

# MAP YOUR TEAM



## GAME VARIATIONS

## Map Your Team

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## INTRODUCTION

This card game is designed to help team members:

- Gain a deeper understanding of themselves, each other, and the team's overall development, and make adjustments where needed.
- Improve collaboration and team leadership.
- Achieve greater fulfilment, depth, and efficiency as a team.

The cards can be used as a standalone game. However, we highly recommend combining the game with the e-book *Team Transformation in Twelve Steps* (the English translation of the e-book will be released soon, or is already released). This book further explains the Double Healix approach and illustrates the theory with examples from feature films and documentaries. We suggest that at least one team member (or the team trainer) has read the book and can provide additional information when needed (or locate relevant sections in the book).

The game is based on the Double Healix Triple-T approach, focusing on Team Phases, Team Roles, and Team Leadership. Additionally, the card game explores transitions between phases, differences in team culture, tensions between roles, and tensions within a team culture.

Most cards provide a brief theoretical explanation along with relevant questions to enhance and deepen team collaboration. Finally, some cards contain only reflection questions and team exercises designed to help teams put their learning into practice.

## CONTENTS OF THE GAME APP

The card game consists of 120 cards, divided into nine themes, each with a distinct background colour:

1. TEAM PHASE – 12 cards
2. PHASE TRANSITION – 12 cards
3. TEAM CULTURE – 12 cards
4. TEAM ROLE – 12 cards
5. SUB-ROLE – 36 cards
6. TEAM LEADERSHIP – 12 cards
7. TENSION FIELD TEAM ROLES – 6 cards
8. TENSION FIELDS TEAM CULTURE – 6 cards
9. CHOOSE AN EXERCISE – 12 cards

Using the *draw-a-card* function creates the effect of rolling a 12-sided dice.

There are 96 cards that have one number (1–12) in the white circle at the top left corner, referring to one of the 12 phases of team development. These numbers allow for easy grouping of cards by theme.

The remaining 24 cards are an exception: the 6 TENSION FIELD TEAM ROLES cards, the 6 TENSION FIELD TEAM CULTURE cards and the 12 PHASE TRANSITION cards display two numbers in the circle, meaning each card covers two team phases simultaneously.

The Game App also contains a link to this manual on the website [www.doublehealix.com](http://www.doublehealix.com)

Below, we outline different game variations, but teams are encouraged to create their own applications as well.

### Notes:

\* In this manual, we have included a photo of the required cards for each game to make them easy to recognise. We have always displayed the first card of each set; however, this does not mean that only this card from the set should be used in the game.

\* Some cards need to be read aloud. Since not everyone retains spoken information easily, projecting the card onto a white wall while reading can help everyone follow along.

## GAME VARIATIONS

The various games described in this manual range from accessible to complex. The order has been designed so that you gradually become familiar with more themes from this card game.

As many of the games refer to team roles, it is highly recommended to play the 'Team Role Game' first – possibly after the Dice Starters and the Oracle.

### 1. Dice Starters

**Playing time:** From 15 minutes per game

**Goals:**

- \* The Dice Starters are short, easy-to-play games designed to spark discussion about aspects of your team.
- \* At the same time, they help you familiarise yourself with the card game.

**What you need for the game:**

- Cards from the following three themes :
  - first the TEAM PHASE cards
  - then the TEAM CULTURE cards
  - finally the TEAM ROLE cards
- Can be played individually, in sub-groups, or with the entire team.

1

TEAM PHASE  
**FORMING**

Team formation begins at the outset but is often an ongoing process. It typically unfolds through seemingly random connections, availability, and intuition. Each team member brings personal dreams, disappointments, and expectations, which later determine the amount of cohesion and trust that develops within the team. Often, similarities between team members lead to them being in the team together.

*Pitfalls:* remaining too long in the chaotic start or transition phase; experiencing high turnover; lacking sufficient commitment.

**Choose a question**

- What coincidences led you to join this team?
- How was this team formed, in your view?
- What similarities do you notice in your personal histories?
- What initially attracted you to this team? What was less appealing? How do you feel about it now?
- How has the development of mutual trust evolved, and what factors have influenced it?

DOUBLE HEALIX

1

FORMING | TEAM CULTURE  
**ADAPTIVE CULTURE**

BASIC PRINCIPLE: CHAOS

The team navigates chaotic processes—such as organisational changes, project shifts, and employee turnover—with a high degree of flexibility, supported by strong bonds and invested trust. This adaptability can also be evident in cultures that emphasise task-oriented dedication with limited personal attachment, like in a 'temp culture'.

*Pitfalls:* lack of structure; ongoing unrest; numerous plans with few completions; projects running over time; high employee turnover; growing indifference.

**Choose a question**

- How do you usually respond to (unexpected) changes, and what could be improved?
- How cohesive is the team, and what aspects would you like to adjust?
- How much chaos or unrest does the team typically experience, and how does it impact the team culture?
- How do you usually handle the departure of team members and the integration of new ones?
- How do you manage unrest within the organisation, and in the broader society?

DOUBLE HEALIX

1

FORMING - TEAM ROLE  
**NETWORKER**

The Networker excels at establishing external connections that can benefit the team. Networkers have a strong awareness of new developments and trends and intuitively bring people and ideas together. Often extroverted and charming, Networkers have an open mind and a flexible approach, adapting well to the opportunities that chance presents.

*Sub-roles:* Connector, Trust Builder, Adaptor.

*Pitfalls:* being dreamy; opportunistic; slick; lacking follow-up; getting easily distracted; not finishing tasks; being messy or chaotic.

**Choose a question**

- Who in your team best embodies the role of the Networker, and what contributions has this role made to the team so far?
- How does your team work to avoid the pitfalls associated with the Networker?
- To what extent can other team members take on (parts of) this role if needed?

DOUBLE HEALIX

## How to play – Three Variations

### 1. Dice Starter Team Phase

Select the TEAM PHASE cards. One team member randomly draws a card and reads it aloud to the group up to the pitfalls section.

Discuss your associations with the card. If your team has not yet experienced the described

phase, try to imagine what it might look like in your team. If you recognise the phase, choose a question from the card and discuss it.

You can also use this variation to start or end meetings by drawing a random card and discussing it together.

### **2. Dice Starter Team Culture**

Select the TEAM CULTURE cards. One team member randomly draws a card and reads it aloud to the group up to the pitfalls section. Discuss your associations. If you don't recognise this culture in your team, try to imagine how it might look in your team. What would be the consequences of such a culture for you personally and for the team?

Finally, choose a question from the card and discuss it together.

### **3. Dice Starter Team Role**

Select the TEAM ROLE cards. One team member randomly draws a card and reads it aloud to the group up to the pitfalls section. Who in your team fits this role? Then, read the rest of the card and choose a question to discuss together.

We have selected these three themes because they offer the most accessible introduction to the game. As your team becomes more familiar with the other themes in the deck (such as PHASE TRANSITION, TENSION FIELD, and SUB-ROLE), you can start using these themes in the Dice Starter games as well.

## 2. The Oracle

**Playing time:** From 10 minutes

**Goals:**

- \* Team members engage in discussions about aspects of their team's development (or, if playing individually, articulate their thoughts on the team's progress).
- \* A simple and accessible way to start the game.
- \* An introduction to the card deck and the theory behind it.

**What you need for the game:**

If you are new to the card game, we recommend starting with only the TEAM ROLE, TEAM PHASE, TEAM LEADERSHIP, and TEAM CULTURE cards. As you become more familiar with the other themes in the deck, you can gradually incorporate them into this game variation.

The image shows four cards from the Double Healix deck, each with a '1' in a circle in the top left corner. The cards are:

- FORMING - TEAM ROLE NETWORKER** (Yellow card): Describes the Networker's role in establishing external connections and lists sub-roles like Connector and Trust Builder. It includes a 'Choose a question' section with three bullet points.
- TEAM PHASE FORMING** (Green card): Explains that team formation begins at the outset and unfolds through seemingly random connections. It lists pitfalls like remaining too long in the chaotic start or transition phase. It includes a 'Choose a question' section with five bullet points.
- FORMING | TEAM LEADERSHIP PROMOTING TRUST** (Blue card): States that team leaders create an atmosphere of trust by being dependable and extending trust to others. It lists pitfalls like blindly trusting others or using smooth talk. It includes a 'Choose a question' section with four bullet points.
- FORMING | TEAM CULTURE ADAPTIVE CULTURE** (Teal card): Notes that the team navigates chaotic processes such as organizational changes and project shifts. It lists pitfalls like lack of structure or ongoing unrest. It includes a 'Choose a question' section with four bullet points.

Each card has 'DOUBLE HEALIX' printed at the bottom.

