

# SALA DE REUNIÃO

Gamefication in gender  
equality within  
organizations

quick guide



Execution



Supporters of FIS 13



Instituto C&A 25 anos



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# 0. SUMMARY

Players: 8 to 10

Age: 8 to 88

Duration: approximately one (1) hour

## 1. FIRST INSTRUCTIONS



**Speech suggestion for the facilitator:** "During these first stages you are not allowed to communicate with each other, until the next instruction is given".

## 2. PRE GAME: BUILDING THE CHARACTERS



**Speech suggestion for the facilitator:** "Each one of you will receive a character, which has its own characteristics, ambitions and an unique way of being. Based on the cards information, you can choose your characters' name – and write it on the tag – gender and appearance, which must be presented when time is out. You will have 2 minutes for that."




**Speech suggestion for the facilitator:** "It's time to incorporate your character! Now that you are the character you have just created, introduce yourself. Put the tag on you and tell us: who are you? Tell us your name, your history, your characteristics, acting like the person you represent now. But remember to stick to the card that was given to you. If you want, you can use your paper boards for notes."



**Speech suggestion for the facilitator:** "XXXX, can you start introducing yourself?"





### 3. FIRST STAGE: CHARACTERS ALLOCATION IN THE CHART


 **Speech suggestion for the facilitator :** *"Welcome! Now all of you are co-workers of RUB (we will explain the name of the company at the end of the game, ok?) As you have been informed, you will decide the allocation of positions. This will occur in hierarchical order, from the president to the managers."*

**Speech suggestion for the facilitator :** *"You will have 5 minutes to decide who the president will be. At the end of this discussion, you will vote. Everyone can vote, including the ones running for the position. I ask the candidates to raise your hands, and count your votes on your fingers."*

*(in case there is a tie)*

 **Speech suggestion for the facilitator :** *"The elections are over. There was a tie. In this case, I will define who the president will be, based on our company's secret criteria."*

 **Speech suggestion for the facilitator :** *"You now have 5 minutes to decide who the directors will be. After that, we will vote each one of the positions. Everyone can vote, including the ones running for the position. I ask the candidates to raise your hands, and count your votes on your fingers. If there is only one person interested in the position, there is no need to vote. In case of tie, the president has the casting vote."*

 **Speech suggestion for the facilitator :** *"You now have 5 minutes to decide who the managers will be. After that, you can vote for positions that have more than one candidate. I ask the candidates to raise your hands, and count your votes on your fingers. In case of tie, the Director of Human Resources has the casting vote. As you might have noticed, one of you will be unemployed."*



## 4. SECOND STAGE: DISTRIBUTION OF FIXED REMUNERATION



**Speech suggestion for the facilitator:** *"One year has passed. The person who was unemployed has developed a fixed remuneration distribution methodology that, in the company's board opinion, would solve the remuneration problem of RUB. He/she was hired to implement this methodology, taking the position of Human Resources manager. The current Human Resources Manager, then, is fired."*



**Speech suggestion for the facilitator:** *"The methodology is based on the premise that the more autonomous employees are to decide their own payments, the more satisfactory is the distribution perceived. In this way, it was defined an amount for each hierarchical level, which must be entirely used:*

- *President – 8 coins*
- *Directory – 22 coins. The directors themselves are responsible for the distribution.*
- *Managers – 18 coins . The managers themselves are responsible for the distribution.*



**Speech suggestion for the facilitator:** *"President, your remuneration is 8 coins. Congratulations."*




**Speech suggestion for the facilitator:** *"Let's establish the directors' fixed remuneration now. Only the directors can decide. You have a total of 22 coins and 5 minutes to propose each director fixed remuneration to the president. At the end of this period, if there is no consensus, the president will decide what will be the most proper solution and explain his/her criteria."*




**Speech suggestion for the facilitator:** *" Let's establish the managers' fixed remuneration now. Only the managers can decide. You have a total of 18 coins and 5 minutes to propose each manager fixed remuneration to the Human Resources Director. At the end of this period, if there is no consensus, the Human Resources Director will decide what will be the most proper solution and explain his/her criteria."*



# 5. DEBRIEFING


 **Speech suggestion for the facilitator:** *"Well, we have come to the end of the game. After a lot of discussion, character building and negotiations, you have come to an agreement about the employees board of RUB – Revealing Unconscious Biases. Pay attention to the organization chart built by you, the distribution of profiles, positions, remuneration. Are you happy with that? Was the final goal reached?"*

