

# *Gamification Design Pattern Cards*



 **GAMIFY**

# Gamification Design Pattern Cards for creating games that drive innovation and entrepreneurship

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Thanks to our project partners

*Welcome  
to your new  
superpower!*



## *Gamification and Games for Innovation & Entrepreneurship*

Welcome to your new superpower: Using gamification to tackle and solve grand challenges through innovation and entrepreneurship.

We don't mean the kind of gamification that makes people do things they wouldn't otherwise do on their own, but the kind that boosts their power to drive innovation or start a new business.

For innovators and entrepreneurs these games provide a safe space to come up with new ideas and perspectives, engage in unconventional forms of interaction and use tailor-made tools to address the challenges they are facing.

As with any skill, you will need time to learn and practice your new superpower, but these cards should help you. With these 36 gamification design pattern cards, you will be creating new innovation games.

See [www.gamify.site](http://www.gamify.site) for details on all those experts who contributed to these games.

# *What Are Gamification Design Patterns?*



*If you always need to  
cross a river: build a  
bridge.*

## *Gamification Design Patterns*

A design pattern is “a combination of a problem and a solution that is described in a systematic and generic way, so that it can be used over and over again in different situations.”\*

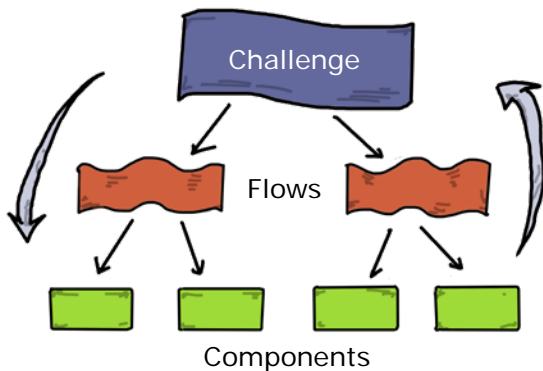
These pattern cards will help you select and combine proven game components and flows to create new games or modify existing ones that facilitate innovation and entrepreneurship.

Each card in this collection has a concise summary of the challenge and the solution, as well as a reference to related patterns.

See the pattern collection online for more detailed information on typical challenges and solutions together with games that already incorporate the pattern.

\*Alexander, C., Ishikawa, S., Silverstein, M. (1977). A pattern language: towns, buildings, construction. Oxford University Press, New York.

# *How to work with these cards?*



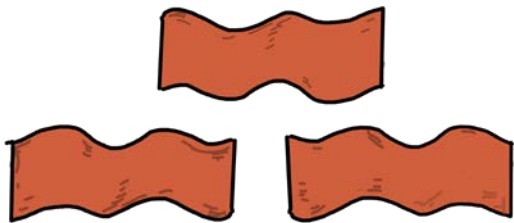
## *How to work with these cards?*

You can work on your own or in small groups:

1. Which innovation or entrepreneurial challenge do you want to address? Decide on an overarching or more specific sub-challenge and the game begins.
2. Browse through the flow pattern cards and select one or two that might help you address your challenge. Add your ideas on how to interpret and implement the flow pattern.
3. Once the basic flows are set, select one or two component pattern cards to support each of the flows. Again, note down how each pattern could be made use of.
4. The game proceeds with you – together with other players or playing against yourself – comparing your solutions, varying them and adapting them until you find the one that best solves your innovation challenge.



# *Flow Patterns*



# *Flow Patterns*

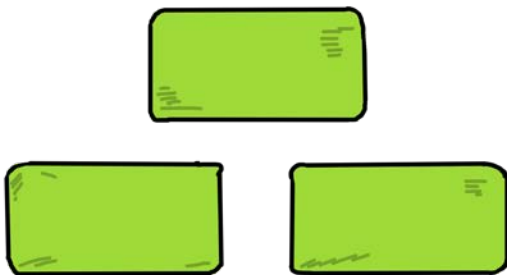
Flow patterns describe a series of interactions between participants and equipment such as a board, rules, documents or dice.

Each flow addresses a specific innovation or entrepreneurial challenge and involves specifying and ordering different activities called component patterns.

This card deck contains the following flow patterns:

*Agile Retrospective*  
*Awareness Raising*  
*Business Modelling*  
*Business Simulation*  
*Dilemma Solving*  
*Crowdsourcing*  
*Experiential Learning*  
*Ideation*  
*Innovation Markets*  
*Warm-ups*  
*Workshop Facilitation*

# *Component Patterns*



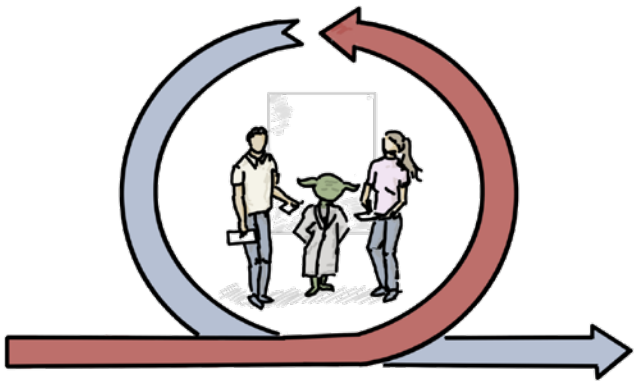
# *Component Patterns*

To solve your innovation and entrepreneurial challenges, and to create the game flows that will help you do so, use, adapt and combine different component patterns.