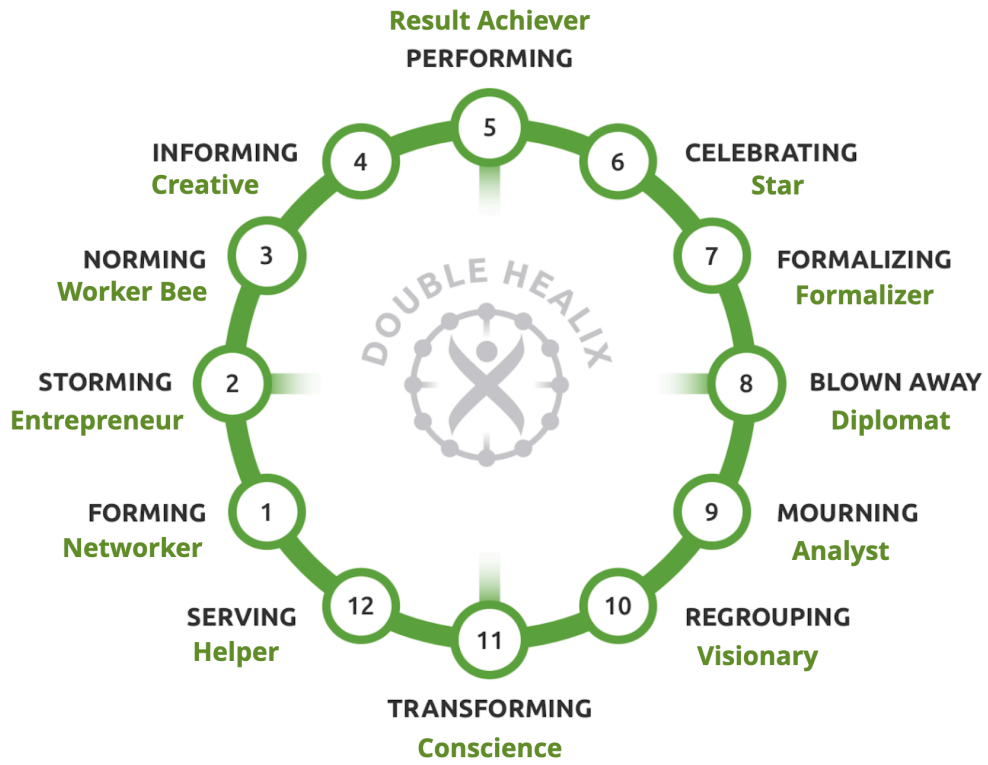
**How to play:**

Many teams we have guided through this game find it useful to draw a card at the start of each meeting as a *point of focus*. Surprisingly often, the randomly drawn card proves to be highly relevant to the discussion, which is why this game has been named *The Oracle*. At the beginning of a meeting or team session, one card is drawn from the deck. The card is read aloud, and all team members take a moment to reflect on its content before the meeting begins.

Many teams then take turns sharing their personal associations with the card and make a conscious effort to keep its theme in mind throughout the meeting. At the end of the session, a brief discussion takes place to see if any insights emerged as a result of the card.

If a CHOOSE AN EXERCISE card is drawn, the team can decide whether to complete the

exercise immediately or schedule it for the coming week.



The underlying story of the above circle is represented by the mythical journey of The Hero's Journey (see the Appendix of this manual).



### 3. Team Role Game

**Are the roles in our team complete and evenly distributed?**

**Playing time:** From 60 minutes

The Double Healix model, with its 12 fields arranged in a circle, is based on the principle that there are twelve clearly distinguishable team roles: Networker, Entrepreneur, Worker Bee, Creative, Result Achiever, Star, Formalizer, Diplomat, Analyst, Visionary, Conscience, and Helper.

#### **Goals:**

- \* Promote basic knowledge about team roles.
- \* Examine which team roles are represented in the team and which are not.
- \* Gain an overview of the extent to which team roles are evenly distributed.
- \* Increase self-awareness through 360-degree feedback from colleagues.

#### **Notes:**

Each team role can serve a useful function within a team. Our experience suggests that a well-balanced team, in which all team roles are sufficiently represented, has the best chance of successfully completing the development journey. At the same time, it is not necessarily problematic if, in teams with specific tasks, the roles are unevenly distributed. A sales team, for example, may have more Networkers, Entrepreneurs, Result Achievers, and Stars than Formalizers, Diplomats, and Analysts, allowing them to effectively fulfil their specific task. However, such teams will still go through all developmental phases, with each phase requiring particular qualities.

It is also possible that a team may lack certain roles or make little use of them in certain phases. We consider these dormant or potential roles. During the game, these roles can be claimed by team members who do not currently occupy them but could do so if needed.

#### **What you need for the game:**

- The 12 TEAM ROLE cards. These cards have a background gradient from a narrow yellow strip at the bottom to a large green section at the top.
- Green marker and 12 blank sheets of thick paper or cardboard. We call them the FLOOR SHEETS. Please save these FLOOR SHEETS also for some of the other games!
- Pen and sticky notes

**1** FORMING - TEAM ROLE  
**NETWORKER**

The Networker excels at establishing external connections that can benefit the team. Networkers have a strong awareness of new developments and trends and intuitively bring people and ideas together. Often extroverted and charming. Networkers have an open mind and a flexible approach, adapting well to the opportunities that chance presents.  
*Sub-roles:* Connector, Trust Builder, Adaptor.  
*Pitfalls:* being dreamy, opportunistic; slick; lacking follow-up; getting easily distracted; not finishing tasks; being messy or chaotic.

**Choose a question**

- Who in your team best embodies the role of the Networker, and what contributions has this role made to the team so far?
- How does your team work to avoid the pitfalls associated with the Networker?
- To what extent can other team members take on (parts of) this role if needed?

DOUBLE HEALIX

**1** FORMING • SUB-ROLE  
**NETWORKER  
CONNECTOR**

The Connector effortlessly forms functional contacts, demonstrating extroversion and open-mindedness, often with a jovial and charming demeanour. Connectors easily establish connections with new colleagues or resources, remaining approachable and accessible to others.  
*Pitfalls:* superficial or fleeting interactions; becoming overly friendly with everyone; unreliability with appointments; potentially pushing others into the role of a Formalizer.

**Choose a question**

- How easily do you form functional contacts? How does that manifest?
- Who in your team best embodies the role of Connector? Explain this.
- How does your team handle the pitfalls of this role?
- To what extent can other team members take on this role if needed?

DOUBLE HEALIX

Write the 12 phases of the Team Journey on 12 blank sheets or cardboards, creating 12 FLOOR SHEETS, using a green marker (phase number, phase name, and the central team role in that phase):

<p><b>PHASE 1. FORMING</b> <b>NETWORKER</b> Connector   Trustbuilder   Adaptor</p>	<p><b>PHASE 7. FORMALIZING</b> <b>FORMALIZER</b> Quality Controller   Planner   Archivist</p>
<p><b>PHASE 2. STORMING</b> <b>ENTREPRENEUR</b> Starter   Confronter   Competitor</p>	<p><b>PHASE 8. BLOWN AWAY</b> <b>DIPLOMAT</b> Mediator   Calm Bearer   Balancer</p>
<p><b>PHASE 3. NORMING</b> <b>WORKER BEE</b> Perseverer   Optimist   Harmonizer</p>	<p><b>PHASE 9. MOURNING</b> <b>ANALYST</b> Urgency Driver   Taboo Breaker   Crisis Manager</p>
<p><b>PHASE 4. INFORMING</b> <b>CREATIVE</b> Reframer   Brainstormer   Communicator</p>	<p><b>PHASE 10. REGROUPING</b> <b>VISIONARY</b> Unifier   Idealist   Guide</p>
<p><b>PHASE 5. PERFORMING</b> <b>RESULT ACHIEVER</b> Thinker   Pragmatist   Commander</p>	<p><b>PHASE 11. TRANSFORMING</b> <b>CONSCIENCE</b> Whistleblower   Reformer   Judge</p>

<p><b>PHASE 6. CELEBRATING STAR</b> Presenter   Motivator   Emotion Amplifier</p>	<p><b>PHASE 12. SERVING HELPER</b> Servant   Custodian   Advisor</p>
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### How to play:

Place these 12 FLOOR SHEETS in a circle on the floor in order from 1 to 12 (ideally: phase 5 at the north, phase 11 at the south; phase 2 at the west, and phase 8 at the east). Ensure that phase 1 is opposite phase 7, phase 2 opposite phase 8, phase 3 opposite phase 9, etc. Choose a game leader. This game is easiest to play while standing.

The game leader stands in the centre of the circle and reads out the 12 TEAM ROLE cards one by one up to SUB-ROLES. After reading a card aloud, follow three steps:

1. Anyone who identifies with (aspects of) the role indicates this and specifies which aspects.
2. Other team members take turns stating to what extent they recognise and confirm this in the team member.
3. The team can then indicate whether they see (aspects of) the role in another team member who did not identify themselves in step 1 (this could be multiple team members). The team member who the group feels best fits the role stands on the corresponding FLOOR SHEET in the circle.

Repeat this process for all 12 cards. The game leader also participates.

If a card is read but no one identifies with the description, the corresponding FLOOR SHEET remains empty. This makes it clear which roles are unoccupied within the team.

It may happen that, as the cards are read, a team role emerges that someone feels they also fit, in addition to their current role. Team members can have multiple roles and should stand in the place that represents their most prominent function within the team. They can place a sticky note with their name on the other roles they also fulfil, making it visible which roles each team member takes on.

Ultimately, each team member stands by the team role that the entire team believes suits them best. Team members who do not want to be confined to a single role join the Team Role Networker (they often correspond most closely with the Networker, particularly the Adaptor aspect, see Sub-roles).

Once everyone is positioned within the circle, it is time to draw conclusions. Consider these three questions:

**1. Are all 12 TEAM ROLE cards assigned to team members?**

*If yes*, then every team role is represented within the team.

*If no*, go through the unassigned team role(s) and read the card(s) again. Ask: Is there truly no one in the team who embodies aspects of this role? If no one occupies that role, this may indicate a problem, as a balanced team needs to engage with this

role at some point during its development journey. Consider whether someone in the team could adopt this role or if a new team member should be brought in to fill the gap.

It may also be worth asking yourselves as a team whether there is any aversion to the behaviour associated with this team role, and whether there is a conscious or unconscious tendency to ensure that no one takes on this role. In such a case, it would be difficult to recruit someone, as they would not be easily accepted by the team. It could then be interesting to ask the person who is opposite this role in the circle whether they feel they provide enough counterbalance. If yes, who in the team primarily offers that counterbalance and to what extent does that come through the opposite role?

It may help to refer to the TENSION FIELD TEAM ROLES card, where the missing team role is listed in the title. Read this card aloud, including the questions. Does this spark any ideas about the missing team role and the team dynamics at play between these two roles?

**TENSION FIELD | TEAM ROLES**

**7**  
**NETWORKER** ← → **1**  
**FORMALIZER**

Networkers thrive on flexibility, intuition, and trust, whereas Formalizers favour fixed procedures, structure, and control. When these two perspectives polarise, Networkers may see Formalizers as rigid and inflexible, while Formalizers might view Networkers as sloppy and unpredictable. Yet, when both sides operate on a foundation of mutual trust and reliability, they can create a constructive dynamic that balances form with content, and rules with exceptions.

