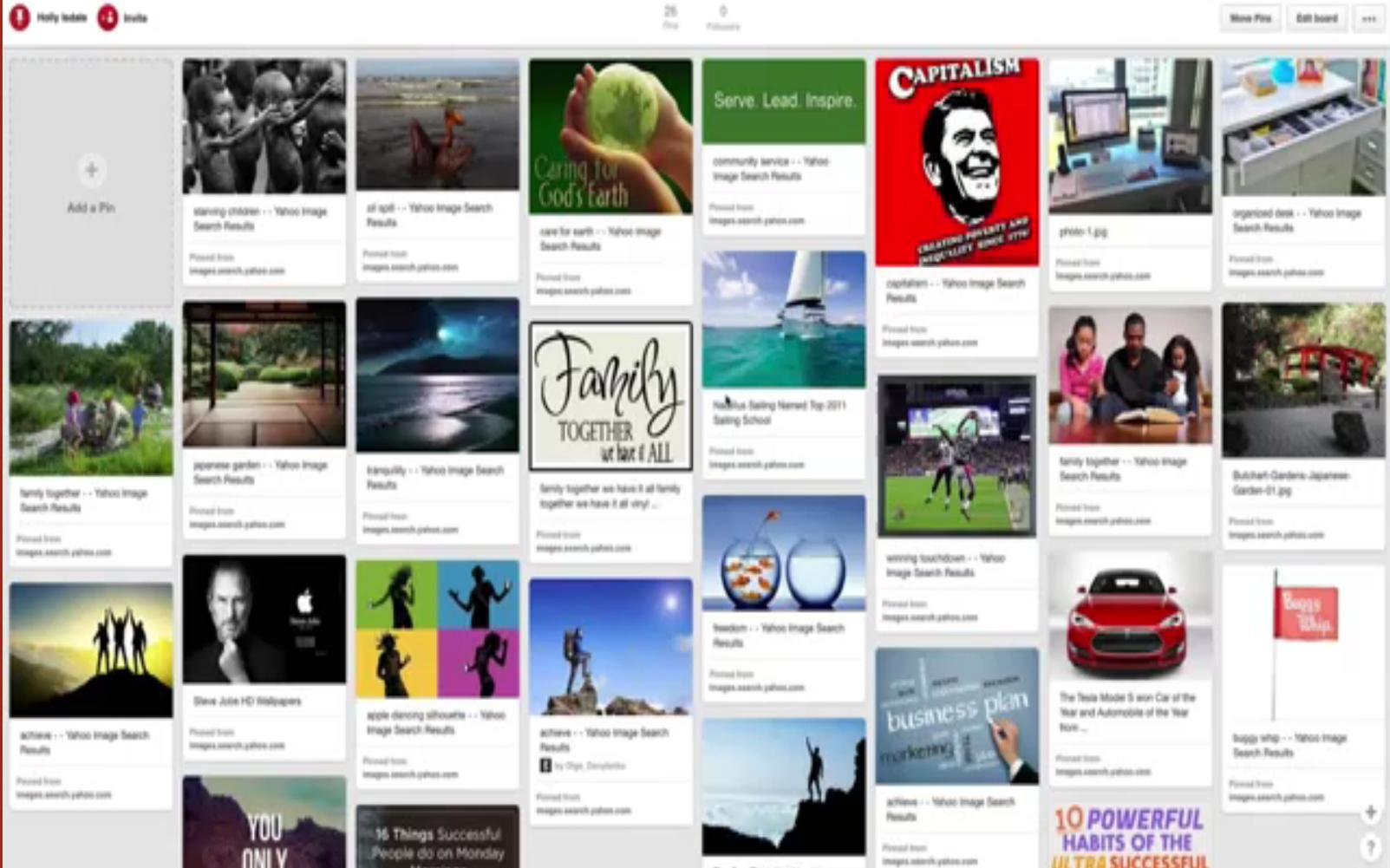
trust - - Yahoo Image Search Results

by Jack Hollingsworth

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Vaues #2 Success, innovation, family, Creativity, Capitalism



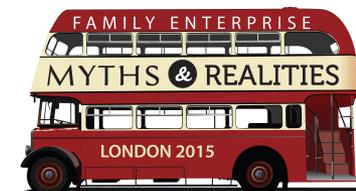
Mundane Tasks

- Not exciting, failures occur
- Adding creative elements introduces elements of fun and increase performance
- Find meaning in the activity
- Provide a clear “means to the end”
 - Points, badges, leaderboards and rewards get people motivated, can lead to better results
 - Remember, Millennials don't care about cash rewards as much as other forms