This card deck contains the following component pattern cards:

<i>Branching Choices</i>	<i>Modelling Materials</i>
<i>Cards</i>	<i>Mutual Goals</i>
<i>Challenges</i>	<i>Negotiations</i>
<i>Collective Decisions</i>	<i>Pitch</i>
<i>Competition</i>	<i>Prioritization</i>
<i>Cooperation</i>	<i>Quizzes</i>
<i>Day in the Life</i>	<i>Resources</i>
<i>Dedicated Facilitators</i>	<i>Rewards</i>
<i>Epic Meaning</i>	<i>Roles</i>
<i>Humour</i>	<i>Storytelling</i>
<i>Mapping</i>	<i>Surprise</i>
<i>Metaphors</i>	<i>Trade-offs</i>
	<i>Voting</i>

# *Agile Retrospective*



# Agile Retrospective

**Challenge:** Defining the multiple requirements an innovation should fulfil at the beginning of a project leaves little room for revision if requirements change or if something doesn't work as expected.

**How can we structure team reflection in order to improve agile collaboration?**

**Solution:** Use *agile retrospective* in meetings to reflect on and improve iterations over the course of a project. These games are designed with only one or a few game components (e.g. taking on *roles* of a shopper or vacationer to provide feedback, or *mapping* what each participant is mad, sad, or glad about). They improve team motivation and interaction.

**Related patterns:** *Cards, Cooperation, Dedicated Facilitators, Mapping, Prioritization, Roles, Voting, Warm-ups, Workshop Facilitation*

# *Awareness Raising*



## Awareness Raising

**Challenge:** Values and strategic guidelines are often formulated abstractly from daily practices. Integrating organizational values and strategies to operations can be challenging.

**How can we raise awareness for the practical implications of organisational values?**

**Solution:** Experiential workshops can *raise awareness* and foster the adoption of values, strategies and related practices. They allow participants to experience, apply, interpret and better understand a value or strategy, its implications and importance for their organization's culture.

**Related patterns:** *Challenges, Cooperation, Dilemma Solving, Epic Meaning, Humor, Metaphors, Mutual Goals, Knowledge Transfer, Warm-ups, Workshop Facilitation*



# *Business Modelling*



# *Business Modelling*

**Challenge:** In order to develop new business models, entrepreneurial teams need to analyse alternative options and create a shared understanding about their strengths, weaknesses and implications.

**How can we facilitate collaborative business modelling that will provide a common reference point and generate new ideas?**

**Solution:** Gamified *business modelling* formats provide a framework and the methods to create and evaluate alternative business models. The flow provides a self-explanatory sequence of activities and reduces preparation time.

**Related patterns:** *Collective Decisions, Dedicated Facilitators, Mapping, Negotiation, Pitch, Resources, Roles, Surprise, Voting, Workshop Facilitation*

# *Business Simulation*



## *Business Simulation*

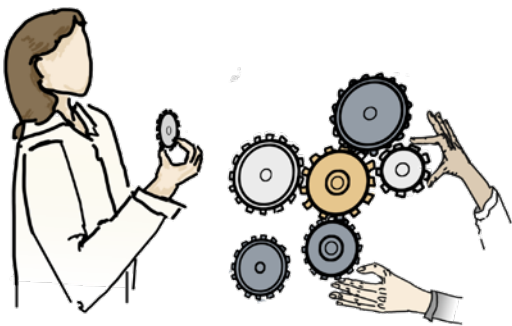
**Challenge:** Complexity due to stakeholder interactions combined with the interplay of economic, social and environmental factors create risk and uncertainty in innovation projects.

**How can we anticipate challenges to innovation and prepare alternative courses of action?**

**Solution:** *Business simulations* can be used to explore plausible and/or desirable future scenarios, by taking anticipatory perspectives, reducing uncertainty and revealing innovation potential. Players advance their knowledge, skills and behaviors, such as collaboration or leadership, in a safe and realistic environment.