**Choose a question**

- How does the tension between the more chaotic Networker(s) and the more structured Formalizer(s) manifest in your team?
- How do you ensure that this tension becomes productive and is well-supported by the whole team? Provide a recent example.
- Are there Networkers and Formalizer on your team who are also aware of and embrace their inner opposite? Share examples with each other.

DOUBLE HEALIX

If there is no one providing counterbalance, what should the missing colleague look like (do you know someone like that)?

**2. How is the team distributed around the circle?**

Are many people clustered around one FLOOR SHEET, are there several clusters, or is the team evenly spread across the circle? If a team has a specific task, an imbalanced distribution may make sense. However, since every team undergoes the 12-phase journey, some phases may be more challenging for teams with an uneven

distribution. Discuss this together. A key distinction can be made between the first six and the last six phases. Does the team lean more towards the build-up period (phases 1-6) or the crisis period (phases 7-12)? What does this reveal about the team?

**3. Are there people who would prefer to stand elsewhere?**

This is always an important question. Even if someone fits well within a role and actively performs it in the team, it is crucial to understand their development aspirations. If anyone wishes to move, consider:

- Whether they can practice this role in real situations to see if it suits them.
- Whether other team members can mentor them.
- Whether additional training is needed.
- At the same time, ensure that their current role does not become vacant. How can the team compensate for their transition?

**Final Step**

Take a photo or draw a diagram of the team members in the circle to compare with future sessions and observe any shifts.

FORMING • SUB-ROLE

**1**

**NETWORKER  
CONNECTOR**

The Connector effortlessly forms functional contacts, demonstrating extroversion and open-mindedness, often with a jovial and charming demeanour. Connectors easily establish connections with new colleagues or resources, remaining approachable and accessible to others.

*Pitfalls:* superficial or fleeting interactions; becoming overly friendly with everyone; unreliability with appointments; potentially pushing others into the role of a Formalizer.

**Choose a question**

- How easily do you form functional contacts? How does that manifest?
- Who in your team best embodies the role of Connector? Explain this.
- How does your team handle the pitfalls of this role?
- To what extent can other team members take on this role if needed?

DOUBLE HEALIX

If the 12 team roles are already well known within the team, and especially if the team is large or well-established, you can use the 36 SUB-ROLE cards instead of the 12 TEAM ROLE cards. Each team role is divided into three variations, known as sub-roles. In this case, it may be helpful to note the sub-roles on the FLOOR SHEETS. They are listed on each team card. These sub-roles can be performed by the same person or by different individuals. These cards have a gradient from a large yellow strip at the bottom to a small green section at the top. The game follows the same general process but allows for a more detailed exploration of team role competencies and helps identify skills that still need development.

**Please, keep the 12 FLOOR SHEETS, as they will be useful for other games as well!**

## 4. Phase Game

### Which phase is our team in?

**Playing time:** From 60 minutes


**Goals:**

- \* Discover which of the 12 PHASES your team is currently in.
- \* Identify what is needed to make the most of the current phase.
- \* Determine what is necessary to move on to the next phase.

**Noot:** Keep in mind that a team can be in multiple phases at the same time. Firstly, a phase does not simply end; phases often ‘solidify’ into a culture. Moreover, different team members may have different opinions about which team phase they are in. So, do not use this game to find ‘the’ truth but rather as a way to start a conversation.

**What you need for the game:**

- The 12 TEAM PHASE cards
- The 12 PHASE TRANSITION cards
- Per person: Pen and paper. On the paper, each team member writes down ‘phase 1’, ‘phase 2’ through to ‘phase 12’ (so notes can be written next to them, see example below).
- The 12 FLOOR SHEETS with the Team’s Journey (which you created in the previous game. If you have not yet done that exercise, please check the instructions there).



**1**

TEAM PHASE  
**FORMING**


Team formation begins at the outset but is often an ongoing process. It typically unfolds through seemingly random connections, availability, and intuition. Each team member brings personal dreams, disappointments, and expectations, which later determine the amount of cohesion and trust that develops within the team. Often, similarities between team members lead to them being in the team together.

*Pitfalls:* remaining too long in the chaotic start or transition phase; experiencing high turnover; lacking sufficient commitment.

**Choose a question**

- What coincidences led you to join this team?
- How was this team formed, in your view?
- What similarities do you notice in your personal histories?
- What initially attracted you to this team? What was less appealing? How do you feel about it now?
- How has the development of mutual trust evolved, and what factors have influenced it?

DOUBLE HEALIX



**FORMING**  
**STORMING**

PHASE TRANSITION

The first phase, Forming, is successfully completed when team members have gotten to know one another sufficiently and/or have built enough trust. At this point, they feel ‘at home’ enough to begin their journey together.

The Entrepreneur drives the team to take concrete steps. The dreamy and often chaotic energy of the Networker is energised into a ‘call to action.’ The entire team benefits from the initial clashes initiated by the Entrepreneur. This dynamic provides the unformed Forming energy with a spark, and through the struggle for space, opinions, and initiatives, the team begins to move forward.

**Choose a question**

- How do you manage to shift from getting to know each other and orienting to taking action?
- How does the spark of entrepreneurial energy ignite within your team?
- Was the timing of this transition effective, and why or why not?
- How do the Networker and Entrepreneur collaborate, and what can be improved?

DOUBLE HEALIX

TEAM PHASE	SCORE FROM 1 TO 10: 1 = we are not in this phase 10 = we are fully in this phase	GIVE AN EXAMPLE
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		

**How to play:**

The game leader selects the 12 TEAM PHASE cards and reads phase 1 (Forming) aloud to the group, up to the pitfalls.

Each team member individually notes on their paper, next to phase 1, to what extent they feel the group is currently in this phase (1 = not at all → 10 = completely). Ideally, an example should also be written down. Briefly discuss your considerations with each other.

Next, the TEAM PHASE card for phase 2 (Storming) is read aloud up to the pitfalls. Again, the group writes down a score from 1 to 10, ideally with an example. Once more, discuss your considerations briefly with each other. This continues through to phase 12.

**Note:** Even if everyone immediately gives phase 1 a score of 10, the Storming card and all subsequent cards are still read aloud. This game is also about familiarising the group with all the phases. Moreover, aspects of multiple phases can be relevant at the same time.

Next, the 12 FLOOR SHEETS are placed in a circle on the floor, as described in the previous exercise.

Each team member looks at their paper to see which phase has received the highest score and stands by the FLOOR SHEET of that phase.

The team examines the resulting distribution and shares their considerations once more.

Then, time is given to change positions if needed, as certain considerations may have become more significant.

Sometimes, one phase stands out clearly; other times, (multiple) clusters emerge. It is very rare for there to be an even distribution. If this does happen, the team might question whether they are actually working towards the same goal.

If one phase stands out clearly, the game continues with that phase. If multiple clusters emerge, the team chooses the phase they find most important to focus on first, but this can be repeated for the other clusters if desired.

From the chosen team phase, the pitfalls on the card are read aloud and discussed. Are they recognised? Could they be handled better? How can they be prevented?

Next, the game leader reads aloud the questions from that TEAM PHASE card. The team selects one or more questions to discuss or practise.

Finally, the game leader selects the PHASE TRANSITION cards and looks for the card that transitions from the chosen phase to the next phase (for example, if Phase 7 was chosen, then the Phase Transition card 7 → 8 is selected). The game leader reads this card aloud in its entirety to the group. Discuss the card and the questions on it together. What is needed to fully utilise the current phase? When will the time be right to move on to the next phase? What is required to make that transition?

### Extension

This game can be expanded by considering which phase the team ideally wants to move to in order to function more effectively. Each team member creates an extra column on their notepad. While the 12 phases are read aloud once more, each team member individually notes, again with a score from 1 to 10, to what extent they feel the team should move into that phase.

Add up the scores from all team members. Which phase(s) receive the highest score? Discuss the results together. Is it a different phase from the one previously chosen? If so, continue with the question: why do team members believe the team should be in that phase?

Find the PHASE TRANSITION card that leads to the phase with the highest score, read it aloud, including the questions, and discuss: How could the team enter that phase? What has

prevented the team from developing—or bringing in—the necessary skills for that phase? Which goals may need to be adjusted? Try to create concrete plans to move in the desired direction.

**1** FORMING  
**CHOOSE AN EXERCISE**

1. Each team member identifies the person they have spoken with the least recently. Everyone schedules a catch-up meeting with that team member.
2. Start the next three team meetings by sharing something personal that others likely do not yet know about you.
3. Arrange the team members in a line, with the longest-serving member at one end and the newest member at the other. Then form a circle so everyone can face each other, maintaining the same order. Each person shares a story about their arrival to the team.
4. For the next month, share something unique about yourself each time there is an introduction round.
5. Discuss and acknowledge one imperfection of each team member that the team has come to accept.

DOUBLE HEALIX

This card game also includes 12 CHOOSE AN EXERCISE cards. The team can select the corresponding EXERCISE card to practise the behaviours associated with the desired phase.



## 5. Polarities Game

How exciting or tense is our team?

**Playing time:** From 60 minutes

**Goals:**

- \* Identify the tensions present within the team and work on using the diversity of team roles as effectively as possible.
- \* Explore how any tensions within the team can be used constructively and determine who in the team may need more (or different) counterbalance.

**What you need for the game:**

- The 12 TEAM ROLE cards
- The 6 TENSION FIELD TEAM ROLES cards (with the yellow lightning bolt in the background)
- A flipchart / whiteboard with a marker
- The 12 FLOOR SHEETS with the Team’s Journey (see the instructions under game variation 3)

**FORMING - TEAM ROLE**

**1 NETWORKER**

The Networker excels at establishing external connections that can benefit the team. Networkers have a strong awareness of new developments and trends and intuitively bring people and ideas together. Often extroverted and charming. Networkers have an open mind and a flexible approach, adapting well to the opportunities that chance presents.  
*Sub-roles:* Connector, Trust Builder, Adaptor.  
*Pitfalls:* being dreamy; opportunistic; slick; lacking follow-up; getting easily distracted; not finishing tasks; being messy or chaotic.

