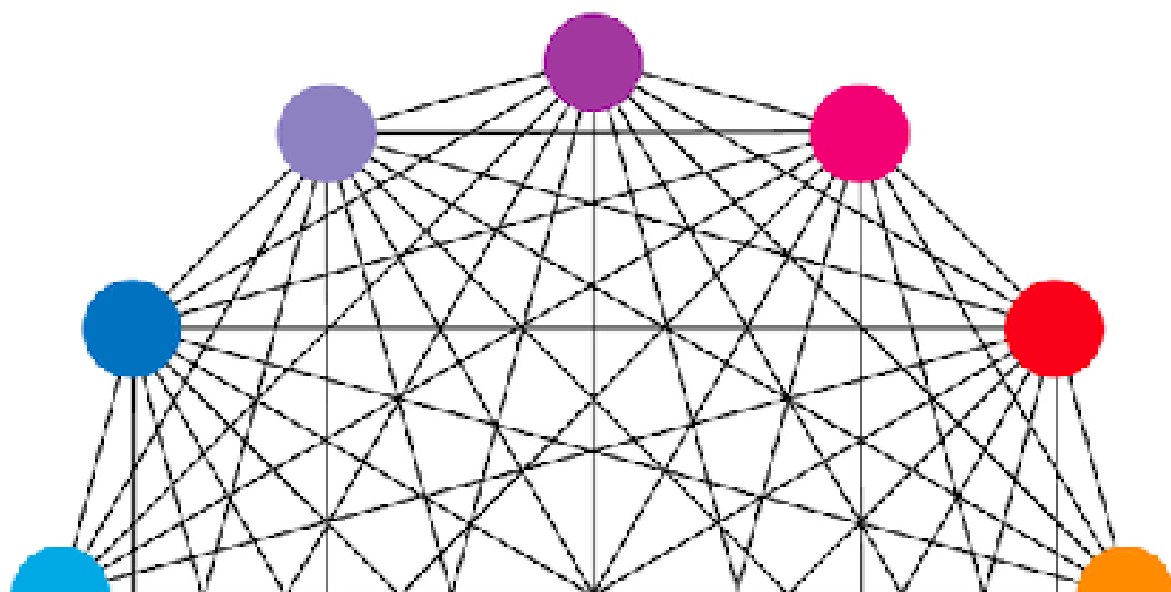


The Glasgow Game

Instructions for Facilitator/Host



Glasgow Game Host/Facilitator Instructions

This booklet contains detailed instructions for anyone wishing to host and facilitate the Glasgow Game. We hope that they are clear and that you will be able to adapt them to your own circumstances. The best thing is to read the instructions, make sure you have all the materials ready and then just jump in. But if you are in any doubt, please contact GCPH for advice, for training, or to see whether an experienced facilitator might be available to help you.

To get a quick feel for the game and how it is played read the two page summary of the game included with these materials and also **take a look at the short introductory videos** at http://www.understandingglasgow.com/using_the_data/glasgow_game/game_in_a_box. If you have the facilities it can also be useful to show players one of these videos before they play for the first time so that they have a sense of how the game works before they begin. Viewing one of the short films of a real game will also give you a much better understanding of the instructions that follow.

Preparing to play the Game

The game provides a set of materials and a simple process to enable any group of people with an interest in the City of Glasgow to have a rich and engaging conversation about the present conditions and possible futures for the City. The game format focuses the conversation around different tasks and different themes as the process unfolds.

The game needs a focus, **a core question for discussion**. The question you set can be anything relevant to your group and that would benefit from being considered within the broader perspective of the City as a whole and where it might be heading. The game is especially designed to bring out and emphasise interconnections that often easily get overlooked. It works as well for a general question like, “How to make sure Glasgow is still thriving in 10 years’ time?” or, “What are the important issues that our community should be talking about with an eye on the future?” as it does for a much more specific and local question like, “What should we build on the site of the local community centre that just burned down?”

The structure of the game relies on dividing responsibilities for exploring different aspects of the challenge between the people participating. It is possible to play the game with four players. It has been played with over 100. The larger the group the more time, space and organisation you will need – but the principles are always the same.