**Related patterns:** *Branching Choices, Challenges, Competition, Cooperation, Mutual Goals, Negotiation, Resources, Roles, Surprise, Trade-offs*

# *Crowdsourcing*



# Crowdsourcing

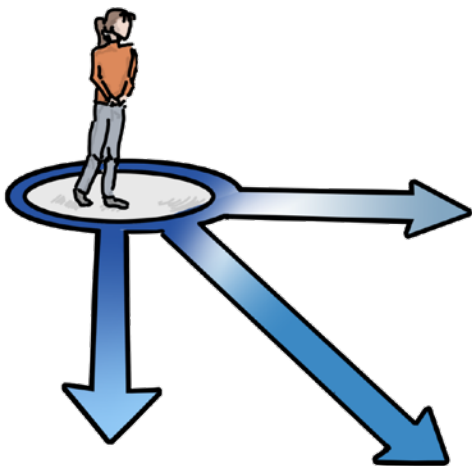
**Challenge:** Crowdsourcing campaigns deliver poor results if they are unable to motivate people to contribute to innovation. This can lead to the failure of the campaign.

**How can we mobilize the problem-solving potential of a crowd?**

**Solution:** *Gamified crowdsourcing* flows and innovation tournaments enhance the motivation of all stakeholders in contributing to the innovation process by providing rewards or encouraging cooperation (e.g. feedback through likes and comments). They can also enhance contribution quality.

**Related patterns:** *Competition, Cooperation, Innovation Markets, Mutual Goals, Prioritization, Rewards, Storytelling, Voting*

# *Dilemma Solving*



## *Dilemma Solving*

**Challenge:** Individual values and priorities have to be interpreted and weighted against each other to devise courses of action. This makes it challenging to translate organizational values into strategic decision making and operations.

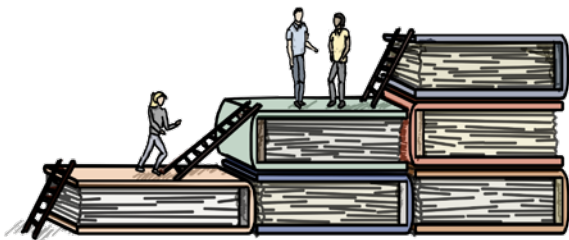
**How should we understand organisational values and turn them into actionable heuristics?**

**Solution:** *Dilemma solving* games help people interpret values – often in mission and vision statements – and their implications. By clarifying networks of beliefs, attitudes and intentions, they help align individual and organizational values and sensitize individuals to potential conflicts.

**Related patterns:** *Awareness Raising, Branching Choices, Challenges, Collective Decisions, Cooperation, Mutual Goals, Roles, Trade-offs*



# *Experiential Learning*



# Experiential Learning

**Challenge:** Cross-functional teams need to acquire basic knowledge early in the innovation process for subsequent ideation and prototyping. Traditional approaches to knowledge acquisition and learning are often inadequate to this task.

**How can we best convey the knowledge and skills necessary for innovation?**

**Solution:** *Know* Gamified knowledge transfer flows provide practicable means for conveying knowledge and developing innovation competencies. They promote experience, reflection, knowledge transfer and experimentation in a safe space.

**Related patterns:** Awareness Raising, Branching Choices, Business Simulation, Challenges, Competition, Epic Meaning, Metaphors, Humor, Quizzes, Rewards

# *Ideation*



# *Ideation*

**Challenge:** Brainstorming, brain-writing, collaborative sketching and other techniques often fall short of creating the climate of confidence vital for fostering creative collaboration.

## **How can we foster idea generation?**

**Solution:** The *ideation* flow creates a playful atmosphere and a safe space where participants explore diverse perspectives and approaches to a problem. Game rules and tangible symbols and activities provide a solid structure that balances freedom and constraint in the creative process.

**Related patterns:** *Cards, Challenges, Competition, Cooperation, Day in the Life, Dedicated Facilitators, Mapping, Metaphors, Modelling Materials, Pitch, Prioritization, Rewards, Roles, Storytelling, Surprise, Voting*

# *Innovation Markets*



# *Innovation Markets*

**Challenge:** If companies are to utilize the collective intelligence of diverse organizational members in the generation, screening and evaluation of ideas, they need to develop systems that aggregate and display innovation-related information.

**How can we promote participation in assessing market potential?**

**Solution:** Participants in *innovation markets* invest virtual currency to screen, select and promote innovative ideas. Ideas meeting a predefined investment threshold move from the ideation to the implementation phase. This competitive scenario stimulates emotions such as joy, curiosity, ambition and commitment among players.

**Related patterns:** *Challenges, Competition, Crowdsourcing, Mutual Goals, Negotiation, Prioritization, Resources, Trade-offs, Voting*

# *Warm-ups*



## Warm-ups

**Challenge:** Collaborative creativity in groups may be challenging for those who have not had prior personal contact, feel insecure in their ability to perform or are interacting in a remote (online) environment. Hierarchical levels can also constrain employees from being spontaneous and open, which is essential for ideation and co-creative work.

**How can we prepare for engaged collaboration?**

**Solution:** *Warm-ups* or team building games help participants get to know each other and break down communication barriers. They establish safe spaces where participants can build rapport, energize themselves, prepare for working together or be temporarily distracted in order to better focus afterwards.