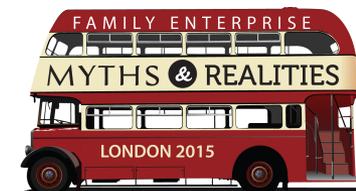
Rethinking the Annual Meeting

- Family Reunion – Meet, Greet, Renew Ties
- Communicate results
- Ensure buy-in to new or existing initiatives
- Achieve concrete objectives in Governance
- Incorporate elements of education, hopefully collaboration



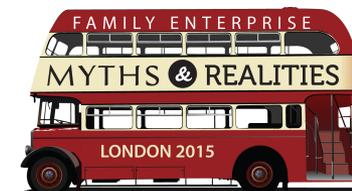
Rethinking the Annual Meeting

- **Before the Meeting:** Use online contests, scavenger hunts, quizzes
- **At Meeting:** Reward out of the box thinking – crowdsource innovation!
- **After the Meeting:** Design new interactions or patterns of behavior
- **Overall:** Create a multi-meeting “story arc”
 - Progression
 - Narrative
 - Level Up!



Completed GRID CHART

Activity	Motivation	Meaningful Choices	Framework or Structure	Conflict
Scavenger Hunt	Teamwork, collaboration	Creative activity, can achieve in multiple ways	Different points allow for flexibility in how teams come together	Well suited for PBL. Ensure can work novice and master
T&E Education	Critical educational initiative	No escapes!	Attendance may not equal retention	Resentment if gamified



Five Common Elements

- **Points** – Measure users achievements in relation to others, double as currency in exchange for rewards
- **Badges** – Reward achievements visually
- **Leaderboards** – Organize by rank
- **Levels** – Encourage users to progress and unlock new rewards
- **Challenges** – Encourage engagement by offering specific tasks to complete



Structural vs. Content Gamification

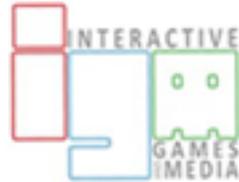
- Structural gamification is points, badges, leaderboards
- Content gamification or Intrinsic gamification brings people into the challenge itself
- Some Examples
 - Scavenger Hunt and Broader Family Meeting activities
 - Family Office with IT challenges- You are the IT head, reading assigned
 - G2-G3 Family Business – Scenario Forecasting with reading and roles assigned



Switch It up



Engaging Millennials



R·I·T

Microsoft
Research
Connections

JUST
PRESS
PLAY

Create.
Learn.
Explore.
Socialize.



Improved Retention

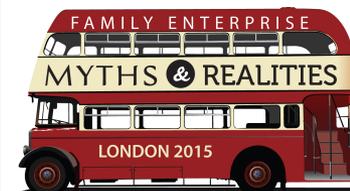
Repetition



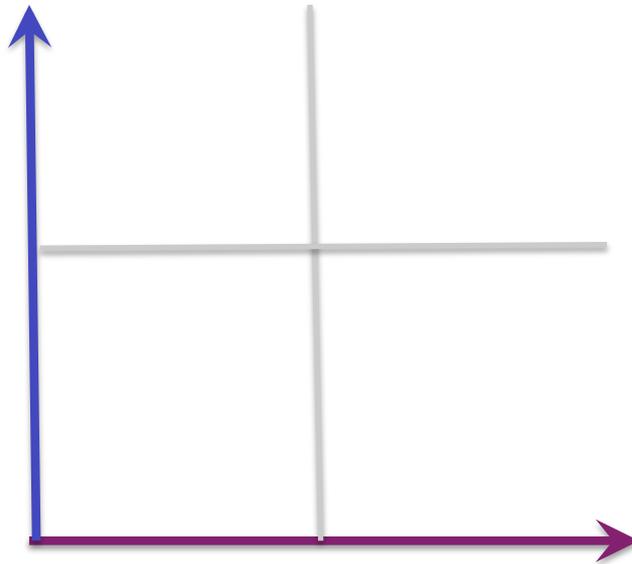
Online Challenges

The screenshot shows a game interface for 'World A'. On the left, a vertical sidebar contains four circular icons labeled A, B, C, and D. The main area features a circular track with four numbered checkpoints (1, 2, 3, 4) and a central flag. A score of 3750 is displayed in the top right. A sidebar on the right contains icons for a bar chart, settings, a list, and a close button. At the bottom, there are buttons for 'account' and 'Save & Quit'. Small text at the bottom of the screenshot reads: 'This game demonstrates the game play experience for Knowledge Guru. It also serves as a way to show examples of different question types. Any learning that occurs around communication, active listening, and matching features to benefits is a bonus!' and 'This game powered by Knowledge Guru! game engine. Copyright © 2015 Bottom-Line Performance, Inc.'