Players need no preparation in advance. They can just be invited to turn up to play but it will help to have advised them of the question that will be addressed (ie what the game is going to be focussed on) and how long has been set aside for the game to be played.

Preparing the game is the responsibility of the host/facilitator. Just as for any game involving a number of people, somebody needs to understand how the game is played and manage the process. The instructions that follow are written for the host/facilitator. They conclude with a helpful checklist: once you have been through each element you are ready to play.

Playing the Glasgow Game

Setting up the game

Prepare the room in advance: there can be quite a bit of movement involved so you will need to think about how the small groups (Round 1), the medium groups (Round 2), and the wisdom council (Round 3) will be able to operate in the space available. Place the large Understanding Glasgow mandala on a wall where everyone can see it: this will be the 'front' of the room, the focal point where you will stand to give instructions.

It is also useful to make sure all the materials for the game are ready to hand and well-ordered so you can put your hands on them quickly. Most important are the badges of office, table labels, node briefs and hexagons for Round 1 – if these are laid out on a side table it will allow you to get the game started with minimum fuss.

If there is enough space, it is a nice touch to put a circle of 12 chairs somewhere in the room to create a wisdom circle (see page 8). Use one set of the A5 place cards with menu stands to mark each node so that the pattern on the floor matches the mandala. Setting the circle up in this way can help people to keep the whole in view even as they deal with the different parts of the city – and makes it easier to move into the wisdom council phase of the game at the end.

It helps to have the instructions for Rounds 1 and 2 written on a flipchart before you begin (hidden until you need them). Illustrations are provided in the detailed instructions that follow. Make sure too that you have enough of the "Preparing for the Declarations" forms for one per participant for round 3 of the game (see page 8). You will probably need to photocopy the sheet to make sure there are enough.

Introducing the game to participants

The first task is to welcome people to the game. Tell them about the **core question** that will be the focus for the conversation. Write it up where everyone can see it and keep it in mind throughout the game. Introduce the players to the role that they will be playing – eg an advisory group to the City Council Leader, or a special expert committee established to solve a local problem, or anything else that works to encourage people to move beyond the conversation they might normally have on the issue in question.

Tell the group in general terms what to expect. There will be three rounds:

- the first exploring the core question from twelve different perspectives,
- the second playing with different scenarios for the future, and
- the third returning to the core question and making suggestions for how to address it in light of the conversation.

Advise what time the game will finish and that you will be taking responsibility for keeping the game moving along and finishing on time. Note that ideally a full half day is required for the game (three hours). You may want to spread it over two sessions. Alternatively it is always possible to fit it into the time available and can be played in as little as an hour. It is better that everyone gets to experience all three phases even briefly than to miss a

round out because of too little time.

Assigning responsibilities

The first piece of business that really gets the game under way is to allocate the people present to twelve Node Groups corresponding to the twelve nodes of the Understanding Glasgow framework. You might ask for volunteers to take the lead on each node – and then divide the rest of the group up so that each node leader has an approximately equal number of supporters. Or group people into twelve roughly equal teams and then assign a node to each one.

The node leader in each group should be given the ‘badge of office’ – this helps to encourage the role play and also helpfully identifies a ‘spokesperson’ within each group. The A5 node table labels can be placed around the room to show where each Node Group should sit to do its work. Use the menu holders to stand them up to make them easily visible.

The easiest way to allocate people, increasing the sense of role play and drama, is to invite them to draw a stick and see which node is written on it. Just hold all the sticks in one hand with the names covered and invite people to draw one out. Have the badges of office and the relevant information briefing card ready and assign them to the relevant person when they draw that stick.

If there are fewer than twelve people then create portfolios of nodes for each person. If when people are split between the twelve groups evenly there are just a few left over, then give them the explicit role of ‘special adviser’ (another badge of office) – which means that they can float between groups offering advice and support when called upon or according to their interest. All other players stay with their node responsibility throughout.

Once everyone knows their node responsibility or special adviser role and they are seated accordingly – the game proper can begin.