**Related patterns:** *Agile Retrospective, Dedicated Facilitators, Humor, Quizzes, Pitch, Roles, Storytelling*



# *Workshop Facilitation*



# *Workshop Facilitation*

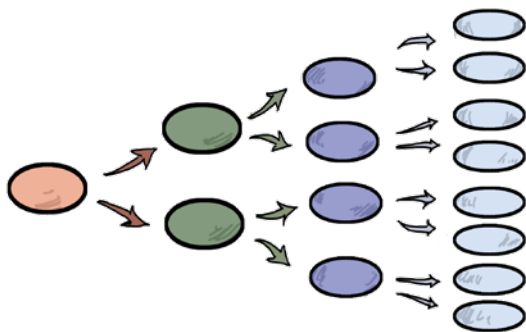
**Challenge:** Substantial background knowledge as well as creative collaboration skills are needed in each phase of business modelling and innovation management. But organizing and conducting an individual workshop for each phase is time-consuming and expensive.

**How can we facilitate workshops flexibly and efficiently to convey knowledge and methods?**

**Solution:** Semi-standardized *Workshop facilitation* formats and toolkits structure sequences of collaborative activities in different fields of innovation. Cards impart knowledge as needed and allow participants to learn while doing.

**Related patterns:** *Agile Retrospective, Cards, Challenges, Dedicated Facilitators*

# Branching Choices



## *Branching Choices*

**Challenge:** Innovators often perceive high levels of uncertainty and risk in decision-making due to excessive number of alternatives, trade-offs and conflicting stakeholder perspectives.

**How can we cultivate the anticipation of alternative courses of action and their consequences?**

**Solution:** *Branching choices* enable players to choose from alternative courses of action and face their consequences. Employees learn to reflect on the consequences of their choices and acquire competencies for dealing with uncertainty and dilemmas in their daily work.

**Related patterns:** *Business Simulation, Challenges, Collective Decisions, Dilemma Solving, Knowledge Transfer, Negotiation, Quizzes*

# *Cards*



## *Cards*

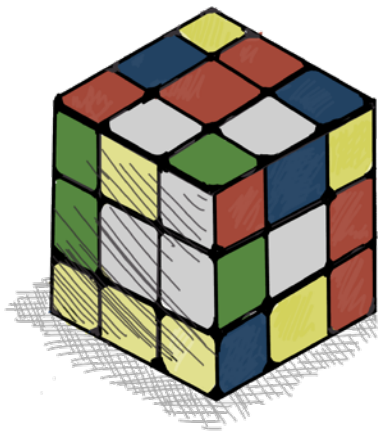
**Challenge:** Synchronous and collaborative work based on complex knowledge and empirical insights is both difficult and time-consuming. Even more so, when it comes to intangible information such as abstract ideas and theoretical concepts.

**How can we flexibly provide knowledge and guidelines when they are needed?**

**Solution:** *Cards* contain a written and visual presentation and/or guidelines that make abstract or complex information easier to understand. They provide a just-in-time overview of needed knowledge or insights that inform ideation, co-creation or a shared understanding.

**Related patterns:** *Agile Retrospective, Ideation, Workshop Facilitation, Roles, Surprise*

# *Challenges*



# Challenges

**Challenge:** Innovation projects face internal and external challenges that can lead to uncertain outcomes. Stakeholders need to be sensitized to their potential impacts, opportunities and risks.

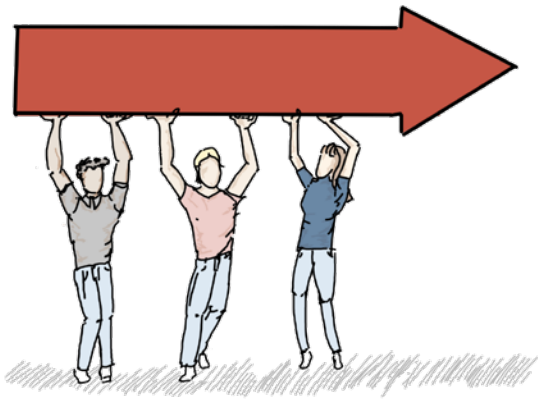
**How can we foster learning and skill development, and facilitate flow rather than frustration in dealing with innovation challenges?**

**Solution:** *Challenges* create motivational tension, foster learning and skill development and facilitate flow by matching a participant's skills to a challenge's level of difficulty. Complex innovation challenges are broken down into achievable tasks that are then addressed in an engaging and practice-oriented way.

**Related patterns:** *Business Simulation, Dilemma Solving, Knowledge Transfer, Ideation, Humor, Quizzes, Workshop Facilitation*



# *Collective Decisions*



## *Collective Decisions*

**Challenge:** Innovation processes rely on cooperation and the exchange of knowledge among diverse actors inside and outside an organization. They have to build consensus and ensure commitment in the face of potential disagreement.

