



**DEADLINES &
DELIVERABLES**

Introduction

Welcome to Deadlines and Deliverables, a game of teamwork, cooperation, and tight deadlines! You are an employee who works for a very busy organization. You have many tasks to accomplish, but like everybody else, you face daily work-related and personal challenges that can sometimes make it difficult to succeed. If you can't get your work done, you'll get stressed out and both you and your organization will suffer. The good news is that you are not alone – you have a team who can help you! The bad news is that they have their own mix of challenges, strengths, and tasks to accomplish. Only by communicating and working together can you all succeed! You are encouraged to communicate, plan, and strategize throughout the game!

Purpose

This game was designed to

- 1) Help build a more resilient and productive workforce by teaching resilience concepts and techniques
- 2) Help build teamwork, cooperation, and communication skills through a cooperative learn-by-doing game
- 3) Be fun for anyone to play, any time!

Players

Each player represents an employee who is one person in a larger team. The game was intended to be played by a maximum of 6 players in a team.

Contents

Task Cards	36
Challenge Cards	34
Resilience Cards	21
Event Cards	49
Instruction Cards	18
Resilience Tokens	12
Mental Money	42
Stress Tokens	36

Objective

All players must cooperate to complete all Tasks on the Task Board before any player collects 5 or more Stress tokens. If any player ends their turn with 5 or more Stress tokens, the game is over and everyone loses.

Cards and Tokens

MENTAL MONEY

Mental Money is the game's currency. It represents the mental effort an individual has to spend throughout a workday. Players are allocated 5



Mental Money at the beginning of the game. Each player turn represents one workday, and players replenish their Mental Money at the end of each turn. Mental Money can only be shared with other players if indicated on a Resilience card. Mental Money is dealt from and returned to “the bank.”

TASKS

Task cards describe everyday work Tasks that need to be completed. Tasks can be completed by paying the designated amount of Mental Money and following any additional instructions on the Task card. Completed Task cards are placed facedown in the player’s space unless otherwise instructed.



CHALLENGES

Challenge cards describe common, everyday obstacles to getting a Task done and the respondent actions that must be taken to remove or mitigate them. Some Challenges can be resolved and removed from the game by following discard instructions on the card. Others cannot be discarded but can be mitigated using Resilience cards.



RESILIENCE

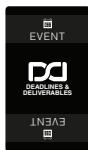
Resilience cards describe strengths and skill sets a player has or actions a player can take to help mitigate Challenges. Resilience can provide players with extra Mental Money, give



them special abilities, or allow players to mitigate Challenges.

EVENTS

Event cards describe typical Events that can affect your ability to complete Tasks at work and provide instructions on how to resolve them. Following these instructions can result in positive outcomes, such as Resilience, Mental Money, or unique opportunities. It can also have negative outcomes, such as creating more Stress or causing you to lose Mental Money. Used Event cards are placed faceup next to the Events deck. They can be reshuffled and added back to the Event deck if more are needed.



RESILIENCE TOKENS

Resilience tokens are designated by player number, in counterclockwise order. They can be used to copy another player's Resilience card if both players agree to pay 1 Mental Money. This represents two employees taking the mental effort to teach and learn a resilience skill. If both agree and pay, the token is placed on the other player's Resilience card to indicate it has been copied by that player. Only 2 Resilience tokens can be played per player per game.



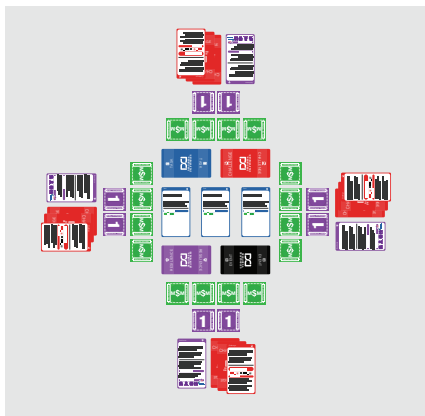
STRESS

Stress tokens describe how stressed or overwhelmed a player feels and are acquired through Challenges and Events or by not completing a Task



by the end of a player's turn. If any player has 5 Stress tokens at the end of their turn, the game is over and everyone loses.

Setup



Place each card deck—Task Deck, Challenge Deck, Resilience Deck, and Event Deck—facedown in the middle of the table.

If fewer than 6 players are playing, draw 6 cards for each player from the Task deck to create a subdeck for the game, and set aside the rest of the Tasks for the game.

The Tasks you drew are the new Task Deck. If 6 players are playing, use the full Task deck.

From the Task Deck, draw 3 Task cards and place them faceup in the middle of the table – this is the game’s Task Board. There must be 3 Task cards facing up in the Task Board at the beginning of each player’s turn.

Designate a “bank” for the Mental Money and a “stress pile” for the Stress tokens on the play table.

The space in front of each player will be designated as that person’s play space. All of their cards will go in this area.

Give each player 5 Mental Money from the bank to begin the game.

Determine who will go first by who has the longest commute to work. This will be Player 1 and the game will continue in a counterclockwise order.

Each player also draws:

- 1 Resilience card,
- 2 Resilience tokens (with player # designation), and
- 3 Challenge cards.