Round 1: Our World of Concerns

The **purpose** of this part of the game is to:

- survey the state of Glasgow using the 12 nodes of the Understanding Glasgow framework,
- identify key issues and concerns for each node related to the core question, and
- become familiar with the total picture generated by the whole group.

Make it clear that this part of the game is about getting familiar with the content of what is going on in Glasgow. *It is not about solving the problem, addressing the challenge or coming up with the answer to the question. That tendency should be resisted at this stage.*

Encourage people to engage in this part of the game in their role, as if they were about to brief somebody else to go into a meeting about the core question. For example they might be preparing a brief for the Lord Provost of Glasgow who has been invited to speak at the

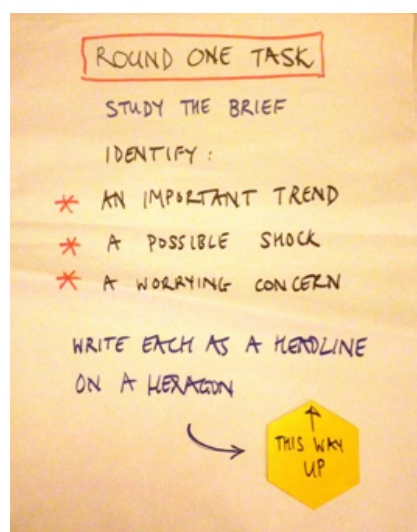
UN or to prepare the City Councillor responsible for their node to talk about it in a full Council meeting. All we are trying to come up with is a simple brief that says:

“from the point of view of [my node] the most significant trend is X, the most worrying possible shock (break in the trend) is Y and therefore the thing that we need to pay attention to, our concern, is Z.”

Explain that the task for each Node Group is to:

1. Read the description of the node from the briefing card;
2. Study and discuss the materials on the briefing card and anything you can bring to the conversation from your own experience and knowledge. If they have access to a smart phone or other device players might also want to browse the relevant section on the Understanding Glasgow website at www.understandingglasgow.com;
3. Discuss the trends that are evident in the node: the ways things are developing, the direction of travel over time;
4. Discuss the possible shocks or surprises that might interrupt the smooth progress of these trends – tipping points, reversals, possible collapse and so on;
5. Reflect on the core question for the game in light of the discussion, and describe the most important trend and the most worrying potential shock that could have a significant impact on this question;
6. Identify the thing that most worries them and that they feel the wider group needs to treat as a particular matter for concern.

It is helpful to have a summary note of these instructions written up on a flipchart so that people can refer to them as they get into the conversation. See illustration.



Note that this is a task based on discussion and difficult to perform alone. So if there is only one representative for each node invite them to get into pairs to perform this task together, each in turn taking the lead in considering their own node and offering support

Variation:

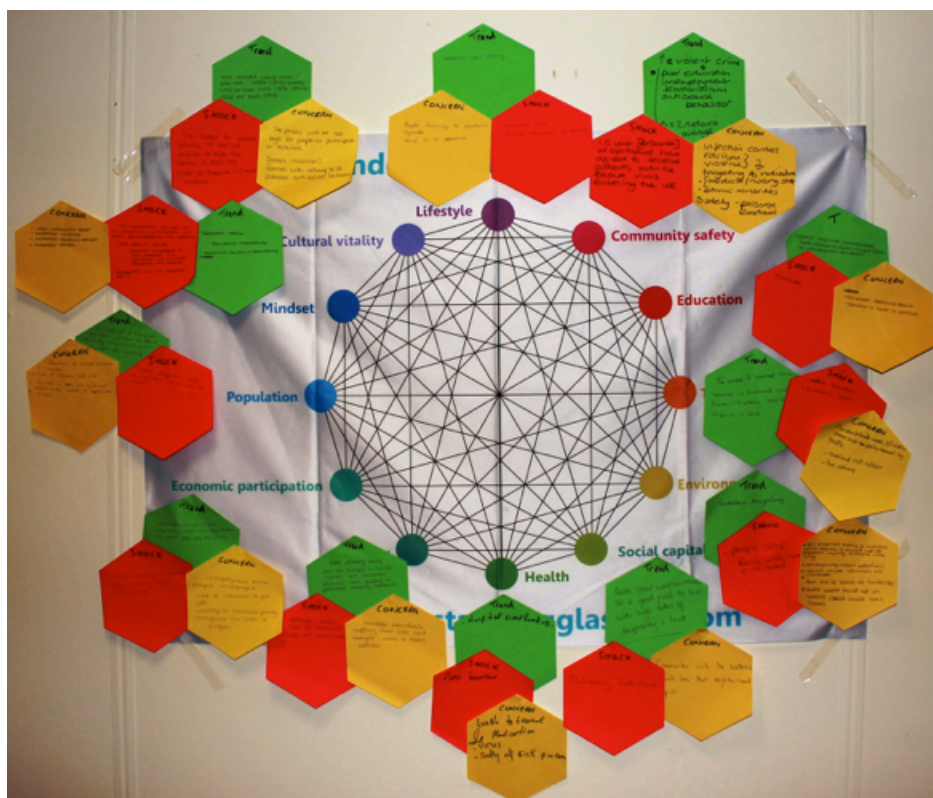
*If time is tight, it is possible to curtail this part of the game by asking node groups to produce only one item in feedback: although the discussion may be as wide-ranging as ever, ask only that they identify a core **concern** for their node. This leads to a gathering of 12 hexagons, one concern per node, at the end of the round rather than 36 (trend, shock and concern for each node).*

When they are ready, invite a spokesperson from each group in turn to identify the trend, shock and concern for their node. Write these in headline form on hexagons and assemble them around the Understanding Glasgow mandala. It can help to be ready with your three different coloured hexagons with T, S and C written at the top.

You may alternatively ask the Node Groups to write the hexagons and then to come and stick them on the mandala themselves, reading them out as they do so. This can save time, but the danger is that the groups write essays on the hexagons rather than a short headline, and most people will fail to write on the hexagon the right way so that the three hexagons can be slotted together – always write on the hexagons with the point of the hexagon at the top. The point of this exercise is to make the connections in the City visible- so it is best to write short headlines with a thick pen so that the display can be easily read and grasped by people in the room.

This process of populating the main mandala chart on the wall will take some time – but it helps to see the big picture slowly emerge node by node. Do not go round the diagram in order to call people forward – jump around to keep the other groups engaged. Continue until the map is complete.

You might step back at that stage and invite reflections from the wider group on the picture that has emerged. Make sure to capture a photo of the completed chart before moving on. It might look something like the example below.



Round 2 (a): What Might Happen?

In Round 2 the game brings players from different nodes together, moving the conversation deeper into the complexity and interconnectedness of the City. The aim is to create four rapid scenarios of possible futures that might happen in the City when developments in individual nodes start to interact with one another.

The first task is to select from the Understanding Glasgow framework four groups of three nodes. These groups can be predetermined or proposed at the time depending on the facilitator's view of what would make for interesting combinations.

If you need a default grouping for this phase – if you are not happy with a random mix or cannot see any obvious three-node conversations to explore – try this:

Lifestyle – Environment – Economic Participation

Community Safety – Social Capital – Population

Education- Health – Mindset

Transport – Poverty – Cultural Vitality

An easy way to form a small group is to take the Node Group table labels from Round 1 and put three of them together in each of the four corners of the room and ask people to go to the corner their node is now in. The medium sized groups that result could conceivably be as large as 12 members – but that is the limit. Use common sense to set up parallel or duplicate groups as you see fit in order to allow for these medium-sized groups to have a decent conversation in which all can participate whilst at the same time covering three nodes.

Note that it helps to give each scenario triad group the set of the nine hexagons (or three if you are playing the shorter version of the game) developed for their nodes in Round 1. You may have to provide copies, or ask groups to copy them, if there is more than one group per scenario. Make sure to take a photo of the full map of concerns before breaking it up in this way. Also make sure that each group has some flipchart paper and pens in order to record their work.