**Choose a question**

- Who in your team best embodies the role of the Networker, and what contributions has this role made to the team so far?
- How does your team work to avoid the pitfalls associated with the Networker?
- To what extent can other team members take on (parts of) this role if needed?

DOUBLE HEALIX

**TENSION FIELD | TEAM ROLES**

**← NETWORKER**  
**FORMALIZER →**

Networkers thrive on flexibility, intuition, and trust, whereas Formalizers favour fixed procedures, structure, and control. When these two perspectives polarise, Networkers may see Formalizers as rigid and inflexible, while Formalizers might view Networkers as sloppy and unpredictable. Yet, when both sides operate on a foundation of mutual trust and reliability, they can create a constructive dynamic that balances form with content, and rules with exceptions.

**Choose a question**

- How does the tension between the more chaotic Networker(s) and the more structured Formalizer(s) manifest in your team?
- How do you ensure that this tension becomes productive and is well-supported by the whole team? Provide a recent example.
- Are there Networkers and Formalizer on your team who are also aware of and embrace their inner opposite? Share examples with each other.

DOUBLE HEALIX

TEAM ROLE 1 - 6	TEAM ROLE 7 - 12	
1	7	TENSION FIELD 1 vs 7 Networker vs Formalizer
2	8	TENSION FIELD 2 vs 8 Entrepreneur vs Diplomat
3	9	TENSION FIELD 3 vs 9 Worker Bee vs Analyst
4	10	TENSION FIELD 4 vs 10 Creative vs Visionary
5	11	TENSION FIELD 5 vs 11 Result Achiever vs Conscience
6	12	TENSION FIELD 6 vs 12 Star vs Helper

**How to play:**

Not all team members may receive equal attention during this game, but everyone can contribute.

Select the 6 TENSION FIELD TEAM ROLES cards and the 12 TEAM ROLE cards.

Draw a large table with three columns and six rows on the flipchart. Write the team roles 1 to 6 from top to bottom in the left column, and roles 7 to 12 in the middle column. Ensure that each cell in these columns has enough space to write down the names of several team members. In the right column, write the team roles that stand in opposition within the tension field (see the above example). Each horizontal row in the table thus forms a tension field.

For each row/tension field, the two TEAM ROLE cards are selected. For example, for the first tension field select team role 1 (Networker) and team role 7 (Formalizer). Read the cards aloud up to ‘Sub-Roles’. The entire team discusses which team members best fit those roles. The names of those team members are written in the corresponding cells in the table.

**Note:** Some cells in the table may remain empty (in that case, the Team Role Game earlier in this guide may be more relevant). However, no team members should be left out. If necessary, they will be asked to make a choice, even if just for the sake of the game.

Once the names of team members have been written in the two cells of a tension field, the corresponding TENSION FIELD TEAM ROLES card is read aloud, including the questions. To what extent does the card resonate with the team members placed in that tension field? Or with other team members who, from an external perspective, might recognise something in the dynamics between those individuals—something the involved team members themselves may be blind to?

The goal is to discuss how collaboration between the team members in that tension field is going—for example, between the Networker(s) and the Order Creator(s) within the team. The fundamental idea is that they complement each other well, but there is a possibility of frustration due to their different preferred working styles.

If the entire team agrees that there are no further areas for improvement regarding the specific team roles, this tension field can be concluded, and the next row can be addressed. Again, the two TEAM ROLE cards are read aloud, the names of the team members are written down in the table, and then the corresponding TENSION FIELD TEAM ROLES card is discussed.

**If there are areas for improvement to discuss:** identify a moment when at least one of the two team members experienced frustration. What was the source of the frustration?

How would the team members ideally like to work? What would they like to change in their collaboration to improve it?

Consider the consequences from both perspectives. For example, what does the other person believe could go wrong if things were to be done in the suggested way?

The whole team can contribute by asking questions—for instance, by inquiring about underlying reasons for certain behaviours or perceptions. This may lead to new insights and greater mutual understanding.

Sometimes, the discussion may reveal a seemingly ‘pointless’ motivation such as “I just prefer it this way.” That’s not a problem—it means you have reached the typology of a person. It is useful to take this into account, but it does not necessarily mean that collaboration must always be adjusted to fit individual preferences. Ideally, team members should be able to transcend their typology and collaborate in ways that may not align with their personal preferences.

Ultimately, the key question is: Can you understand each other a little better? And can you find a way of working together that respects the interests of both team members as much as possible?

Look for ways to express recognition and appreciation for one another. The entire group can assist in this process, ensuring that compliments are acknowledged and well-received. How does that sound? How does it come across?

How can you support each other in transcending your own typology?

## 6. Team Culture Game

### What is our (desired) team culture?

**Playing time:** From 45 minutes

**Goals:**

- \* Analyse what the current team culture is.
- \* Discuss whether there is a desire to adjust it and, if so, carry out exercises to achieve this.

**What you need for the game:**

- The 12 TEAM CULTURE cards
- The 6 TENSION FIELD TEAM CULTURE cards (with a green lightning bolt in the background)
- The 12 CHOOSE AN EXERCISE cards
- The 12 FLOOR SHEETS with the Team’s Journey (see the instructions under Game Variation 3)
- Pen and paper
- White board (or large sheet) and marker

**FORMING | TEAM CULTURE**  
**1 ADAPTIVE CULTURE**  
 BASIC PRINCIPLE: CHAOS

The team navigates chaotic processes—such as organisational changes, project shifts, and employee turnover—with a high degree of flexibility, supported by strong bonds and invested trust. This adaptability can also be evident in cultures that emphasise task-oriented dedication with limited personal attachment, like in a ‘temp culture.’  
*Pitfalls:* lack of structure; ongoing unrest; numerous plans with few completions; projects running over time; high employee turnover; growing indifference.

**Choose a question**

- How do you usually respond to (unexpected) changes, and what could be improved?
- How cohesive is the team, and what aspects would you like to adjust?
- How much chaos or unrest does the team typically experience, and how does it impact the team culture?
- How do you usually handle the departure of team members and the integration of new ones?
- How do you manage unrest within the organisation, and in the broader society?

DOUBLE HEALIX

**FORMING**  
**1 CHOOSE AN EXERCISE**

- 1 Each team member identifies the person they have spoken with the least recently. Everyone schedules a catch-up meeting with that team member.
- 2 Start the next three team meetings by sharing something personal that others likely do not yet know about you.
- 3 Arrange the team members in a line, with the longest-serving member at one end and the newest member at the other. Then form a circle so everyone can face each other, maintaining the same order. Each person shares a story about their arrival to the team.
- 4 For the next month, share something unique about yourself each time there is an introduction round.
- 5 Discuss and acknowledge one imperfection of each team member that the team has come to accept.

DOUBLE HEALIX

**TENSION FIELD | TEAM CULTURE**  
**CHAOS**  
**ORDER**

The tension between Chaos and Order is evident in how a team manages unpredictability and predictability, such as dealing with changes and commitments. Ideally, the team develops adaptive capabilities while ensuring sufficient reliability. Healthy trust is not blind trust, which is why regular check-ins are essential. At the same time, these check-ins should remain flexible and not become overly restrictive.

**Choose a question**

- What balance between chaos and order is necessary for team members to feel comfortable and at home in the team?
- How do you combine flexibility with consistency?
- Discuss with your team how you achieve a ‘flexible order.’ Describe a recent incident that illustrates this.
- How strictly are your frameworks defined? How much room is there for customization, and how is this perceived by all team members?

DOUBLE HEALIX

**How to play:**

The facilitator selects the 12 TEAM CULTURE cards and the 6 TENSION FIELD TEAM CULTURE cards and reads out the 12 TEAM CULTURE cards, up to the pitfalls. After each TEAM CULTURE card is read aloud, team members discuss the score they wish to assign based on how well they identify with that team culture (score 1 means ‘this does not describe us at all’, while score 10 means ‘this fully describes us’). Always discuss this together, providing as many concrete examples as possible. The facilitator writes down the final score assigned to each team culture and draws a column on the whiteboard, listing the team culture with the highest score at the top (the one the team identifies with most) and the team culture with the lowest score at the bottom (the one the team identifies with least).

Now, take one to three cards that best represent your culture (i.e., the ones with the highest scores). Read these cards out again.

Also, read the Pitfalls section and analyse how present these are in your team and whether there is a need or motivation to work on them. If you find it difficult to identify your own blind spots, consider asking for feedback from someone outside the team.

Use the questions on the cards to verify whether the culture cards truly match your team.

Which TEAM CULTURE card(s) received the lowest score and are therefore the least representative of your team? Read these out again and ask the following questions:

- Do you recognise that the team indeed does not operate in this way?
- Is that a problem? Does it create any issues? Ensure that everyone shares their perspective, as it is important to know if there are any frustrations.
- If there are no issues, no need, and perhaps no desire to work on these aspects, proceed to the 'Tension Fields' section below.  
To be thorough, you can check all 12 TEAM CULTURE cards to see whether there is any development interest among team members before moving on to the Tension Fields.
- If a need for development is expressed regarding the least present team culture, the questions on the relevant TEAM CULTURE card and the corresponding CHOOSE AN EXERCISE card can be used to work on it.  
If team roles have already been identified earlier, it may be helpful to give team members whose strongest team role aligns with the desired culture development (recognisable by the corresponding numbers in the top left corner) more authority to implement some interventions in the coming period. What interventions could these be?

### Tension Fields

Next, use the 6 TENSION FIELD TEAM CULTURE cards to explore whether there are tensions within your team culture, and if so, what they are.

It is common for a team to score high on one side of a cultural tension field and low on the other—such as high on Order and low on Chaos. Well-functioning teams often manage to balance both sides of a tension field. For example, in the tension between chaos and order, a team might reliably adhere to agreements while remaining flexible when urgent issues arise. The team would have also established agreements to inform one another in a timely manner, preventing confusion. Many such integrations exist within different tension fields.