**How can we practice making and reflecting upon decisions made by project groups?**

**Solution:** *Collective decisions* simulate the dynamics of collective decision-making in conventional teamwork. Innovation teams learn to negotiate alternatives in a low conflict safe space and derive practice-oriented insights from their discussions.

**Related patterns:** *Business Modelling, Business Simulation, Cooperation, Dedicated Facilitators, Dilemma Solving, Mutual Goals, Negotiation, Prioritization, Voting*

# *Competition*



# Competition

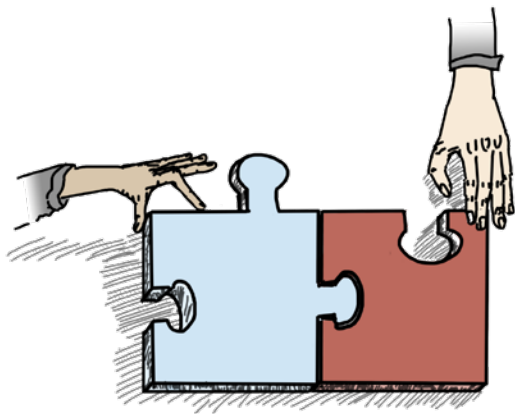
**Challenge:** Financial incentives fall short of motivating project participants to mobilize their resources to reach the best solutions. Mutual goals and objectives spur collaboration but they are not always easy to define.

**How can we motivate individuals or teams to find the best solutions?**

**Solution:** *Competition* specifies game rules to select a winner among two or more individual contestants or teams. It provides players with clear goals and incentivizes them to outperform others, be more proactive and improve the quality of their work.

**Related patterns:** *Business Simulation, Crowdsourcing, Knowledge Transfer, Ideation, Innovation Markets, Negotiation, Rewards*

# *Cooperation*



# Cooperation

**Challenge:** Innovation requires that knowledge be exchanged across various individual, team, departmental and organizational levels.

**How can we encourage the effective exchange of knowledge across organizational and functional boundaries?**

**Solution:** Through *cooperation* players take action and exchange information and resources to reach shared goals in a game. This encourages social interaction among players with diverse or cross-disciplinary backgrounds as well as with other stakeholders.

**Related patterns:** *Agile Retrospective, Awareness Raising, Business Simulation, Dilemma Solving, Collective Decisions, Crowdsourcing, Ideation, Modelling Materials, Mutual Goals*

# *Day in the Life*



## *Day in the Life*

**Challenge:** Exploring new business opportunities or understanding existing challenges often requires stepping into the shoes of customers or other stakeholders. Future studies and empirical insights from market research must convey the relevance of upcoming changes.

**How can we frame and communicate workshop results in a customer-centric manner that cultivates empathy?**

**Solution:** : *A Day in the Life* frames storytelling sessions around typical events occurring during a single day. It cultivates empathy among the participants and promotes understanding of their daily problems, needs, attitudes and values.

**Related patterns:** *Ideation, Roles, Storytelling*



# *Dedicated Facilitators*



## *Dedicated Facilitators*

**Challenge:** Innovation workshops involve complex interactions among a diverse set of participants. In gamified formats, the complexity is even more pronounced due to the unfamiliarity and variability of game situations, rules, tasks, materials and such.

**How can we manage the complex workflows and diverse participants in collaborative settings?**

**Solution:** *Dedicated facilitators* maintain and update the game in response to on-going situations and interactions. They provide instructions, background information and feedback. They ensure focus and help order tasks. They can also provide warm-up, relax or engage participants, or introduce them to the narratives or other content.

**Related patterns:** *Agile Retrospective, Awareness Raising, Business Modelling, Customization, Ideation, Modelling Materials, Warm-ups*

# *Epic Meaning*



## *Epic Meaning*

**Challenge:** Developers of a new process, product, service or business model may not always recognize the value and real-world impact of their work. This can limit their motivation and ability to identify with the users of their prospective innovations.

**How can we convey the impact and meaning of innovation efforts?**

**Solution:** *Epic meaning* allows you to design games with a compelling narrative, often with players identifying as the ‘heroes’ of the story. Such narratives create a sense of meaning among players that enhances their intrinsic motivation to act.

**Related patterns:** *Awareness Raising, Challenges, Knowledge Transfer, Humor, Metaphors, Roles, Storytelling*

# *Humour*



# Humour

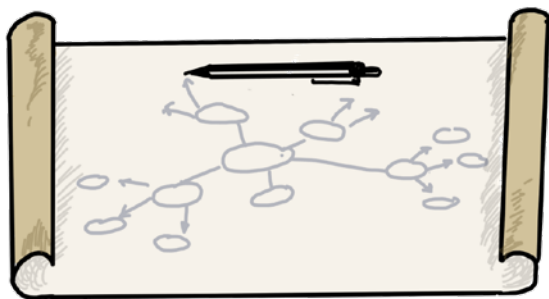
**Challenge:** Team members often have different ideas about what is fun. This can make it a challenge to create enjoyable interactive environments.