Set each scenario triad group the following task:

1. Identify someone from each node to quickly brief the others on their previous conversation advising of the trend, the shock and their area of concern;
2. Assume that the future implied in each node has happened in all three. The shocks have occurred, the concerns have become real, the trends have got worse. And each one has interacted with the others triggering a crisis in the whole greater than the sum of the parts. Encourage this integrative appreciation of all three (this happened at the same time as that happened etc.), rather than just an additive one (this happened, then that happened etc.);
3. Try to imagine what the City would be like if all that occurred. Create an image or a story or a 'scenario' of that possible future;
4. Invite the group to capture the sense of the future they have imagined. There are a number of ways to do this. One is to ask what the Herald newspaper headline might say; or a story on the BBC local evening news; or a typical tweet.

Other ideas might play into the type of people in the game and relate to their context: the motion for debate in the Scottish Parliament; the title of a research paper in a relevant academic journal; the agenda item on the Council's emergency planning committee agenda; the motion for debate in the schools' debating competition and so on. Be inventive and make this as creative and imaginative as possible.

It will be useful to have a summary of these instructions on a flipchart for people to refer to as they go along. See illustration for an example:



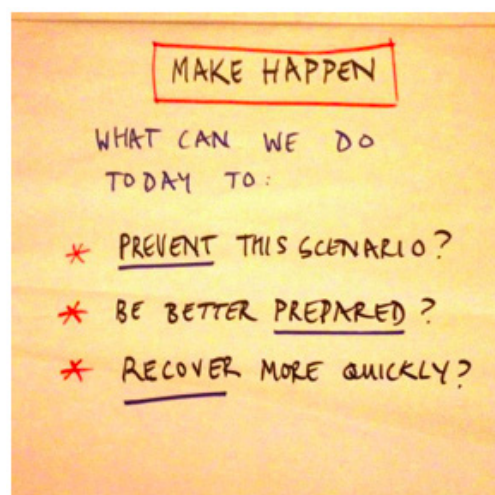
Round 2 (b): What Do We Need To Make Happen?

Once the group has thought about what might happen, invite them to think of the kinds of things that need to happen today that would:

- make the scenario they have explored less likely to happen,
- allow them to cope better if it did, or
- allow them to bounce back and recover more quickly.

These are “wise initiatives”- things which can be implemented today to be prepared for the future. Some of these things may be happening already.

It will be useful to have a summary of these instructions on a flipchart for people to refer to as they go along. See illustration for an example:



Finally, to end Round 2, invite each group in turn to present its scenario to the rest of the players, including the headlines that capture the essence of the world they have imagined, and the kinds of wise initiatives they have come up with as actions for today. This phase often takes the form of

an 'exhibition' of the work of the four groups with people in the room moving from one workstation to another until they have heard from all. It helps to get people moving. You may also want to take some photos of the 'exhibits'.

Variation:

It is in Round 2 where the creative conversation that occurs gets beyond a single issue focus and into interconnections and systems. This is the heart of the game. So if there is more time available it can be helpful to spend more time in this part of the conversation.

The Game Kit contains two decks of cards designed to introduce additional creative content in Round 2 in order to give the conversation more energy. These are 'challenge cards' and 'opportunity cards'. These offer specific challenges or events that might occur in each node of the Glasgow mandala (challenge cards) and positive developments in each node that might give us hope for the future (opportunity cards).

The way to use these is to start the conversation about scenarios that 'might happen'. Once it is going and people are beginning to get into the spirit of imagining what the City might be like, invite each group to take a 'challenge card' (a bringer of bad news). The card can change the conversation from abstract ideas to real issues and help to stimulate players' imaginations and focus them on developing more credible scenarios.

The same applies with the opportunity cards. Once the conversation turns to the actions that might be needed today to respond to the scenarios they have imagined ('make happen'), let it get going and then offer each group the chance to pick an 'opportunity card' (a bringer of good news). This can spark new ideas and a move towards positive action that might otherwise be difficult to get started so soon after contemplating the negative.