Review the column with scores for each team culture (from 'this fully describes us' to 'this does not describe us at all'). The highest-scoring culture also corresponds to a TENSION FIELD TEAM CULTURE card. For example, if your team gave PASSION CULTURE the highest score (number 6 in the circle), look at the TENSION FIELD TEAM CULTURE card CENTRE ←→ ENVIRONMENT (number 6 opposite number 12 in the circle). The facilitator reads this TENSION FIELD TEAM CULTURE card aloud. Discuss the questions together. Other, more specific or relevant discussion points for your team may also arise.

Take the two corresponding CHOOSE AN EXERCISE cards (in this example, the cards numbered 6 and 12 in the circle) and try implementing some of the suggested exercises over the coming period.

Choose another TENSION FIELD TEAM CULTURE card and read it aloud. Discuss where your team has successfully found a balance between two polarities. How was this achieved? What were the key factors behind this success? Finally, congratulate each other or give a compliment to one another.

### Variation on Game 6:

If the team prefers a more spatial approach, lay out the 12 FLOOR SHEETS with the Team's Journey in a circle. Each team member stands in the position that they feel suits them best.

- Who is standing opposite you in the circle? Discuss how you feel your collaboration is going and whether any tensions exist. How do you deal with them? How do others perceive your collaboration?
- If no one is standing opposite you, what does this mean for you? Consider who in the team could take that position and what behavioural change this would require.
- Also, look at who is standing next to you in the circle and discuss how the collaboration is going. What is working well, and what could be improved? If there are empty spaces, explore who in the team could take those positions and what behavioural change that would require.

## 7. Buddies Game

### Who can help who?

**Playing time:** From 30 minutes


This game builds on mapping out team roles. For this, it is necessary that team members know their team roles. If this is not yet the case, first play the variant ‘*Are the roles in our team complete and balanced?*’ (see Game 3) or ‘*What are my team roles?*’ with the whole team (see Game 8).

### Goals:

- \* Pair up team members as buddies to support each other in their learning needs.
- \* Identify where expertise is lacking within the team.

### What you need for the game:

- TEAM ROLE cards for a small team and shorter game, or SUB-ROLE cards for a large team, longer game and more details
- White board and marker



**1**

FORMING - TEAM ROLE

**NETWORKER**


The Networker excels at establishing external connections that can benefit the team. Networkers have a strong awareness of new developments and trends and intuitively bring people and ideas together. Often extroverted and charming, Networkers have an open mind and a flexible approach, adapting well to the opportunities that chance presents.

*Sub-roles:* Connector, Trust Builder, Adaptor.  
*Pitfalls:* being dreamy; opportunistic; slick; lacking follow-up; getting easily distracted; not finishing tasks; being messy or chaotic.

**Choose a question**

- Who in your team best embodies the role of the Networker, and what contributions has this role made to the team so far?
- How does your team work to avoid the pitfalls associated with the Networker?
- To what extent can other team members take on (parts of) this role if needed?

DOUBLE HEALIX



**1**

FORMING • SUB-ROLE

**NETWORKER CONNECTOR**

The Connector effortlessly forms functional contacts, demonstrating extroversion and open-mindedness, often with a jovial and charming demeanour. Connectors easily establish connections with new colleagues or resources, remaining approachable and accessible to others.

*Pitfalls:* superficial or fleeting interactions; becoming overly friendly with everyone; unreliability with appointments; potentially pushing others into the role of a Formalizer.

**Choose a question**

- How easily do you form functional contacts? How does that manifest?
- Who in your team best embodies the role of Connector? Explain this.
- How does your team handle the pitfalls of this role?
- To what extent can other team members take on this role if needed?

DOUBLE HEALIX

### How to play:

Draw a table on the white board or a large sheet with five columns and a row for each team member. Label the first column ‘team member’, the second column ‘strong team role’, the third column ‘learning point’, the fourth ‘learning team role’, and the fifth ‘buddy’ (see an example of a completed diagram on the next page).

Write the names of the team members in the first column.

In the second column, write down the team roles in which each team member is strongest. If necessary, first read the descriptions on the TEAM ROLE cards aloud (up to the pitfalls). A team role can be assigned to multiple people, but preferably no more than three team members.

In the third column, list each person's points to work on (learning points). This can be determined in several ways. If previous collaboration or training has already identified learning points, they can be filled in for each person. You can also use the 12 TEAM ROLE (or 36 SUB-ROLE) cards for this. Read them aloud again, this time focusing on who struggles with the described behaviour. Ask that person whether they would like to learn the described behaviour. If so, that learning point can be written down in column 3.

Now for column 4: Translate the learning points into team role terms. For example: John struggles with being disorganised and wants to learn how to work more systematically. He sees this as his main learning point. In the fourth column next to his name, write *Formalizer*. Similarly, Elif wants to become more business-minded and less confrontational, learning to respond more diplomatically and calmly. In her fourth column cell, write *Result Achiever* and *Diplomat*.

The final step is to find team members who are strong in a team role where another has a development need. The name of the team member who excels in that role is added to the fifth column. This forms the buddy pairs. In the example below, Charlotte becomes John's buddy, and Khalid becomes Elif's buddy.

TEAM MEMBER	STRONG POINTS	POINTS TO WORK ON	TEAM ROLE(S) TO LEARN	BUDDIES
<b>Charlotte</b>	Formalizer Diplomat	Learning to let go: delegating more to others. Becoming more assertive.	Networker Entrepreneur	John Elif
<b>Elif</b>	Entrepreneur	Clashing and confronting less. Becoming more businesslike.	Diplomat Result Achiever	Charlotte Khalid
<b>Khalid</b>	Conscience Result Achiever	Becoming more diplomatic.	Diplomat	Sophie
<b>Lennard</b>	Dreamer Creative	Working more consistently and with focus.	Worker Bee	Sophie
<b>John</b>	Networker Helper	Becoming tidier, but not too much.	Formalizer	Charlotte
<b>Sophie</b>	Diplomat/ Mediator Worker Bee	I would like to handle things in a more playful and light-hearted way.	Creative	Lennard

**WE LACK A STAR, AN ANALYST AND A VISIONARY!! WHAT TO DO?**

Lennard is the most star-ish, Khalid is the most analyst-ish, Elif is the most visionary of us. But, we must all try to be a bit more like a star, analyst or visionary.

If no one in the team excels in a role that matches a learning point, the team may need to work together to support that skill development. Sometimes, the best option is to seek external support through training or courses.

If multiple team members excel in the role linked to a learning point, then there is the luxury of choice. It may also be the case that someone in the Helper-role is highly versatile. However, the pitfall for a Helper is that they may be reluctant to be coached themselves.

The buddies take turns acting as *Coach* and *Coachee*. They arrange a meeting to explore how they can support each other. A step-by-step plan can be created, and in each session, the *Coachee* is responsible for implementing it. The buddies meet once more afterwards to discuss their experiences and refine their approach if necessary.

The buddy system is only intended as a small push in the right direction, not as a full learning programme—although *Coach* and *Coachee* are, of course, free to decide otherwise.



## 8. Solo Game

### What are my team roles?

**Playing time:** From 20 minutes


### Goals:

\* Assign yourself to the various team roles and see which roles suit you best.

### What you need for the game:


- The 12 TEAM ROLE cards
- Pen and paper
- You can also play this game with the 36 SUB-ROLE cards. This makes it more complex and takes longer, but it is also more detailed. The added value is that you can discover whether you recognise all the sub-aspects of each role within yourself, or whether some sub-aspects of the same role do apply to you while others do not. This can be useful to know when working with others.

TENSION FIELD | TEAM ROLES



**7**

**NETWORKER**  
**FORMALIZER**



**1**


Networkers thrive on flexibility, intuition, and trust, whereas Formalizers favour fixed procedures, structure, and control. When these two perspectives polarise, Networkers may see Formalizers as rigid and inflexible, while Formalizers might view Networkers as sloppy and unpredictable. Yet, when both sides operate on a foundation of mutual trust and reliability, they can create a constructive dynamic that balances form with content, and rules with exceptions.

**Choose a question**

- How does the tension between the more chaotic Networker(s) and the more structured Formalizer(s) manifest in your team?
- How do you ensure that this tension becomes productive and is well-supported by the whole team? Provide a recent example.
- Are there Networkers and Formalizer on your team who are also aware of and embrace their inner opposite? Share examples with each other.

DOUBLE HEALIX

FORMING • SUB-ROLE



**1**

**NETWORKER**  
**CONNECTOR**

The Connector effortlessly forms functional contacts, demonstrating extroversion and open-mindedness, often with a jovial and charming demeanour. Connectors easily establish connections with new colleagues or resources, remaining approachable and accessible to others.


*Pitfalls:* superficial or fleeting interactions; becoming overly friendly with everyone; unreliability with appointments; potentially pushing others into the role of a Formalizer.

**Choose a question**

- How easily do you form functional contacts? How does that manifest?
- Who in your team best embodies the role of Connector? Explain this.
- How does your team handle the pitfalls of this role?
- To what extent can other team members take on this role if needed?

DOUBLE HEALIX

FORMING - TEAM ROLE



**1**

**NETWORKER**

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**Choose a question**

- Who in your team best embodies the role of the Networker, and what contributions has this role made to the team so far?
- How does your team work to avoid the pitfalls associated with the Networker?
- To what extent can other team members take on (parts of) this role if needed?

DOUBLE HEALIX

### How to play:


The description we offer here is for when you play this game individually. It can also be played with multiple players in turn. Select the 12 TEAM ROLE cards. Read each card (up to the questions). Give each card a score from 10 ('suits me best') to 1 ('suits me least') and write this down on your paper. It is helpful to first decide whether you want to think of a specific team you work in or whether you want to play the game based on your general behaviour.

