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## **Win As Much As You Can: An Intergroup Competition<sup>1</sup>**

*W. Gellerman*

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### **Goal**

- To acquaint the members of two teams with the merits of competition and collaboration in both intragroup and intergroup relations.
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### **Group Size**

This activity is designed for two teams of eight members each. Teams of more than eight members can be accommodated easily by having the participants play the game in trios instead of pairs and/or assigning some participants to be process observers. If either team has fewer than eight members, single participants may work by themselves (instead of in pairs) or the facilitator may alter the game on which the activity is based.

### **Time Required**

Approximately one hour.

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<sup>1</sup>This activity is based on the classic “Prisoner’s Dilemma” problem as adapted by W. Gellermann.

## **Materials**

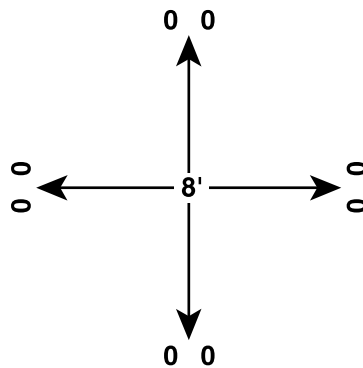
- A copy of the Win as Much as You Can Tally Sheet for each pair.
- A pencil for each pair.

## **Physical Setting**

A large room with movable chairs for all members of both teams. The teams are seated well apart from each other. Each team is divided into four pairs; the pairs are seated far enough away from one another so that they can discuss strategy privately, yet close enough so that all team members can interact when asked to do so. Figure 1 is a suggested configuration for one team.

## **Process**

1. The members of each team are instructed to form four pairs and to arrange themselves into a configuration such as that shown in Figure 1. Each pair is given a copy of the tally sheet and a pencil; the members of each pair are instructed to spend a few minutes studying this sheet and discussing their understanding of the game.



**Figure 1. Suggested Seating Configuration**

2. The facilitator elicits and answers questions about the game and then reads the following directions aloud:
  - “The title of this activity is ‘Win As Much As You Can.’ Be sure to keep that goal in mind throughout the experience.

- “There are three rules:
  - a. “You are not to confer with other members of your team, except your own partner, unless you are given specific permission to do so. This rule applies to nonverbal as well as verbal communication.
  - b. “Each pair must agree on a single choice for each round.
  - c. “You are to ensure that the other members of your team do not know your pair’s choice until you are instructed to reveal it.
- “There are ten rounds to this activity. During each round you and your partner will have one minute to mark your choice for the round. Remember the rules. You may now take one minute to mark your choice for round one.” [*The facilitator pauses for one minute.*]
  - a. “If you have not marked your choice, please raise your hand.” [*The facilitator makes sure that each pair has completed the task before proceeding, but also keeps the activity moving.*]
  - b. “Share your decision with all of the other members of your team.” [*The facilitator pauses for two minutes while the team members confer.*]
  - c. “Mark your score card on the tally sheet for round 1 according to the payoff schedule.”
  - d. “Are there any questions about the scoring?” [*The response to all questions concerning the purpose of the activity should be “The name of the game is ‘Win As Much As You Can.’”*]
- “You have one minute to mark your decision for round 2.” [*The facilitator pauses for one minute.*]
  - a. “Has any pair not finished?” [*The facilitator encourages the pairs to make their decisions quickly.*]
  - b. “Now share your decision with the rest of your team.” [*The facilitator pauses for two minutes while the team members confer.*]
  - c. “Mark your score card for round 2.”
- [*The facilitator conducts rounds 3 and 4 in the same fashion as Rounds 1 and 2.*]
- “Round 5 is a bonus round. You will note that the tally sheet indicates that all amounts won or lost during this round will be multiplied by three. Before I ask you to mark your choice for this round, I’m going to let you discuss this phase of the activity with the other members of

your team. After the team discussion, you and your partner will have one minute to discuss your decision, as before. You may now have three minutes for team discussion.” *[The facilitator pauses for three minutes.]*