If there is enough time it can also be effective to split these two conversations, in other words, once groups have prepared their 'might happen' scenarios, break at this point to share these with everyone – have people walk around the room to be briefed about all of them. Then invite people back into their original scenario groups to consider initiatives to 'make happen' either to prevent the dark future or to be able to cope with it better or recover faster. Then repeat the exhibition phase allowing everyone to hear from all groups about what they have come up with.

At the end of Round 2 you can explain what the players have achieved:

1. having started with consideration of one single node, they have now addressed the original question in relation to three nodes, and
2. everyone has heard at least four very different stories about how the City might develop showing them a few of the possibilities inherent in considering all 12 nodes of the framework.

You may like to refer to the mandala which illustrates a way of handling complexity. Within the framework of 12 nodes there are 66 possible connections. The group has therefore reached the point of deepest immersion in the complexity of the whole.

Round 3: The Wisdom Council Speaks

Round 3 is the end of the game and its resolution. It allows players to step back from the web of interconnection and return to being representatives of a single node but now with a much deeper

appreciation of the whole issue and its possible impact. The idea of the 'Wisdom Council' draws on traditions where a circle is used to represent wholeness and in which no position is more important than another - each declaration made in the circle should be listened to and valued.

The facilitator's role at this stage is to encourage a more thoughtful and reflective mood and to prepare the room for the Wisdom Council to take place. The core requirement is for a circle of twelve representatives, the node leaders or 'chiefs' (to play with the Native American connotations) with their supporters gathered behind them.

The preparation for the Wisdom Council is as follows:

1. Invite players to return to their original group responsible for a single node (as in Round 1);
2. Invite each individual to spend some minutes in silence re-connecting with the meaning of the node they represent and how it now looks in the context of the wider discussion. They should then formulate a statement that expresses their thinking in relation to how best to address the core challenge in their node and in the context of the whole and write it on the declaration sheet. The declaration will take the form: "In terms of [my node], it is my/our considered view that in order to address (the question for this game) it is essential to..."
3. If there is more than one individual per node then there will need to be a process of discussion before agreeing a single declaration for the Wisdom Council. If this is so, make sure that there is still a period of silent reflection for individuals to gather their thoughts and then invite them to discuss their declaration with colleagues and come to a single statement. You may find that in practice this is additive – "we think it essential to do x, y and z". That is OK.
4. As final preparation for the Wisdom Council invite each Node Group to come up with a pithy phrase or headline summary of their declaration.

Then call the Wisdom Council together and advise that this format has a distinctive process. Once the node 'leaders' are sat in a circle, call on each of them to read out their declaration. You do not need to do this in order around the circle but by criss-crossing it instead. Write the headline on a hexagon (just as in Round 1 you can also ask the players to write their own headline hexagon in advance if you prefer) and place it on the Understanding Glasgow mandala (which has now been cleared of the trend, shock and concern hexagons from Round 1). This process builds up a map of wise direction to balance the map of concerns that was assembled in Round 1.

Variation:

As part of the Wisdom Council ritual you may like to attach a piece of string or wool to an object such as a talking stick. Each speaker can then be invited to hold the stick while they speak and then pass it on to the representative who will speak next. In the process this will create a pattern which symbolises, and provides a physical manifestation of, the connections between the nodes. (NB: this will work best if the stick is passed across the circle rather than on to the person in the next seat.)

The players have to work together to create and maintain the pattern – keeping the string or wool under just enough tension without it breaking. The physical experience of collectively forming and maintaining this pattern of interconnection vividly brings home to the group the reality of the connected City.

Once all the declarations have been heard, maintain a period of silence to allow it all to sink in.

You may then offer a final space for other voices (outside the node representatives in the circle) to be heard – anything else that needs to be said to complete the game not to comment or reflect on it. Once that process is exhausted declare the game complete. Again – make sure to take a photo of the final map of declarations around the mandala. This and the photo from Round 1 together form the simplest record of the game.

After the Glasgow Game

It is surprising how often what starts as a game – a playful conversation over the course of a morning – can become quite serious, even profound. It is quite possible that the group will surprise itself with the quality of the thinking that emerges in the final Wisdom Council and will want to be reassured that it will not be lost.