### There are now various options:

- You can check whether the cards that are furthest apart in score form part of a tension field. For example, if the Networker card (Team Role 1) suits you, but the Formalizer card (Team Role 7) does not, this may indicate that you are unbalanced in that tension field (you can also check the TENSION FIELD TEAM ROLES card and investigate how the roles relate themselves in your own thoughts). This does not

have to be a problem. However, it could mean that when collaborating with others who strongly identify with the Formalizer role, you either complement each other well or experience tension because you are used to working differently. It may also be that you delegate too much to the Formalizer (who may enjoy doing this for you but could also feel burdened by it). Write down your thoughts so that you can pay extra attention to this in the coming period.

- For the cards that suit you best, you can write down what behaviour of yours is characteristic of that team role. Similarly, for the cards that suit you least, you can note how you can tell that you do not fulfil that role.
- You can repeat this exercise, but with a different team you work(ed) in as the context. To what extent do the results match? Where do differences lie? This reveals how broadly and flexibly you can be deployed or how varied your interests are regarding competencies.
- If you complete this exercise with more than one person (one after the other), you can select the team roles in which you want to develop yourselves and use the CHOOSE AN EXERCISE cards from this deck to work on them. If you take this seriously and play the game again after some time, you may notice that the results shift in the desired direction.



**1**

FORMING

**CHOOSE AN EXERCISE**

1. Each team member identifies the person they have spoken with the least recently. Everyone schedules a catch-up meeting with that team member.
2. Start the next three team meetings by sharing something personal that others likely do not yet know about you.
3. Arrange the team members in a line, with the longest-serving member at one end and the newest member at the other. Then form a circle so everyone can face each other, maintaining the same order. Each person shares a story about their arrival to the team.
4. For the next month, share something unique about yourself each time there is an introduction round.
5. Discuss and acknowledge one imperfection of each team member that the team has come to accept.

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DOUBLE HEALIX

## 9. Empower Game

### How does our team distribute leadership?

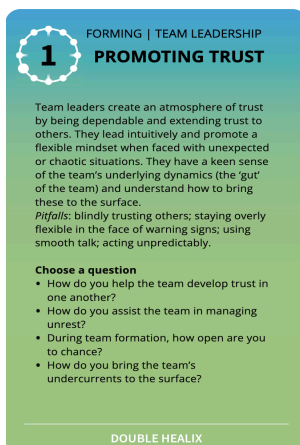
**Playing time:** From 60 minutes

#### Goals:

- \* Investigate to what extent the competencies of the team leader can also be fulfilled by other team members.
- \* To what extent does the team leader possess skills that no other team member has? If there is no formal leader, the team can explore who embodies which leadership qualities.
- \* Examine in which areas the team expects the team leader to take on leadership.
- \* Provide feedback to the team leader.

#### What you need for the game:

- The 12 TEAM LEADERSHIP cards
- A team leader who can handle constructive criticism and appreciates feedback
- Whiteboard or flip chart, marker



#### How to play:

Read the 12 TEAM LEADERSHIP cards aloud up to the pitfalls section. Discuss the following two questions for each card:

- Does the team leader demonstrate the described behaviours? Provide examples together.
- Are there other team members who demonstrate these behaviours? Provide examples together.

Create three columns on the whiteboard (or flip chart).

- **Column 1:** The circle number and main title of the TEAMLEADERSHIP cards (e.g., 1. Building Trust).
- **Column 2:** Whether the team leader demonstrates the described skills.
- **Column 3:** Team members who also demonstrate these skills.

This process results in four 'stacks' on the white board:

- **Stack 1:** Cards with skills that are demonstrated by both the team leader and one or more team members.
  - **Stack 2:** Cards with skills that are exclusively demonstrated by the team leader.
  - **Stack 3:** Cards with skills that are not demonstrated by the team leader but are demonstrated by one or more team members.
  - **Stack 4:** Cards with skills that are demonstrated by neither the team leader nor any team members.
1. **Discussion on Stack 1:** Can more be delegated to those team members? Is this desirable in terms of team results, individual development opportunities, preventing overload, etc.?
  2. **Discussion on Stack 2:** Are there team members who want to develop the skills in this stack? How can this be facilitated? Discuss which tasks the team leader prefers to retain. How does this impact the team?  
Now, read the pitfalls from Stack 2 aloud and discuss each card as a team. How can the team help the leader avoid these pitfalls? How can they support the leader in recovering from them?  
Also, read the questions from Stack 2 and discuss one or more of them together.
  3. **Discussion on Stack 3:** If all the cards are in this stack, this could indicate that the team operates in a decentralised or collective leadership model, or that the team leader strongly supports autonomy. How do you perceive this?
  4. **Discussion on Stack 4:** If there are cards in this stack, discuss whether this is a problem and whether action should be taken.

Finally, discuss any additional leadership skills the team leader may have that were not covered by the cards but still add value to the team.

If necessary, delve deeper by discussing the pitfalls and questions from the other stacks (see the next game for more on pitfalls).

## 10. Pitfall-and-Rise Game

### How does our team make constructive use of pitfalls?

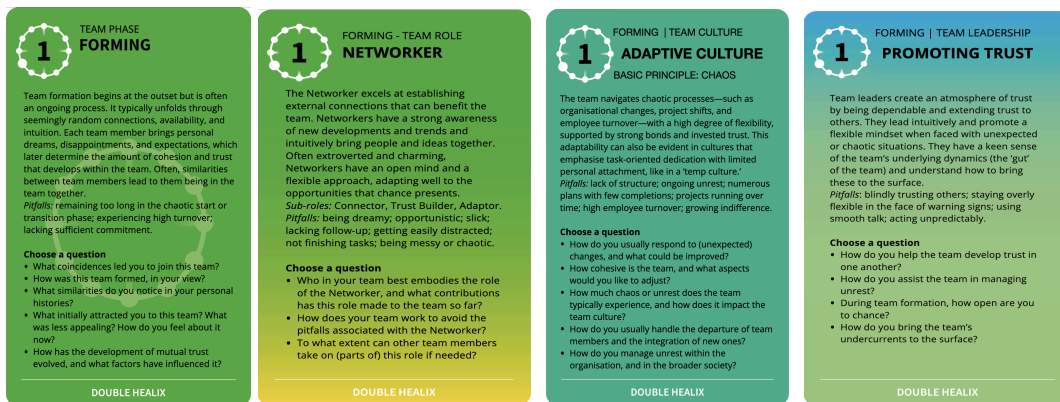
**Playing time:** From 30 minutes

**Goals:**

- \* Learn to recognise pitfalls that require special attention in your team.
- \* Explore how to prevent the team from falling into them and how to learn from them when they occur.

**What you need for the game:**

- The 12 TEAM PHASE cards
- The 12 TEAM CULTURE cards
- The 12 TEAM ROLE cards
- The 12 TEAM LEADERSHIP cards



**How to play:**

Randomly select one card from the TEAM PHASE deck. What number is placed in the circle? Then find the corresponding card number in the TEAM CULTURE, TEAM ROLE, and TEAM LEADERSHIP decks. The game leader reads out the pitfalls described in the centre of each card (starting with the team phase card, followed by the other three).

Discuss whether you recognise a pitfall that applies to your team. If so, which pitfall(s) do you recognise the most in your team? Provide some examples.

Come up with several ways to prevent your team from falling into the pitfall and/or to recover stronger if it happens (for example, by learning lessons from it). Creative answers also count.

If you do not recognise a pitfall for that circle number, what do you think is the golden formula for your team? What are the ingredients of this formula? What is the key ingredient, the one that absolutely cannot be missing? And if that ingredient suddenly becomes unavailable, what then?

Repeat this procedure by randomly selecting another card from the TEAM PHASES deck.

## 11. Gather Your Courage Game

How does our team stand for its own values?


**Playing time:** From 30 minutes

### Goals:

- \* Explore what fundamental transformation the team needs and how far it is from achieving it.
- \* Determine how much and what kind of courage is needed—and by whom—to accomplish this transformation. Identify existing fears and how the team can support each other in overcoming them.
- \* Learn to encourage one another.
- \* Assess how '(un)blackmailable' your team is (or how many compromises are being made).

### What you need for the game:

- Find card 11 from the CHOOSE AN EXERCISE series. This is the TRANSFORMING card.
- A calculator (if needed)
- Pen and paper for each team member and a white board and marker



**11**

TRANSFORMING

**CHOOSE AN EXERCISE**

1. Collectively identify the next test of courage for the team. Estimate how close or far the team is from this challenge and create a scenario to ensure the transformation proceeds effectively.
2. Discuss whether it has ever been necessary—or is currently necessary—for the team to go against directives from the top. How does this affect you?  
If currently necessary: chose one or two actionable steps the team can commit to immediately.
3. Formulate the most important moral dilemma the team is currently facing. Consider what it would take to choose the most just and righteous solution.
4. Individually, write down what you stand for and what you would be willing to risk losing your job for, or even your life in the most extreme case. Then explore collectively which of these values apply to your work: what does your team stand for?

DOUBLE HEALIX

### Preparation

In the Team's Journey, step by step, we work towards phase 11: Transforming. This is a crucial phase. Here, the key question is how the team combines achieving desired results with moral strength and essential renewal. You may have already played a previous game with a card from phase 11, but in this game, we will highlight this phase again, precisely because of its importance.

### How to play:

Take card 11, TRANSFORMING - CHOOSE AN EXERCISE, and read it aloud. Select an exercise together and carry it out. Below, you will find a possible game progression for each exercise.

### A possible game progression for Exercise 1

Inventory together which tests of courage you need or want to undertake.

Each team member scores each test of courage from 1 (relatively unimportant) to 10 (relatively very important). Proceed with the test of courage that has the highest average score.

Next, each team member scores from 1 to 10 how far the team currently is from achieving it (1 = much still needs to be done, 10 = almost there). Calculate the average score. If this last

average score is or approaches 10, you are well advanced.

Explore together what still needs to happen. Is everything in place to finish it? What do you need for the final push? Encourage each other!

If the last average score is low, there is still much to do. Describe together what steps still need to be taken to complete the test of courage. What is the next step?