- a. “You and your partner now have one minute to mark your decision for round 5. Remember that the rules are now in effect.” *[The facilitator pauses for one minute.]*
  - b. “Has any pair not finished?” *[The facilitator encourages the pairs to make quick decisions.]*
  - c. “Now share your decision with the other members of your team.” *[The facilitator pauses for two minutes.]*
  - d. “Mark your score card for round 5.”
- *[The facilitator conducts rounds 6 and 7 in the same fashion as Rounds 1 through 4.]*
  - *[Round 8 is conducted in the same fashion as round 5, with the bonus value increased from three to five times par.]*
  - *[Round 9 is conducted in the same fashion as rounds 1 through 4 and rounds 6 and 7.]*
  - *[Round 10 is conducted in the same fashion as rounds 5 and 8, with the bonus value increased to ten times par.]*
3. The facilitator asks each team to compute its net score from the pair scores. (Example: +18, -21, +6, and +2 = +5. It is possible for a team to score a maximum of +100—+25, +25, +25, and +25—if all four pairs choose Y, the collaboration option, in each round.)
  4. The facilitator opens the discussion of the process and its implications. The following questions should be addressed:
    - Does the “you” in “Win As Much As You Can” mean you as a pair or you as a team? How was your perspective on this issue revealed in your behavior during the activity?
    - What were the effects of competition in this game? What were the effects of collaboration?
    - How does your team’s net score compare to the possible net score of 100?
    - How does this activity relate to your previous experiences with your fellow team members? How does it relate to your previous experiences with members of the other team?

- How can you use what you have learned in future interactions with your fellow team members and in interactions with members of the other team?

### **Variations**

- The activity may be carried out using money instead of points.
- If the teams are large (each consisting of several more than eight members), they may send representatives to the meetings on bonus rounds.
- In round 10 each pair may be asked to predict the choices of the team's other three pairs. These predictions may be posted before announcing the actual choices, as shown in Figure 2. (Actual choices are recorded in the circles after the predictions are announced.)

Predicting Partnership	Predicted Choices			
	Partnership A	Partnership B	Partnership C	Partnership D
A	○			
B		○		
C			○	
D				○

**Figure 2. Prediction Chart**

*Originally published in The 1972 Annual Handbook for Group Facilitators.*

# WIN AS MUCH AS YOU CAN TALLY SHEET

*Instructions:* For ten successive rounds you and your partner will choose either an X or a Y, and each of the other pairs will make the same choice. Each round's payoff depends on the pattern of choices made in your team.

## Payoff Schedule

<b>4 X's:</b> Lose \$1.00 each
<b>3 X's:</b> Win \$1.00 each <b>1 Y:</b> Lose \$3.00
<b>2 X's:</b> Win \$2.00 each <b>2 Y's:</b> Lose \$2.00 each
<b>1 X:</b> Win \$3.00 <b>4 Y's:</b> Lose \$1.00 each
<b>4 Y's:</b> Win \$1.00 each

You are to confer with your partner in each round and make a joint decision. In rounds 5, 8, and 10, you and your partner may first confer with the other pairs in your team before making your joint decision, as before.

	Round	Your Choice (circle)	Cluster's Pattern of Choices	Payoff	Balance
	1	X Y	___ X ___ Y		
	2	X Y	___ X ___ Y		
	3	X Y	___ X ___ Y		
	4	X Y	___ X ___ Y		
<b>Bonus Round</b> Payoff x 3	5	X Y	___ X ___ Y		
	6	X Y	___ X ___ Y		
	7	X Y	___ X ___ Y		
<b>Bonus Round</b> Payoff x 5	8	X Y	___ X ___ Y		
	9	X Y	___ X ___ Y		
<b>Bonus Round</b> Payoff x 10	10	X Y	___ X ___ Y		