**How can we create a fun work environment that enhances team members' experiences and performance?**

**Solution:** *Humour* has emotional, social and cognitive functions that mediate and stimulate fun in games. It helps players share critical feedback and accept failure, intensifies social bonding and plays an important role in enhancing attentiveness, comprehension, memory and creativity.

**Related patterns:** *Awareness Raising, Challenges, Knowledge Transfer, Epic Meaning, Metaphors, Roles, Storytelling, Surprise, Warm-ups*

# Mapping



# Mapping

**Challenge:** Business concepts and organizational activities can be represented through various visual modelling tools to support team work, strategic management, decision-making, and other innovation activities.

**How can we build shared understanding and collaboration in an interactive, creative and action-oriented manner?**

**Solution:** In *mapping* players use visual templates to gamify brainwriting activities. Players map their ideas (often written on post-its) to predefined matrixes or spatially related clusters.

**Related patterns:** *Agile Retrospective, Business Modelling, Ideation, Prioritization, Voting, Cards*



# *Metaphors*



# Metaphors

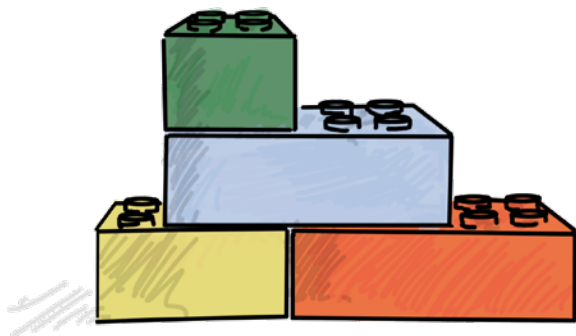
**Challenge:** Being creative and collaborative in group activities may be challenging for participants with little personal contact or who come from different professional backgrounds.

**How can we facilitate understanding among group members engaging in unfamiliar tasks?**

**Solution:** *Metaphors* introduce unfamiliar concepts in familiar terms and so lower cognitive barriers to new tasks. Integrating *metaphors* into the rules, narratives or other contents of a game helps establish an informal atmosphere and mutual understanding among participants.

**Related patterns:** *Awareness Raising, Cards, Day in the Life, Epic Meaning, Knowledge Transfer, Ideation, Humor, Modelling Materials, Roles, Storytelling*

# *Modelling Materials*



## *Modelling Materials*

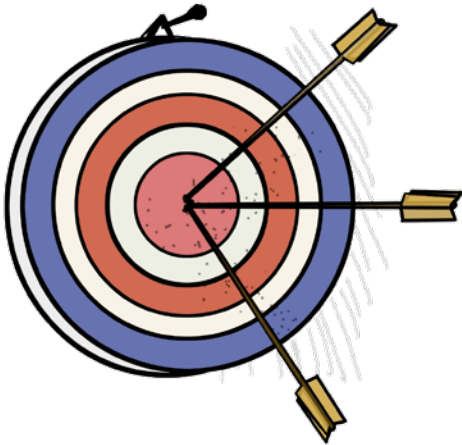
**Challenge:** Habitual patterns of thinking and communication limit the attentiveness and creative capacity of participants in innovation workshops. Hierarchical or cross-functional heterogeneity of participants may also lead to unbalanced interaction and a lack of common understanding.

**How can we trigger unconventional thinking and spur creative collaboration in mixed groups?**

**Solution:** Combinations of different *modelling materials*, such as craft paper, cardboard, toys or building blocks are used to build simple representative models or other objects that help participants respond to a question or task. They promote attentiveness, knowledge sharing, interaction, consensus building and creative thinking among players.

**Related patterns:** *Cooperation, Dedicated Facilitators, Ideation, Warm-ups; Storytelling*

# *Mutual Goals*



## *Mutual Goals*

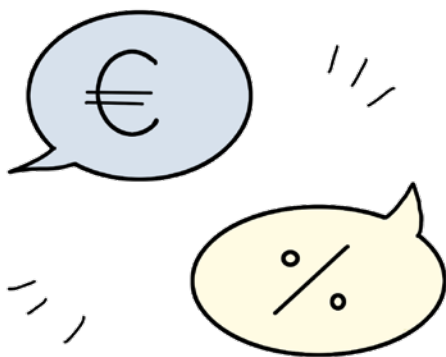
**Challenge:** Lack of understanding and interpersonal communication skills, silo-thinking and cross-functional divergencies all impede collaboration among innovation participants.

**How can we facilitate effective collaboration?**

**Solution:** Multiple participants pursue mutual *goals* in a game that provides them with incentives to exchange information and collaborate more effectively.