You will notice that the game is designed in such a way that the players and the facilitator together generate a summary record of proceedings as the game progresses. Round 1 is recorded in the hexagons – trends, shocks and concerns – that the facilitator assembles around the Understanding Glasgow mandala. Round 2 is recorded in the groups of hexagons brought together and the headlines, tweets, news items etc. that are generated by the scenario groups. Round 3 is recorded in the declaration statements that are made for each node (it helps to collect these in at the end of the Game) and in the new map these create around the Understanding Glasgow mandala.

These elements – perhaps no more than photographs – plus a list of who was present and what the core question was can form a simple record of the event. Compiling this and making it available to all players after the event both honours the value of their participation and may trigger further thought and action elsewhere in their networks when the game is finished.

If a fuller record of the event is needed it is recommended that somebody takes careful notes during the three plenary sessions and/or that a voice recorder is used for these sessions.

You will find examples of reports from previous games online at GCPH is keen to keep track of the emerging agenda for action that arises from these game conversations, so please do send a copy of your game report in to GCPH if you wish and let us know whether we can add it to the library online.

Note finally that the Glasgow Game is a learning game, intended to increase understanding of a question in the context of the complexities of the City and its future. It is thus an essential part of any serious planning process – and ideally should lead to calls for follow-up work to turn the insights that have emerged into action.

It is the desire of the partners responsible for the development of this game – Glasgow Centre for Population Health and International Futures Forum – that it will indeed generate calls for action. We are committed therefore to offering further support and advice to help turn insights into action in the City.

Further Reading

In addition to the resources online at http://www.understandingglasgow.com/using_the_data/glasgow_game/game_in_a_box, the book ***Ready for Anything: designing for resilience in a changing world*** by Tony Hodgson gives an excellent overview of the theory and practice of the IFF World System Model and the World Game from which the Glasgow Game is derived, including lots of examples of practical applications. The book is published by Triarchy Press.

Game Host/Facilitator's Checklist for managing the Glasgow Game

In this checklist each round is itemised along with the materials needed. It will help you to plan the timings for your game. The timings for a three hour game from 12.00 to 15.00 are shown to give a benchmark – substitute these with your own according to the time you have/size of group etc. Note that there are also short-cuts that can be performed if time is tight.

Preparation Essential Task: make sure the room is ready for the size of group and that your materials are all to hand		
Step	Task	Notes
0.1	Arrange the furniture and prepare materials for the game	Pin the mandala to a wall where it can be seen by all. Get materials for Round 1 ready (see below). Have the instructions for Round 1 written on a flipchart to reveal when needed. Make sure you have enough copies of the "Preparing for the Declarations" sheet for one per person.

Round 1: Our World of Concerns Time Allocation: 40% Essential Task: Each Node Group/person is able to understand their element of the whole picture sufficiently to carry that perspective into the rest of the game				Each node identifies and shares relevant trends, shocks and central concerns relating to the core question. Note - the game can be shortened by using the summary briefing cards and asking only for a single headline feedback - the main concern for each node
Step	Task	Start (fill in)	Finish (fill in)	Notes
1.1	Introduce the game, the core question, the role play situation and allocate people to the nodes	12.00	12.15	Can be more or less elaborate. Need to make sure that each node is covered. You can ask for volunteers to lead each node, or ask people to draw straws. Allocate other players to support each node leader (the person with the badge of office) in equal numbers. If there are then a few 'spare' people make them 'special advisers'. Allocate badges of office and briefing cards so that each Node Group is ready to play.
1.2	Preparing reports for each node	12.15	12.40	Invite each Node Group to study the brief and other materials and to determine the most significant trend, a possible shock, tipping point or trend break and therefore the issue of most concern to them in relation to the central question. Have them ready to report these findings: three headlines. Hand out hexagons (colour-coded) to record them.
1.3	Gather feedback from the Node Groups to populate the Glasgow mandala with trends, shocks and concerns for each node	12.40	13.10	Call on spokesperson for each node (not in a predictable order) to offer their headlines. Invite them to the front of the room and put their hexagons on the mandala chart on the wall.
1.4	Reflect on the whole picture	13.10	13.15	If there is still time, step back and invite reflections on the whole picture that has emerged. Make sure you take a photo of the completed mandala for the record.
Materials: large Glasgow mandala wall chart; briefing cards for each node; node sticks for people to pick a node; node and special adviser badges of office; node labels to identify Node Group work spaces; flipchart or other notice for instructions; sticky hexagons to capture the feedback (three colours).				