Each team member then scores from 1 to 10 how frightening they find this step (1 = relatively easy; 10 = very scary). Identify personal fears. Optionally, create a drawing together illustrating how scary the team finds it and what is needed to move forward. Discuss how you can help each other to manage fear, support one another, and maintain motivation for the test of courage.

Then create a scenario/diagram for all upcoming steps. Identify possible obstacles and emotions along the way and discuss how you can support and encourage one another. Allow space to discuss whether it might be better to postpone or abandon the test of courage. What would be the consequences?

### A possible game progression for Exercise 2

If you have ever needed to resist a directive from the leadership 'higher up,' discuss together:

- What was your objection?
- How much fear did it provoke? What fears?
- How did you handle it?
- How was it received?
- What were your feelings and response towards 'higher-ups'?
- What were the consequences and results of this test of courage?
- Develop this example into a best practice to serve as a guide or encouragement for your next test of courage.

If you have not yet faced such a test of courage, what would be useful to discuss in advance?

### A possible game progression for Exercise 3

Each team member writes down what they consider the most significant moral dilemma the team is struggling with. List the dilemmas experienced by the group.

Each team member scores how important they consider each dilemma (1 = not important; 10 = very important). Determine the average score for each dilemma. Proceed with the dilemma that has the highest average score (and schedule other dilemmas for another time if necessary).

Each team member can then ask a question to the person who raised the dilemma, whom we will call the Whistleblower. Ensure that each response from the Whistleblower is understood correctly by asking the questioner to repeat the answer in their own words and confirming with the Whistleblower whether it was accurately conveyed or needs further clarification. Now the question arises: what would be the most just solution to the chosen moral dilemma? Split into pairs.

In pairs, determine what you consider a fair solution. Assess how different stakeholders would be affected by this solution. Think as broadly as possible. Include all stakeholders, including future generations and the planet as a whole (but be careful and consider both mainstream and counterarguments).

Discuss together the solutions proposed in the subgroups, including potential downsides for certain parties.

Decide on the most just solution for the majority of parties. Discuss the actions you wish to take. Determine how those who might experience negative consequences can be compensated.

### **A possible game progression for Exercise 4**

Each team member writes down their core values—what they stand for and what they would be willing to lose their job for, or even their life in extreme cases. Examples might include ‘protecting my family,’ ‘freedom of speech,’ ‘justice,’ ‘not stealing,’ ‘no one should die of poverty,’ ‘transparency,’ ‘community spirit,’ etc. Write down what you mean by each value and any possible exceptions (e.g., ‘no violence, unless in self-defence’).

Then indicate to what extent you are willing to make sacrifices for each core value (1 = little, 2 = a bit and maybe some more, 3 = a great deal).

Also write down your limitations: what makes you remain silent in the face of injustice? What are your considerations when deciding which battles to fight (which injustices will you stand up against and which won’t you)?

Then discuss in the group what you consider to be the team’s core values. What are they? When have you upheld these values? Give a few examples. What does the team do when faced with blackmail or rewards to abandon these values? Has this happened before, and how did it go? How ‘blackmailable’ or ‘unblackmailable’ do you perceive your team to be?

Finally, consider this question: To what extent do your personal values/considerations align with those of the team as a whole? Discuss this with each other.



## 12. Gratitude Game


**Playing time:** From 30 minutes

### Goals:

\* Even if the cards with questions and exercises about gratitude have been discussed once already, it may still be valuable to give them explicit attention once again. This can, of course, be done at any time of day. Especially at the end of the day or the week, it can be bonding to reflect and thank people or events for what they have brought about in your (work) life.

### What you need for the game:

- Card 12 from CHOOSE AN EXERCISE, about phase 12: SERVING
- Each team member needs a pen and paper (and possibly coloured pencils)



**12**

SERVING

**CHOOSE AN EXERCISE**

- 1 Each team member creates a list of things they are grateful to others for over the past months. Share your gratitude and help reinforce appreciation where it is most needed.
- 2 Discuss your best practices and explore how these could serve the organisation even more effectively.
- 3 Consider to what extent your team is a good breeding ground for coaching others or developing future team leaders. Have each person share their intentions in this regard.
- 4 Take a few minutes to reflect on the legacy you want your team to leave. How do you want your team to be remembered in the future? Discuss this together in a plenary session.
- 5 Identify a potential new journey for the team. Break into small groups and reflect on what this new journey would mean for each team member. Present your thoughts to the whole team, and work together to develop a plan for action.

DOUBLE HEALIX

### How to play:

One of the team members reads the first exercise from the card aloud.

Each person creates a list of things they are grateful for from the past month.

Express your gratitude in the group so everyone can witness it. Allow the person receiving the gratitude the opportunity to respond. The team ensures that the gratitude is received adequately (sometimes, follow-up questions are necessary to clarify the gratitude; sometimes the recipient dismisses their own contribution too much, etc.).

Draw a picture (sketch) of a gift you would like to give to each team member (or to the team as a whole), or draw a wish you would like to see fulfilled for each team member. You may also add a message.

### Additional Gratitude Exercises

After each time you have played this card game, hold a short round in which each person takes turns sharing the key insights they gained or the most important lesson they learned. Thank those – or the processes – that contributed to this. Do this within the entire group, so everyone can witness it.

Schedule a group appointment for two weeks from now. Over the next two weeks, each person will separately spend time every day reflecting on colleagues or developments at work for which they are grateful. Set aside at least 10 minutes every evening for this. You can do this in your mind, or write it down in a notebook. Also, include the less pleasant aspects of experiences. Are there perhaps aspects that have helped you – or team developments – move forward? For example, you might express gratitude for your intention

to change the unpleasant situation. Even a disempowering event can trigger developments (in yourself and/or others) that you are grateful for. This gratitude can coexist with any other feelings.

During the scheduled meeting, discuss with each other the findings from the past two weeks.

### 13. CYCLES GAME

#### Which storylines are converging?

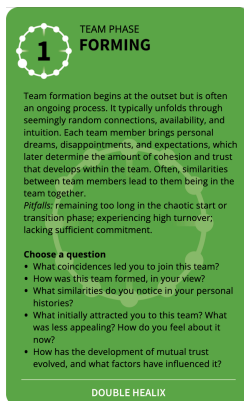
**Playing time:** From 30 minutes

#### Goals:

- \* Get to know each other in a broader context.
- \* Overview of the team's journey
- \* Gain insight into the different cycles in your life and explore how they relate to the team cycle.

#### What you need for the game:

- The 12 FLOOR SHEETS
- The TEAM PHASES cards
- Each team member a pen and paper
- For every team member a copy of the Appendix of this manual



The Double Healix approach to Team Development is based on the idea that human development—whether at the level of the individual, relationships, teams, or larger communities—follows a universal pattern. This pattern can be found in all great stories and is known as *The Hero's Journey*.

Double Healix describes this journey across eight levels, each represented by a different colour. For higher forms of relationships and team development, the colour is green (*Relationality*). For the underlying story of the Hero's Journey, the colour is grey (*Universality*). Below, we will bridge the gap between the grey level of Universality and the green level of Relationality.

#### How to play:

Each person answers for themselves the question: In which storylines (cycles) of my life am I currently involved? For example, storylines related to a romantic relationship, raising children, social life, career progression, social involvement, spiritual development, hobbies, etc. Select the 2 to 3 storylines that are currently most important to you. See yourself as the main character in these storylines/cycles.

Read from the Appendix the twelve phases of the Hero(ine)'s Journey. Jot down in key words what characteristics these phases currently have for you in your selected storylines. Next, reflect on which phase you are in within the cycles you selected. You may be in a different phase for each cycle. If you wish, you can represent this in a drawing with different circles.

Lay out the twelve FLOOR SHEETS of the team's journey in a circle on the ground, numbered from 1 to 12. In one of the previous games, you have already explored which phase of the team journey your team is currently in. Take that TEAM PHASE card and read the description again (up to the pitfalls).

Finally, reflect within the group, taking turns, on how the storylines (cycles) and phases in your personal life relate to the phase of the team cycle. How do they align? Where might there be tension? You can decide how much you wish to share with the group. It is often helpful for others to know what you are juggling and where you are on your developmental paths.

## OUTRO

This card game has a place within the broader philosophy of Double Healix. This means that you can also explore other levels and areas of life to see what helps you move forward.

If you wish to continue at the level of team development, here is an overview of the entire Triple-T product line that you can buy:

**Double Healix Team Roles Profile.** Based on the scientifically validated questionnaire, you can create your own profile. This will give you a clearer picture of your strengths, how your areas of tension lie, and where you can seek out interesting challenges. It is also possible to create a Team Roles Profile for your entire team. This will show how the different competencies are distributed across the team and where additional strengths may be needed. Look at [www.movielearning.com](http://www.movielearning.com)

**Online MovieLearning Course *How to Build a High-impact Team: Master the art of team development & leadership.*** A high-impact team is more than just a group of people working together—it's a well-connected, highly effective unit that translates organisational vision and principles into real results. Strong teams communicate, collaborate, and complement each other's strengths to achieve success. How can you, as a team leader, manager, or team member, help create a culture of trust, innovation, and performance? You'll dive deeper into the material through vivid and inspiring examples from films and documentaries. Look at [www.movielearning.com](http://www.movielearning.com).

**Online MovieLearning Course *Master the Art of Feedback: Elevate your collaboration skills.*** Collaboration isn't just about working together—it's about growing together. The secret? Mastering constructive feedback that drives real change. Whether in business, leadership, coaching, or personal relationships, effective feedback fuels professional growth, stronger teamwork, and personal development. You can find the course at [www.movielearning.com](http://www.movielearning.com).