**Related patterns:** *Awareness Raising, Collective Decisions, Cooperation, Dilemma Solving, Crowdsourcing, Innovation Markets, Rewards, Trade-offs*

# *Negotiations*



# Negotiations

**Challenge:** Diverging interests and values among the stakeholders in an innovation project can hinder cooperation and the exchange of information.

**How can we create common ground for cooperation and knowledge exchange?**

**Solution:** The *negotiation* pattern provides participants with practical experience in handling typical negotiation situations. It allows them to experiment with various approaches – tools, techniques, strategies – to understand the perspectives of different stakeholders and reach a mutually acceptable agreement.

**Related patterns:** *Business Simulation, Collective Decisions, Competition, Innovation Markets, Resources, Roles, Trade-offs*



# *Pitch*



## Pitch

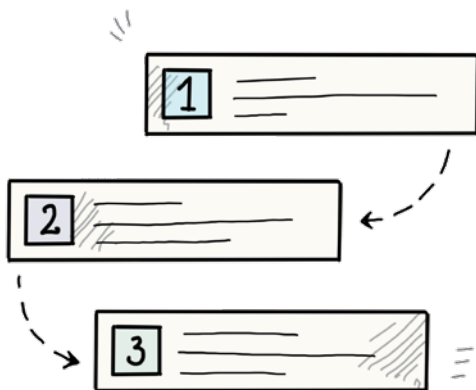
**Challenge:** Presenting new ideas in long complex talks to a passive audience prevents them from ‘buying into’ an idea, or even understanding it.

**How can we generate attention and enthusiasm for innovative ideas and concepts?**

**Solution:** *Pitch* requires players to vividly and concisely describe something – a concept, project, product – in a limited timeframe. *Pitch* rules break speaking habits and unleash creativity, spurring an audience’s interest and persuading them of the advantages of a proposition.

**Related patterns:** *Business Modelling, Day in the Life, Ideation, Storytelling, Voting*

# Prioritization



## *Prioritization*

**Challenge:** Since innovation projects cannot be precisely planned, one of the keys to success is their participants having a sense of direction and agreement as to desirable outcomes. A lack of communication and consensus among decision makers and other parties are obstacles.

**How can we ensure a shared sense of direction in innovation projects with uncertain outcomes?**

**Solution:** *Prioritization* asks players to arrange a number of items in order of their relative importance. This allows stakeholders from different hierarchical levels and functional backgrounds to participate in defining what is more valuable to the company and translating those priorities into cues for follow-up action.

**Related patterns:** *Agile Retrospective, Collective Decisions, Crowdsourcing, Ideation, Innovation Markets, Resources*

# Quizzes



## Quizzes

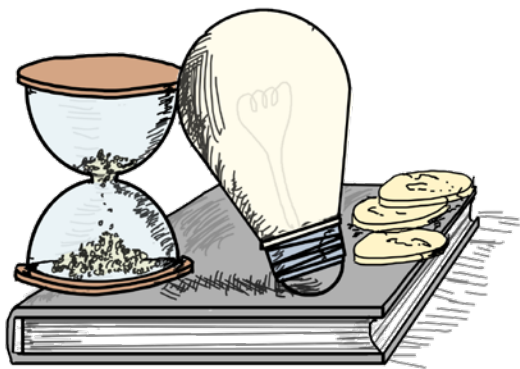
**Challenge:** Innovation projects are often led by cross-functional teams whose effective collaboration depends on developing mutual knowledge and shared understanding. Team members need to acquire basic knowledge about the innovation if they are to effectively engage in ideation and prototyping.

**How can we convey basic knowledge and facilitate learning to further innovation processes?**

**Solution:** Quizzes provide a light-handed approach to learning by challenging players through series of questions. They can be used to impart and test knowledge, sensitize innovation teams about a topic or allow them to develop a nuanced understanding of a problem.

**Related patterns:** *Challenges, Knowledge Transfer, Rewards, Warm-ups*

# *Resources*



## Resources

**Challenge:** Employees often lack a shared understanding about the environmental impact and costs of business activities. Conflicting values and interests may undermine the efficiency, effectivity and sustainability of innovations and their management.

**How can we sensitize and train innovation managers to optimize resource efficiency and productivity?**

**Solution:** *Resources* prompts organizational members to recognize the challenges, restrictions and priorities related to finance and the use of limited resources. In games, players increase investing or exchanging in-game resources, such as money, land, natural resources, human resources or simply points.

**Related patterns:** *Business Modelling, Business Simulation, Cards, Innovation Markets, Prioritization, Surprise, Voting*



# *Rewards*



## Rewards

**Challenge:** Organizational inertia hampers the engagement, motivation and curiosity of employees during meetings or other joint activities. But these factors are crucial for ensuring fruitful ideation and smooth collaboration.

**How can we increase participant engagement in projects?**

**Solution:** *Rewards* are used to promote competitive engagement and a sense of accomplishment among players, motivating them to contribute ideas or other input to innovation.