Round 2: Might Happen and Make Happen Time Allocation: 35% Essential Task: Allow the group to get into generative and imaginative thinking (1+1=3) that may stimulate new insight and new ideas				Create four rapid scenarios for what might happen in Glasgow in the future. Understand those futures and think about how to prepare for or respond to them
Step	Task	Start (fill in)	Finish (fill in)	Notes
2.1	Allocate people to scenario groups	13.15	13.20	Split people in to four groups each covering three nodes. Either have this planned in advance, or put together nodes that you think might generate interesting connections. If a group is going to be more than 12 people it is too big- split into two. Think about this ahead of time so as to be ready for separating people into the number of groups that will work. Each group should take the hexagons from their nodes from the Round 1 mandala to work with (or copy down the details if there is more than one group working on the same materials).
2.2	Might Happen: generating scenario stories	13.20	13.40	Ask each group to consider a Glasgow in which all three concerns (plus the trends and shocks) happen at the same time. What would the city look and feel like? What would people be doing, saying, writing? Describe the world. Capture it in a newspaper headline, a tweet, a Council policy paper or other concise way.
2.3	Make Happen: devising effective responses to the scenario	13.40	13.50	Consider what could be done <i>today</i> to help avoid the future the scenario describes, or to make it easier to live with it, or to allow us to recover from it more quickly. These are 'wise initiatives'.
2.4	Gather feedback from scenario groups	13.50	14.10	Tour the room visiting each scenario group workspace and asking for a brief (2-3 minute) report. This should describe the scenario and what the group came up with to address it. Encourage questions and conversation as the exhibition continues- but keep an eye on the clock.
2.5	Reflection	14.10	14.15	Note that the group has moved from one node in the present, to considering what might happen to that node in the future, and now into the ways in which those patterns in individual areas might interact with each other. This has been a journey into deeper and deeper complexity- and we have now reached the deepest point.
Materials: plenty of flipchart paper for each scenario group- at least one sheet to capture or copy the hexagons from Round 1, one sheet for doodling and developing the scenario story, one sheet for capturing the final output. Instructions to be written up on a flipchart for reference- one for Might Happen, one for Make Happen. NB have the challenge cards and opportunity cards ready if you wish to use them in this round.				

Round 3: The Wisdom Council Speaks Time Allocation: 25% Essential Task: Create a reflective space for slow, non-superficial thinking that is able to take account of the whole experience of the Game				Gather declarations about wise action to respond to the central question from the perspective of each node
Step	Task	Start (fill in)	Finish (fill in)	Notes
3.1	Briefing on the wisdom circle	14.15	14.20	Emphasise and exhibit change of tone. Ritual element. Calm. Hand out declaration forms- one per person.
3.2	Preparing declarations for each node	14.20	14.35	Start with a period of individual silent reflection. Then have individuals or Node Groups complete the declaration form (including a headline). Get each Node Group to record a single headline on a hexagon.
3.3	Conducting the Wisdom Council to hear the wise initiatives	14.35	14.55	Call on spokesperson for each node (not in a predictable order) to read out their declaration. Place their headline hexagon on the mandala chart on the wall.
3.4	Opening the floor to anyone who has not spoken and has something important to add	14.55	15.00	Do not open the whole conversation over again. Call only for comments that will complete the exercise.
3.5	Thanks and close	15.00	15.00	Make sure you take a photo of the completed mandala. Ask also for the declaration sheets that people have filled in.
Materials: node labels for the wisdom circle; declaration preparation sheets- one per person; hexagons or cards to record declarations around the mandala.				

Acknowledgements:

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