 **Speech suggestion for the facilitator:** *"At the beginning of the game, when the cards were given, which characteristics defined the sex of your character? Why?"*

**Facilitator reads the text about bias and characteristics:** *"The automatic associations we make between characteristics and gender are based on social stereotypes, which are built within our minds and influence the way we judge the external world. Even though we are not conscious of many of them, they manifest in our daily actions. For example, when we think of scientists, the first image that comes to most people is the figure of a man, even if they consciously believe that both men and women can be scientists. These mental associations are called unconscious biases. They are important because they guarantee faster decision-making and understanding of the world in different settings, including organizational systems. Unconscious biases may, however, contribute to discriminatory actions as they influence stigmatized perceptions about individuals, disregarding their particularities"*

 **Speech suggestion for the facilitator:** *"What unconscious biases could be noticed during the discussions?"*

**Observer exposes his notes and summarizes players' arguments and phrases – without exposing anyone**

 **Speech suggestion for the facilitator:** *"After the characters creation, you have distributed the positions, and referring to this moment...."*

 **Speech suggestion for the facilitator:** *"Which were the most important characteristics to the distribution of the high-position charges? How was the final gender and race distribution?"*




## 5. DEBRIEFING

**Observe and** problematize the distribution of race and gender in the two stages: the constitution of the characters and the allocation in the organization chart. Recalling that the distribution of the pieces that constituted the characters was 50% for both race and gender.

**Extra question:** in case the facilitator observes that one area is composed only by one gender, the following question should be raised: *"Did you realize that the area (name of the area) is only composed of (women / men)? Why do you believe this happened? "*

 **Speech suggestion for the facilitator :** *" Now we would like to ask a few questions about the negotiation to allocate the positions between the players "*


 **Speech suggestion for the facilitator :** *"Behind the characters, which players most influenced the discussion? What's their gender? "*

 **Speech suggestion for the facilitator :** *"Was there a different attitude between men and women?"*

 **Speech suggestion for the facilitator :** *"How would the chart look like if we looked at the players behind the characters?"*

**Extra question:** In case the president is a MAN, the facilitator can ask the following question: *"If the company had compulsory paternity leave, would there be any change in the course of the game? "*

**Facilitator reads the text about bias and maternity:** *Studies show that characteristics such as sensitivity, emotion, intuition and perseverance are more commonly associated to women, and were even used in the past as a justification for women's position in private spaces, instead of public spaces or at work. In turn, labor markets and organizations were built by men and for men. In addition, the characteristics usually required by companies were associated with attributes traditionally thought to be men's, such as aggressiveness and assertiveness. The issue of motherhood is then seen as a further obstacle that demands adequacy in managerial processes, affecting mainly female employees, even though it is a question equally present in the life of both men and women.*

 **Speech suggestion for the facilitator :** *"In the distribution of the fixed remuneration, which characteristics of the characters were taken in consideration?"*





## 6. FINALIZATION

 **Speech suggestion for the facilitator :** *"Well, this is the reality built by you on RUB. In the real world, things are a bit different. An organization chart in Brazil's current situation is structured the following way:"*

Put the heads over the characters and show the facts, to show Brazilian's real distribution situation.

 **Speech suggestion for the facilitator :** *" 89% of the CEOs are men"*  
President: 1 white man;

 **Speech suggestion for the facilitator :** *"Women occupy only 13,3% of the executives board and 31,3% of the high management levels."*  
Directors: 3 white men and 1 white woman  
Managers: 3 white men, 1 black man and 1 white woman

 **Speech suggestion for the facilitator :** *"About the remuneration, women are paid, generally, salary equivalent to 74,5% of what men are paid, in the same hierarchical level."*

Reallocate characters' salary according to Brazilian reality. Men receive more than women in any hierarchical position.

Board of Directors:

men: 6 fixed remuneration amounts;  
women: 4 fixed remuneration amounts.

Management:

white men: 4 fixed remuneration amounts;  
black man: 3 fixed remuneration amounts;  
woman: 3 fixed remuneration amounts.



# 6. FINALIZATION



**Speech suggestion for the facilitator :** *"According to this study made by the UN, it will take 18 years for the labor Market to reach equality between men and women. What if we accelerate this process? We invite you to reflect about which phrases would complete these three aspects:"*

There will be a paperboard on the table, to be divided in three parts. In each one of them, it must be registered:



WHAT A SHAME	GOOD THING THAT	WHAT IF
Existing problems that we are ashamed of	Perception that emerged during the gamification	Attitude to be taken from now on