**Related patterns:** *Competition, Crowdsourcing, Knowledge Transfer, Ideation, Surprise*

# *Roles*



# Roles

**Challenge:** Appreciation of customers and other stakeholders is essential to the innovation process. This is hindered by a limited and static perspective about stakeholder values and a habitual mindset.

**How can we facilitate empathy and the taking on of different viewpoints?**

**Solution:** Role playing participants enact the goals and behaviors of fictional agents in a playful manner, acquiring a deeper understanding of their emotions and motivations. *Roles* allow desired behaviors to be practiced in a safe space.

**Related patterns:** *Business Simulation, Cards, Day in the Life, Dilemma Solving, Epic Meaning, Humor, Ideation, Negotiation, Modelling Materials, Storytelling, Warm-ups*

# *Storytelling*



# Storytelling

**Challenge:** Latent drivers of innovation – such as participants’ and other stakeholders’ implicit knowledge, values and perspectives on future scenarios – are often difficult to elicit and discuss. Misunderstandings or poorly managed conflicts can lead to the failure of innovation projects or entrepreneurial collaboration.

**How can we make knowledge, empirical insights and values explicit in an engaging manner?**

**Solution:** *Storytelling* makes knowledge and values explicit, while promoting engagement and enhancing ideation. Narrative features like engagement, conflict, characters, emotions, meaning, causal relationships and time-space constraints create larger and more meaningful constructs that support participants’ comprehension and interpretation.

**Related patterns:** : *Cards, Day in the Life, Epic Meaning, Humor, Ideation, Roles*

# *Surprise*



# Surprise

**Challenge:** Innovation and its management need creative thinking and daring exploration of uncharted territories. Participants need to leave behind life-long habits and daily practices and follow their curiosity to become aware of a wider range of alternative developments.

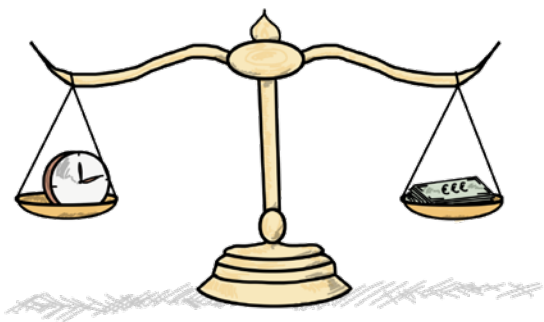
**How can we encourage unconventional thinking and sensitize people for unexpected developments?**

**Solution:** *Surprise* introduces unexpected events or pieces of information into a game flow that deviates from an expected course of action. *Surprise* can be stimulated by predefined content (e.g. drawing wild cards), by prompting players to generate radical scenarios or by providing them with special capabilities or unexpected rewards.

**Related patterns:** : *Business Simulation, Cards, Business Modelling, Ideation, Humour, Resources, Rewards*



# *Trade-offs*



# Trade-offs

**Challenge:** Innovation managers often need to take difficult decisions between contradictory alternatives. Such decisions are characterized by high levels of uncertainty and risk, which pressure decision-makers and limit their ability to develop a strategic plan.

**How can we prepare innovation managers for taking difficult decisions?**

**Solution:** *Trade-offs* prompts players to compare and choose among several options that lead to different negative or positive consequences. They simulate decision-making between conflicting alternatives and allow participants to experiment with different approaches in a safe space.

**Related patterns:** *Branching Choices, Business Simulation, Collective Decisions, Dilemma Solving, Innovation Markets, Negotiation, Prioritization, Resources, Voting*

# *Voting*



# Voting

**Challenge:** Reaching consensus while selecting ideas or evaluating decisions is challenging in a team. It can undermine the smooth transition across stages of the innovation process.

## **How can we facilitate decision making?**

**Solution:** *Voting* prompts players to allocate votes, points, fictitious money or other tokens to different alternatives. Innovation project participants prioritize alternatives in a collaborative, engaging and transparent way, while avoiding lengthy discussions and conflicts.

**Related patterns:** *Agile Retrospective, Business Modelling, Collective Decisions, Crowdsourcing, Ideation, Innovation Markets, Prioritization, Trade-offs*

# *Your Flow Pattern*

## ***Your Flow Pattern***

***Challenge:*** Which innovation or entrepreneurial challenge did you address?

***Solution:*** Which solution did you find helpful?

***Related patterns:*** Did you use any other patterns?

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***Challenge:** Which innovation or entrepreneurial challenge did you address?*

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# *Your Component Pattern*

## ***Your Component Pattern***

***Challenge:** Which innovation or entrepreneurial challenge did you address?*

***Solution:** Which solution did you find helpful?*

***Related patterns:** Did you use any other patterns?*

# *Your Component Pattern*

# ***Your Component Pattern***

***Challenge:** Which innovation or entrepreneurial challenge did you address?*

***Solution:** Which solution did you find helpful?*

***Related patterns:** Did you use any other pattern?*