**MovieLearning Course *Personal Leadership: Unlock your full potential.*** In today's fast-changing world, the ability to lead yourself is just as important as leading others. This course empowers you with twelve key socio-emotional competencies and helps you navigate the natural tension fields between them. Whether you want to enhance your decision-making, resilience, or communication skills, this transformative programme will level up your leadership potential and accelerate your personal growth. The course features a wealth of inspiring and illustrative clips from movies and documentaries, making your learning experience both engaging and enjoyable.  
[www.movielearning.com](http://www.movielearning.com)

**App *Map Your Team.*** With this app, you can play team games. It contains 120 cards on team phases, team roles, and team leadership, featuring numerous questions and exercises. From a tablet or desktop, you can also project and discuss the cards via a projector or TV. The game is designed to help team members gain a better understanding of themselves, each other, and the team's overall development, as well as to make adjustments where needed. It aims to improve collaboration, enhance team leadership, and enable the team to achieve greater fulfilment, depth, and efficiency.

## APPENDIX

### Double Healix

Double Healix is the name of a narrative approach to human development. The Double Healix model offers a unique, multi-levelled and integral vision for the development of leadership. The model has three basic components: phases, creative tension fields and levels of leadership.

The **phases** in the Double Healix model offer a universal step by step narrative approach for personal development as well as the development of teams and organisations, and the societal context in which they operate. This twelve phase approach is based on:

- A. Narrative psychology;
- B. Joseph Campbell's research into the universal structure of stories and myths, later condensed by Christopher Vogler;
- C. An integration with archetypal psychology by Double Healix.

The **creative tension fields** are the second basic component of the Double Healix model. Behaviours and values manifest themselves in the shape of opposites within a tension field. For example, taking initiative versus waiting, going for short-term success versus letting long-term principles guide us, etc. The challenge for leaders is to recognise these tension fields, make balanced choices, or if possible, creatively reconcile these opposing values. The six basic tension fields we discern are found in various theories on multicultural dimensions (Trompenaars & Hampden-Turner) and international linguistic research on personality dimensions (Hexaco).

The **levels** in the model are the third basic component. They describe the growing complexity in our consciousness, from the basic needs of young children to the development of a vision as a leader with societal impact. Each higher level is significant to our development towards a responsible, socially engaged, self-transforming individual or leader. The seven Double Healix levels are related to Robert Kegan's levels of consciousness, the Integral Theory of Ken Wilber, and the much older concept of chakras, among other things. These three components of the Double Healix model provide us with an integral approach to leadership and the art of living.

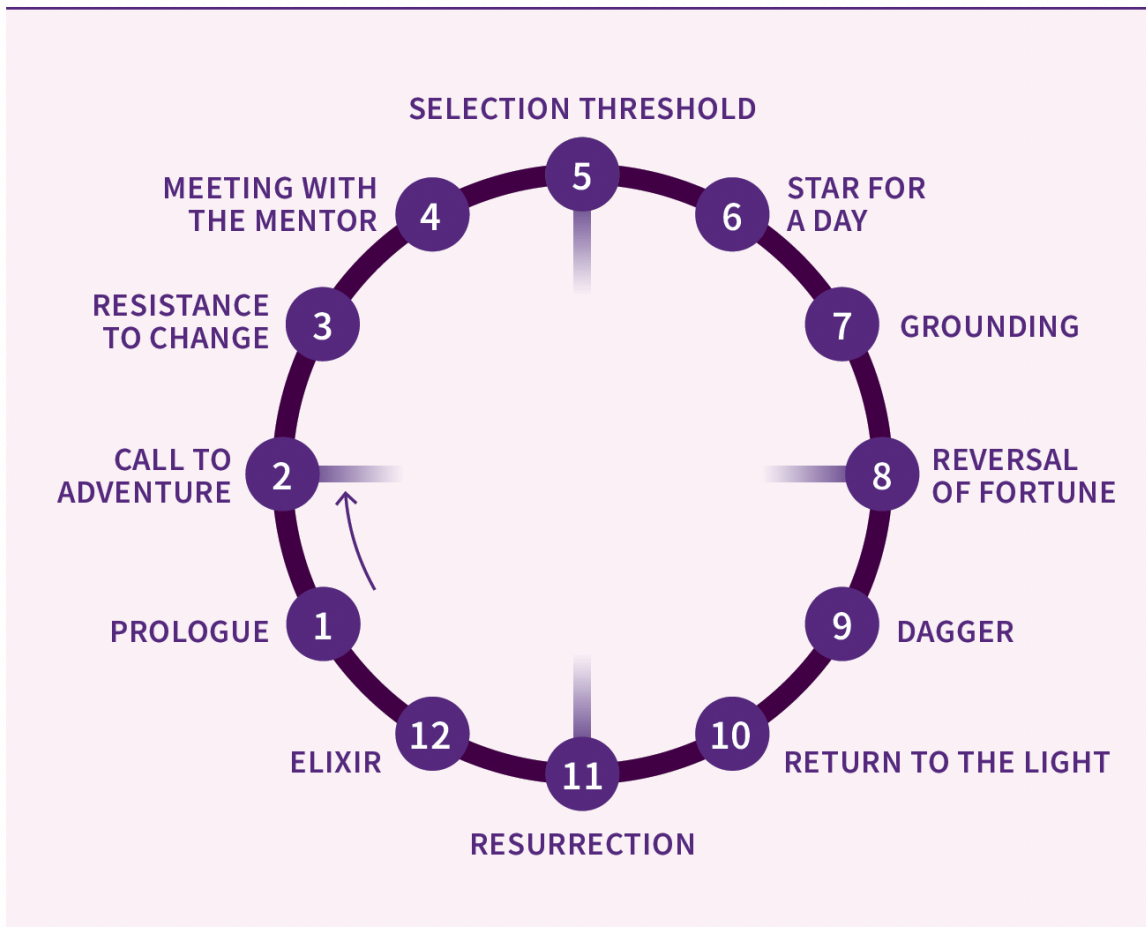
Below, we'll offer a short description of the twelve phases of the mythical journey (the hero's journey) that underlies many developmental cycles, including the Double Healix Team Cycle.

### Phases: The Hero(ine)'s Journey

The circle of twelve phases in the Double Healix Model forms a twelve step narrative that can also be seen as a metaphor of the twelve months of the year. It can be found in all major myths, stories and movies. We will now give a concise overview of how the story develops within the structure of the so-called Hero(ine)'s Journey.

When applied to leadership or team development, the story structure offers a process description that can be universally recognised.

## 12 PHASES



### 1. Prologue: Something is brewing beneath the surface of daily life

In this phase the protagonist of the story subconsciously prepares for adventure. We get to know the protagonist from the perspective of their personal history, and we receive subtle hints about the direction of the journey that is about to unfold. The protagonist is searching, looking for their destiny (and maybe their destiny is looking for them..).

### 2. Call to Adventure: Things need to change, I have to take action

In this phase the protagonist crosses the threshold to action. They get an impulse; from within, or from the outside world, which unmistakably calls for change. It is the first point of no return in the journey. Life will never be the same.

### 3. Resistance to Change: Wanting to stay in the comfort zone while building up strength

This phase is the natural process that occurs any time a call for change is heard. If that call came from the protagonist themselves, they often meet resistance from the community ("You will never succeed"). On the other hand, when the call came from that community, the protagonist is often inclined to resist ("Oh no, I am not the right person for the job"). In either case, they create time to build up physical and mental

strength to be able to continue the journey. We call it resistance to the resistance.

**4. Meeting the Mentor: A multitude of possibilities**

The protagonist gains a new perspective on reality and themselves. This prepares and motivates them for the rest of the journey. Usually, this happens via a mentor who gives the protagonist new insights, teaches them new skills and supplies a mask and tricks to prepare for the test ahead. Sometimes, there is no external mentor and the protagonist gains new insights by themselves.

**5. Selection Threshold: Testing the newly acquired skills**

The protagonist now goes through a series of tests that determine whether enough has been learned in the previous phase. These tests are often presided over by a so-called Guardian of the Threshold – a representative of the ruling order who decides whether the protagonist can enter the ‘new world’ or not.

**6. Star for a Day: Celebrating success**

Once the protagonist has successfully passed the tests of the Selection Threshold, they can bask in the glory of success, enjoying the attention and recognition. This phase brings empowerment and self-confidence. Enjoy your applause and your fifteen minutes of fame, but be sure to take a bow.

**7. Grounding: Both feet on the ground, the real challenges are still to come**

After the euphoria of the first big success, it is important to quickly get both feet back on the ground. The fruits of fame must be used as fuel for the hard times to come. The protagonist now embarks upon a journey inwards and develops deeper self-knowledge. Their ego is put on a leash. Often in this stage, the protagonist meets another kind of mentor, with wisdom on ripening, rhythms, household, bookkeeping, emotions, commitment and deepening relationships.

**8. Reversal of Fortune: It is not going well, control has been lost**

Fate strikes and circumstances become highly unfortunate. The protagonist loses initiative and becomes powerless. The actions that were initiated in the second phase of the journey now return to the protagonist like a boomerang. It opens up their vulnerability, but also their empathy.

**9. Dagger: Going to the extreme, pain and insight**

In this phase, the protagonist reaches their moment of deepest despair and gains insight into the hidden and darker sides of human nature, and of themselves. In the mythic journey this can also be the price they snatch from the dragon. This phase is sometimes called ‘the dark night of the soul’, because it symbolizes despair, betrayal or theft.

**10. Return to the Light: Towards one single goal**

The protagonist escapes from the darkness by focussing on their (re)discovered goal. Often in this endeavour, the most important lessons from a past mentor are remembered. This phase is also called ‘the chase’. There is light at the end of the tunnel.



### **11. Resurrection and Transformation: The ultimate test**

Now, the ultimate test of character takes place, in which the protagonist transforms into a hero(ine) through an act of courage and sacrifice. This is the final transformation, the literal or symbolic 'death and resurrection'. The hero(ine) keeps their back straight, stands for their own truth and values, and shows character in confrontation with the powerful or in the face of an impending disaster. The hero(ine) risks their own status, safety, and maybe even their own life, for the greater good.

### **12. Elixir: Generosity, gratitude and compassion**

The hero(ine) returns to the community with an elixir. This can sometimes literally be a medicine, remedy, or solution, but it is also most definitely a change in the hero(ine) themselves, which has a liberating and healing influence on the world. Passion and self-orientation have been transformed into compassion and other-directedness.