The screenshot shows a mountain-themed challenge game interface. A scroll on the left contains the text: 'Follow the process! To master this topic, you must completed each of the paths! 0 of 5 paths completed'. Below the scroll is a 'Back to dashboard' button. The main area shows a mountain with three paths leading to a pagoda. At the bottom, there are three 'Play Path' buttons. On the right, a box shows 'Seeds of Knowledge 0 of 6 earned' and 'Pearls of Wisdom 0 of 1 earned'. Small text at the bottom of the screenshot reads: 'This game demonstrates the game play experience for Knowledge Guru. It also serves as a way to show examples of different question types. Any learning that occurs around communication, active listening, and matching features to benefits, is a bonus!' and 'This game powered by Knowledge Guru! game engine. Copyright © 2015 Bottom-Line Performance, Inc.'



Map It Out



- What are the goals or possible outcomes?



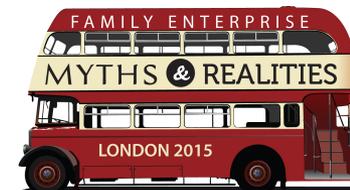
- Set Milestones



- Award Achievements

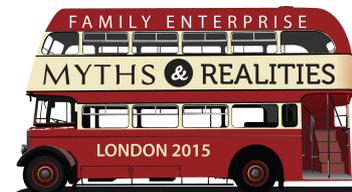


- Recognize when they “Level Up”



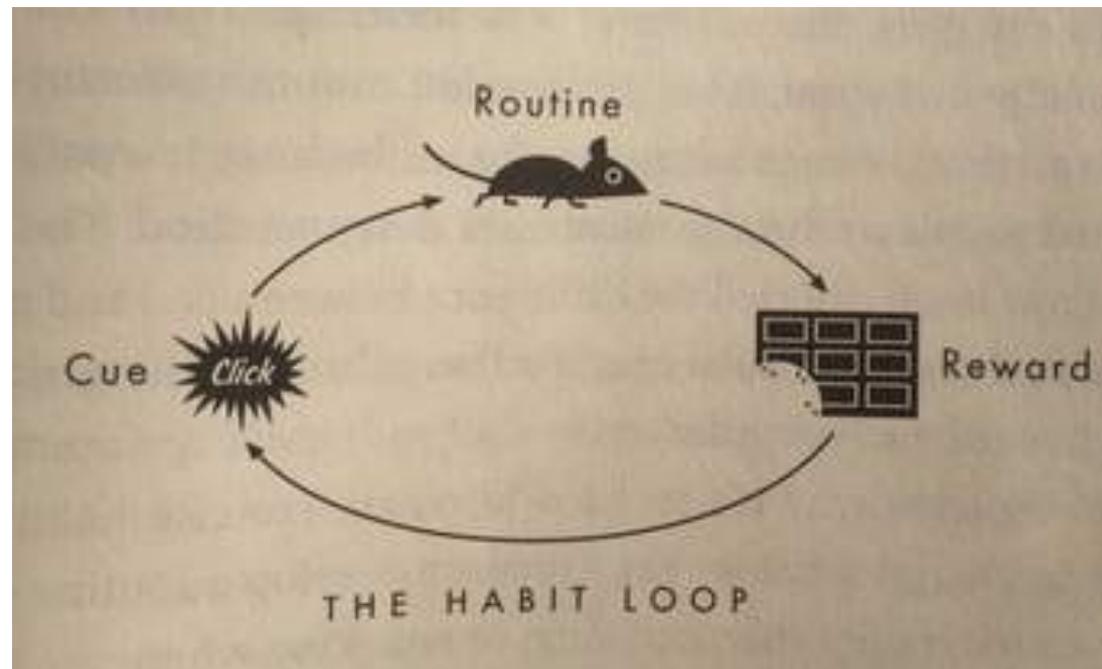
Behavior Change

- You know its good for you, but its hard to make changes!
- Lessons learned from business gamification experiments
- How do we effect behavioral change in family?



Power of Habit

- Charles Duhigg, FFI 2014,



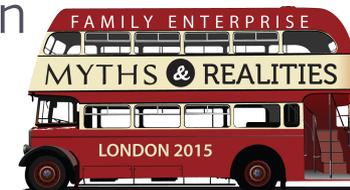
Habit in families

- Where do we want to change behavior?
 - Engagement
 - Communication
 - Values
 - Mission
 - Goals
- How can gamification help us do this?
 - Make a daily focus
 - Change the method of interaction
 - Provide the feedback cycle to create a habit



Values App

- Developed online values app
 - Family members prefilled their values before meeting
 - We used the selections to have anonymous levels
- We then sent weekly reminders to family members on values chosen as a family and individually
 - Players were asked to rate 1-5 stars if they had personified or followed that value in the week
 - Players were given the option to reprioritize values
- Heavily manual process
 - 95% participation across family
 - Significant discussion at next meeting on how they were able to bring values into daily action