Two of the Challenge cards will start facedown and all of the other cards will start faceup in their play space.

Players are encouraged to verbally discuss ONLY their faceup cards with the team so that everyone else knows what the person has as their disposal.

Playing the Game

The first player ensures there are 3 Tasks faceup on the Task Board before beginning play. If there are not, the player draws from the Task Deck until there are a total of 3 Task cards.

The player then follows the instructions on their Challenge cards, both faceup and facedown, finishing one Challenge card in its entirety at a time and not revealing the content of the facedown Challenge cards. Players are encouraged to narrate what they are doing so the whole group is aware.

The player may also:

- Choose to pay 1 Mental Money to the bank to reveal a hidden Challenge (ONLY REVEALED Challenges can be mitigated) and place it faceup.
- Follow the instructions to discard the faceup Challenge card and remove it from the game, if possible.

The player next reads the Resilience card in their play space out loud for the team and follows directions on the card to:

- Mitigate Challenges: If the Resilience card has a SYMBOL at the BOTTOM corresponding to the SYMBOL at the TOP RIGHT of one of the player's REVEALED Challenge cards, it can be used to mitigate the Challenge card. The player places the Resilience card on top (covering) of the Challenge card to indicate that its instructions do not have to be followed for the rest of the game.

- Buy Resilience cards: The player can buy a Resilience card from the Resilience deck for 1 Mental Money. There is no limit to the number of Resilience cards a player may have.
- Copy other Resilience cards: The player can copy a Resilience card from another player if both agree to pay 1 Mental Money to the bank. If both agree and pay, the player's designated token is placed on the other player's Resilience card. Only 2 Resilience tokens can be played per player per game.

The player then consults each of the 3 faceup Task cards on the Task Board for instructions. The player determines, based on their Challenge and Resilience cards, their tokens, and the Mental Money required to complete a Task card, if they can complete one of the 3 Tasks.

- If the player CANNOT complete ANY of the 3 Tasks, the player gains 1 Stress token and draws 1 Event card. The player then follows the instructions on the Event card and ends their turn. Alternatively, the player can choose to take a risk and pay 1 Mental Money to the bank to ADD one Task card to the Task Board. If the player cannot complete this Task card either, they gain 1 Stress token, draw 1 Event card, follow its instructions, and their turn is over.
- If the player CAN complete a Task, they follow any additional instructions on the Task card, pay the required Mental Money amount to the bank, and place the Task card faceup in their play space.

At the end of the turn, the player collects 5 Mental Money

from the bank, and the play passes to the player on the left.

Each player completes the same sequence of steps in turn. Play continues until all Task cards have been completed (everyone wins) or a player acquires 5 Stress tokens (everyone loses) at the end of their turn.

Rules

Players cannot discuss their hidden Challenge cards.

Players must follow all instructions on their hidden Challenge cards.

Players must address Challenge cards (hidden and revealed) one at a time.

Players can only mitigate Challenge cards that are faceup (revealed).

Players cannot loan or give Mental Money to other players.

Players can remove a Stress token by paying 3 Mental Money to the bank. Other players can contribute Mental Money to help the player remove the token.

Players can contribute to a Task card by placing Mental Money on an uncompleted Task card. The Task card is considered completed when ANY player pays the remaining cost. Players can ONLY contribute to a Task card on their turn.



Players can place an additional Task card on the Task Board to give themselves and others more options for Task cards by paying 1 Mental Money to the bank on their turn.

Players can ONLY reveal 1 Challenge card per turn.

Players can mitigate a Challenge card by playing a Resilience card with the symbol corresponding to the one on the Challenge card.

Players can buy a Resilience card from the Resilience deck for 1 Mental Money.

Players can copy a Resilience card from another player IF BOTH AGREE to pay 1 Mental Money. If both agree and pay, the player's designated token is placed on the other player's Resilience card.

How the Game Ends

WIN CONDITIONS

When there are no Tasks left to be accomplished, the game is over and everyone wins! Congratulations, you navigated successfully through many obstacles! You are truly a resilient team!

LOSE CONDITIONS

If any player ends their turn with 5 or more Stress tokens, the team loses and the game is over.

Tips

COMMUNICATE!

The team may be doing fine, but you might be struggling. Let your teammates know!

COOPERATE!

You need to work together to accomplish some tasks.

BUILD RESILIENCE!

Use your Resilience cards to mitigate challenges and make your team more effective.

REVEAL!

Not knowing what Challenges you face makes it harder for people to help you.

TILT!

Tilt your cards once you follow their instructions to track which cards you've already addressed.

Debrief

If you are playing just for fun – keep it up!

If you are a supervisor, employee, or HR professional who wants to use this as a team-building exercise, spend some time discussing the results of the game.

The following are possible learning objectives from playing the game:

- Empathy, or putting myself in others' shoes, can help build understanding within my team.
- Communication is key.
- We often don't know what other people are going through that may be affecting their ability to work.
- We can't get help if we don't ask for it.

Debrief using the following questions to get the most out of your team-building experience:

- What did you notice happened during the game?
- Why did we win?
- Why did we lose?
- Is there anything you could have done differently to help us win?
- What did you learn from playing this game?



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