

Game Instructions Jenga Sustainability Dilemmas for Entrepreneurs / Managers

This game is designed for entrepreneurs and managers who want to reflect on sustainability dilemmas in their daily practice. Using a Jenga set and a set of Two4C dilemma cards, players explore current questions around personnel, raw materials, supply chain, and leadership. The goal is not to find the "right answer," but to explore different perspectives together, raise awareness, and encourage honest and open thinking. The dilemmas on the cards are derived from the outcomes of the Quick Scan offered by Two4C.

What you need:

- 1 Jenga set with blocks marked in 4 colors
- Dilemma cards in 4 different colors
- Pen and paper (optional, for notes)

Preparation:

- Place the tower on a stable surface.
- Make sure all participants understand the rules and are open to dialogue and reflection.

How to play:

- The first player pulls a block from the Jenga tower.
- The color on the block corresponds to a dilemma card. The player reads the card out loud. If the block has no color, the player may come up with their own question or choose to skip their turn.
- The player responds to the dilemma out loud: what would you do in this situation? What considerations do you weigh (values, interests, risks)?
- The other players may ask follow-up questions or share their perspective for up to 2 minutes.
- Then it is the next player's turn.

Closing & Reflection:

When the tower falls, or after an agreed time, the game ends.

To close:

- Each participant shares one insight or feeling that stayed with them.
- Together, note which themes came up most often (e.g. moral courage, conflicting goals, systemic pressure).
- Consider: which dilemmas deserve follow-up or action in your organization?

Tips for facilitators:

- Create a safe atmosphere: this is not a knowledge test, but a tool to open up conversation.
- It is fine to take time to be silent, to doubt, or to simply not know yet.
- If a dilemma stirs something — that is exactly the point.

A practical note:

Purchasing a Two4C Jenga set is possible, but relatively costly. A faster and easier option is to buy a standard Jenga set and use four colours of whiteboard marker to place a dot on the blocks. The dilemma cards can be downloaded from the Two4C website: two4c-interreg.eu/tutorials.

Different versions will become available so the game can be used in a variety of settings.

English translation Dillema cards

Personnel

- Your team disagrees on sustainability goals. How do you keep everyone on board?
- A colleague wants to make a project more sustainable, but it requires significantly more time. How do you support that?
- Sustainability is not part of the job description. How do you still encourage ownership?
- An employee makes unsustainable choices in their private life, but publicly represents your organization as a sustainability ambassador. Do you intervene?
- A junior employee shows a lot of initiative on sustainability, but operates outside the agreed boundaries. How do you manage that?
- An employee questions sustainability: 'We only do this for our image.' How do you respond?
- You have to choose: budget for sustainability training or technical development. What do you choose?
- An employee points out that your behavior is inconsistent with your own sustainability policy. How do you respond as a leader?
- Your company promotes sustainability but primarily rewards commercial results. What does that say about your culture?
- You want to encourage sustainability but without financial incentives. How would you approach that differently?
- Your HR policy is focused on clarity and structure. Do you find that this helps or hinders innovation?

Raw Materials & Supply Chain

- You have been happily sourcing overseas for years. A new local supplier is slightly more expensive. What do you do?
- A supplier uses scarce or controversial raw materials. Do you raise this with them?
- Reuse of materials leads to a higher workload. How do you balance sustainability and efficiency?
- The more sustainable option delays production by 2 weeks. What do you communicate to your customers?
- A supplier offers sustainably produced material, but it comes from a country with questionable labor conditions. What do you do?
- Your team advises reducing plastic, but marketing wants to keep plastic packaging 'for the customer experience'. What do you do?

- A circular alternative requires a significant reorganization of your processes. Do you go for it?
- Customers want sustainability, but won't accept a price increase. How do you deal with that?
- Your competitors are waiting on sustainable innovations. Do you take the first step or stay safely in the middle ground?
- New, sustainable techniques conflict with traditional craftsmanship in your company. What carries more weight: preserving the craft or embracing renewal?
- You can invest heavily in a completely new sustainable process, or make small improvements to the existing one. What do you choose?

Chain Collaboration

- A partner is not adhering to your shared sustainability agreements. Do you intervene?
- You can offset your CO2 emissions, but you would prefer to reduce them. What do you choose in the chain?
- A supplier raises its prices because it wants to produce more sustainably. Are you willing to pay more for better sustainability, or do you look for a cheaper alternative?
- Sustainable choices in the chain require a level of transparency your organization is not yet used to. What do you do?
- Procurement makes decisions based on price. You see that this is not sustainable. How do you handle that?
- A chain partner from another country operates under different standards. How do you still build sustainable collaboration?
- The sustainability goals of the chain conflict with your own KPIs. What do you do?
- Supply security or sustainable sourcing? Where do you place your priority?
- A customer requests a sustainability certification that comes with a heavy administrative burden. Do you go along with it?
- You see opportunities for joint innovation with competitors around circularity. Do you join in or keep your distance?
- A partner is engaged in greenwashing. Do you continue working with them?

Leadership

- Company ownership (or your investor) sees sustainability as an 'expensive hobby'. How do you position it within your own team or policy?
- Your management team is asking for quick results, while sustainability takes time. How do you manage that pressure?
- The sustainability strategy exists on paper, but you see no real action. How do you give it meaning?
- You believe sustainability is important, but your team feels no urgency. How do you provide direction?
- You are expected to steer on KPIs that don't include sustainability. How do you still show leadership?
- You face resistance because colleagues see sustainability as 'political' or 'woke'. What do you do?
- Sustainability goals conflict with other management goals (e.g. efficiency). How do you navigate that?

- You doubt whether you have enough knowledge to carry sustainability forward. How do you give that shape as a leader?
- An investor wants to enter your company but does not prioritize sustainability. Do you take the money or hold firm to your principles?
- Your team expects clear direction on sustainability choices, but you don't always feel certain yourself. How open are you about that?
- An important customer refuses to accept sustainability requirements. Do you hold to your principles or adapt to preserve the relationship?