Individual vs. Group

- Group Leaderboards and Points can incorporate private elements as well
- Often family members need specific projects
 - Bring them along with family goals or missions
 - Address individual impediments to collaboration
 - Encourage self-improvement
- Gamified activities can be developed individually but rewarded centrally
 - Privacy can be maintained (e.g., “Self Improvement” or “Independent Study” points)
 - Ongoing opportunity for dialog
 - Scale and Leverage for busy consultant



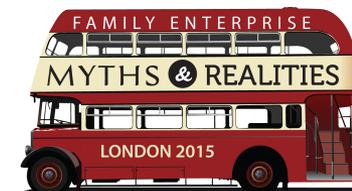
Forgiveness Project

- Research by Dr. Frederic Luskin, director of the Stanford Forgiveness Projects, on forgiveness training methodology confirms the virtues of forgiveness in promotion of psychological, relationship and physical health
- Forgiveness shown to reduce anger, hurt, depression and stress
- Forgiveness can lead to increased sense of optimism, hope, compassion and self-confidence



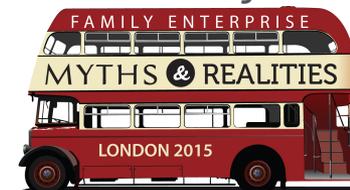
9 Steps of Forgiveness

1. Know exactly how you feel about what happened and be able to articulate what about the situation is not OK. Then, tell a trusted couple of people about your experience.
2. Make a commitment to yourself to do what you have to do to feel better. Forgiveness is for you and not for anyone else.
3. Forgiveness does not necessarily mean reconciliation with the person that hurt you, or condoning of their action. What you are after is to find peace. Forgiveness can be defined as the “peace and understanding that come from blaming that which has hurt you less, taking the life experience less personally, and changing your grievance story.”
4. Get the right perspective on what is happening. Recognize that your primary distress is coming from the hurt feelings, thoughts and physical upset you are suffering now, not what offended you or hurt you two minutes – or ten years – ago. Forgiveness helps to heal those hurt feelings.



9 Steps of Forgiveness

5. At the moment you feel upset practice a **simple stress management** technique to soothe your body's flight or fight response.
6. **Give up expecting things** from other people, or your life, that they do not choose to give you. Recognize the “unenforceable rules” you have for your health or how you or other people must behave. Remind yourself that you can hope for health, love, peace and prosperity and work hard to get them.
7. **Redirect your energy** into looking for another way to get your positive goals met than through the experience that has hurt you. Instead of mentally replaying your hurt seek out new ways to get what you want.
8. Remember that **a life well lived is your best revenge**. Instead of focusing on your wounded feelings, and thereby giving the person who caused you pain power over you, learn to look for the love, beauty and kindness around you.
9. **Forgiveness is about personal power**. Amend your grievance story to remind you of the heroic choice to forgive



Individual PBL

- Online Journaling
- Pinterest Board
- Fitness Pal (self-care)
- Videos (Jump Cam with sibling)
- Photos
 - Instagram



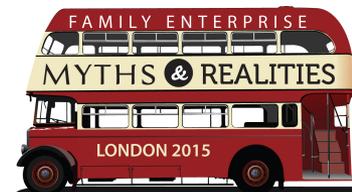
Balancing Engagement

- Family Foundation – Desire to have impact, engagement, involvement, innovation
 - Defining Impact – What do we do with our foundation’s wealth?
- Grant-making – Family decided to offer small matching grants for each child; to be matched against personal dollars vs. trust dollars
 - Online “Poster” Contest on Facebook page
- Engagement – “Giving away my money is not my son’s job in life”
 - Redefine the narrative



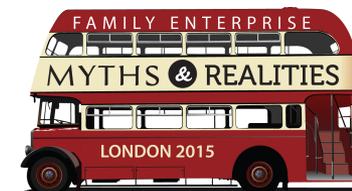
Is Gamification the right approach?

- Is it fun?
- Is it appropriate for the structured activities?
- Does it motivate?
- Does it offer meaningful choices?
- Can you create structure to the process?
- Can you avoid or minimize potential conflicts?
- What if people “game the system?”



Getting started

- **Map it out:** Create your own grid
- **Offer Rewards:** Recognize and reward when players accomplish a specific task
- **Show Progress:** Design and implement a progress bar to depict the users' advancement.
- **Create Competition:** Consider a virtual currency and an exchange system
- **Level Up:** Acknowledge success and deliver new challenges



Simple tools

- Pinterest
- Facebook
- Work.com
- Vimeo
- Instagram
- What's App?
- Jump Cam – collaborative video
- Triventy – Trivia for Live events



Looking Forward

- Ongoing Research
 - Values App under further development
 - Quest-based games for problem solving and family history initiatives
 - Toolbox continues to evolve
- Information or Collaboration
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