

THE RISK ROUND

A co-op round. One mixed group, each player holds a **Tech Lens** or a **Business Lens**. You win or lose as a team. The goal is that both sides leave able to read the other's risk language.

SETUP

Bring an attack chain (Actor + Target + 3 to 4 steps) from a game you played or a real incident; the **Attack-Chain Worksheet** does this. Cost scale: 1 unit = 10k (adjust the anchor to match your org). Negotiate the shared **Risk Appetite** token pool (printed default if you stall, a CFO prompt, a 3-minute cap). Deal each player a Lens card and one private clue.

THE ROUND

1 Bucket sort. In ten seconds, out loud, the group sorts the incident into Accept / Mitigate / Transfer. Disagreement is the warm-up, not homework.

2 Estimate, predict, reveal — the heart, in two beats.

BEAT 1 • BLIND

Everyone privately commits their own read (Likelihood + Impact tier) AND a blind guess of one named cross-Lens player's read. Flip at once. **Score Alignment here** (within one step = 1, exact = 2). No saying your own numbers before the flip.

BEAT 2 • SHARE

Each Lens reveals its clue by **saying it in plain words** (not sliding the card). With both halves on the table, re-commit. Reads more than one tier apart owe each other the why first.

3 Boardroom question. Draw a Boardroom card; the **opposite Lens** answers jargon-free under the timer. A same-Lens neighbour may only coach "help me say it better" (once).

4 Defend. Spend Risk Appetite tokens to play Control cards, then roll the d20 per Control (it can fall short). A landed Control knocks Likelihood down a rung; write its framework tag on the brief.

5 Record. Write one Board Brief row. Move to the next item.

THREAT CLOCK

It **holds** on a clean read (both Lens clues surfaced before you re-commit). It **advances** if you re-commit without surfacing a decisive clue, framed as "we moved too fast" against the whole table, never at one person.

ENDING (BRIEF FULL OR TOKENS SPENT)

Read the brief aloud in business voice. Then the **Boardroom Verdict**: one d20 + posture (unspent tokens minus rows still carrying high residual risk). **15+ Funded** (win), **8–14 Deferred**, **7 or less Breached** (loss). Close with one round of "what the other Lens saw that I'd have missed," and read the total Alignment.

LIKELIHOOD (ACTOR STRENGTH)

1 Rare **2** Unlikely **3** Possible
4 Likely **5** Almost certain

IMPACT TIER (TARGET VALUE)

T1 1–5 **T2** 5–25 **T3** 25–100
T4 100–500 **T5** 500–2,500 (units)

A *Consequence* card can bump a row up one tier (regulated data, acting on corrupted data, revenue/safety-critical, or human harm). One bump per row, no stacking.

INCIDENT CAPTAIN QUICK REFERENCE

You are not a teacher. You read prompts, hold the timer, run the threat clock, and ask "why" when two people disagree. You do not need to be the expert in the room. Five things will come up. Here is what to say.

1 • RISK APPETITE NEGOTIATION STALLS

"We're out of time on this. Start at *[the printed default]* tokens. The CFO gave you that much; argue for more later." Then start round one.

2 • ONE LENS IS DOMINATING

To the quiet player by name: "*[Name]*, you have the next answer. *[Dominant]*, coach only this round." Enforce the rotating spotlight; if it sticks, draw a card framed for the quiet player's opposite Lens.

3 • ESTIMATES SPLIT AND SOMEONE WANTS TO AVERAGE

"No averaging. *[Higher]*, why so high? *[Lower]*, why so low?" Take both reasons, then let them reconcile.

4 • A BOARDROOM ANSWER SPIRALS OR GOES META

"Stop. I'm the CFO and I have twenty seconds. Headline, not footnotes." Jargon case: "Again, no acronyms, as if to your parent."

5 • CLOSING THE BRIEF

"*[Name]*, read our brief aloud as if to the board. Everyone: would a real board act on this?" Run the Boardroom Verdict, then capture one "what we'd say differently" line.

TWO RULES YOU ENFORCE

No pre-declaring. Nobody says their own Likelihood or Impact out loud before the Beat 1 flip. The blind guess only works if people have to model each other, not copy an announcement.

Say it, don't show it. A clue is revealed by explaining it in plain words. Reading the card aloud or sliding it across does not count. The explaining is the point.

If someone is visibly struggling under the timer, slow down rather than enforce the clock. The quiet player finding their voice matters more than the round time.