

FACILITATOR REFERENCE

All 80 cards. What each one surfaces.

Every card in the deck with its theme, what it tends to bring up in a room, and the questions worth asking when it does.

Built for use during a session — find the card by number, read the two questions, keep going.

HOW TO USE THIS

Before you reach for a card.

This is a reference, not a script. The cards do their work because the group interprets them — not because you explain them. Nothing in here should be read aloud to a room.

Use it when you're stuck. A card lands and the room goes flat, or goes somewhere you didn't expect. Find the number, read the two questions, pick one. That's the whole intended use.

Don't correct interpretations. If a group reads a card differently from the definition here, that reading is data about their culture. Follow it. The definition is for you, not for them.

The line is about frequency, not morality. Nothing in the deck is simply good or bad. Every card asks the same underlying question: what happens when this becomes the pattern?

THE TWO ANCHOR QUESTIONS — ASKED OF EVERY CARD

1. What value might this behaviour bring to the team?
2. What constraint might it introduce in how we work?

Both, before placement. Holding the second question is what turns an obvious card into a real conversation — and what stops the group sorting on instinct.

THE SIXTEEN THEMES

● Goal Directed	cards 1–5	● Dependent	cards 6–10
● Creative	cards 11–15	● Conventional	cards 16–20
● Authentic	cards 21–25	● Seek Approval	cards 26–30
● Confident	cards 31–35	● Fearful	cards 36–40
● Empower	cards 41–45	● Control	cards 46–50
● Supportive	cards 51–55	● Critical	cards 56–60
● Collaborative	cards 61–65	● Compete	cards 66–70
● Empathy	cards 71–75	● Demanding	cards 76–80

● Performance-building ● Performance-limiting when habitual

1

look for opportunities to be better

GOAL DIRECTED

This card reflects a behaviour where individuals actively seek out ways to improve their skills, knowledge, and performance. It represents a mindset focused on continuous learning, self-improvement, and striving for excellence.

WHAT IT TENDS TO SURFACE

Looking for opportunities to be better can lead to personal and professional growth, helping individuals stay competitive and relevant in their roles. It can foster innovation, resilience, and adaptability within teams, as individuals are continuously learning and bringing new ideas or improvements to the table. However, if this behaviour is not balanced, it may lead to perfectionism or burnout if individuals push themselves too hard or fail to recognise their achievements along the way.

QUESTIONS WORTH ASKING

- *"Are you staying too comfortable where you are, and how might that be limiting your growth and potential for further improvement?"*
 - *"How can you continue to seek opportunities for growth while also celebrating the progress and successes of your team along the way?"*
-

2

consider options before acting

GOAL DIRECTED

This card highlights a behaviour where individuals take time to evaluate different possibilities and think critically before making decisions, ensuring well-considered actions that are likely to lead to the best outcomes.

WHAT IT TENDS TO SURFACE

Considering options before acting can lead to more strategic and effective decision-making, as individuals make informed choices that are aligned with the organisation's goals. It promotes high-quality outcomes and reduces the likelihood of costly errors. However, if overdone, this behaviour can also result in analysis paralysis, where decisions are delayed due to overthinking or an inability to commit to a specific option.

QUESTIONS WORTH ASKING

- *"Are you taking time to carefully evaluate options, or are you overanalysing and delaying decisions that could move the team forward?"*
- *"How can you ensure that carefully considering options leads to well-informed decisions while maintaining momentum and timely action?"*

3

plan ahead

GOAL DIRECTED

This card represents a behaviour where individuals focus on careful preparation and foresight to ensure success. It emphasises the importance of strategic thinking, organising resources, and anticipating challenges before they arise.

WHAT IT TENDS TO SURFACE

Planning ahead contributes to a culture of excellence by promoting foresight, organisation, and efficiency. It ensures that teams are prepared to handle unexpected changes or challenges, and it can significantly reduce stress and chaos in project execution. However, if overdone, an excessive focus on planning can lead to analysis paralysis, where individuals or teams become so focused on the planning process that they delay taking action. When balanced well, planning ahead can foster high performance, helping teams and individuals meet their goals consistently and with fewer surprises along the way.

QUESTIONS WORTH ASKING

- *"Are you over-relying on planning to the point where it's delaying action or creating rigidity? How might this cautious approach be holding your team back from being more dynamic and responsive?"*
 - *"How can you use planning ahead to create a more organised and efficient team, while still remaining flexible and open to new opportunities?"*
-

4

set challenging goals

GOAL DIRECTED

This card represents a behaviour where individuals or teams establish ambitious, high-reaching objectives that push them to perform at their best. Setting challenging goals reflects a commitment to excellence and continuous improvement, often motivating people to strive for better results and reach their full potential.

WHAT IT TENDS TO SURFACE

Setting challenging goals can lead to significant positive outcomes, such as increased productivity, innovation, and engagement. When individuals and teams are working toward meaningful and demanding objectives, they are often more motivated and focused. However, it's important that these goals are realistic and supported with the right resources. If goals are too difficult or unrealistic, they can lead to frustration, burnout, and decreased morale. Balancing ambition with feasibility is key to ensuring that challenging goals are a source of motivation rather than stress.

QUESTIONS WORTH ASKING

- *"Are the goals you're setting for yourself and your team challenging enough to drive growth, or are you staying within your comfort zone?"*
- *"How can you set more challenging goals that inspire your team to push their limits and achieve greater success, while ensuring they have the resources and support to succeed?"*

5

work for a sense of achievement

GOAL DIRECTED

This card represents a behaviour where individuals are motivated by the desire to accomplish meaningful goals and feel a sense of personal or professional fulfilment. This drive for achievement encourages individuals to set high standards for themselves and strive for success, often pushing them to give their best effort in pursuit of excellence.

WHAT IT TENDS TO SURFACE

A strong focus on achievement can have a highly positive impact on both individual and team performance. It fosters a culture of dedication, continuous improvement, and high standards, where individuals are motivated to push beyond their comfort zones. This behaviour also enhances engagement and satisfaction, as people feel a deeper connection to their work and the results they are producing. However, if taken to an extreme, the desire for achievement can sometimes lead to burnout, especially if individuals set unrealistic goals or constantly push themselves without recognising the need for balance and self-care.

QUESTIONS WORTH ASKING

- *"Are you so focused on achieving success that you might be setting unrealistic expectations for yourself or your team? How might this be leading to stress or burnout?"*
- *"How can you set meaningful goals that lead to a sense of achievement, while also fostering a healthy and balanced approach to work?"*

6

accept goals without challenging them

DEPENDENT

This card addresses a behaviour where individuals may passively accept directives or objectives without questioning or evaluating them critically. In an organisational context, this can lead to missed opportunities for innovation, problem-solving, or necessary adjustments to the goals set by leadership.

WHAT IT TENDS TO SURFACE

This behaviour could limit the growth of individuals and teams, as it discourages active engagement and critical thinking. It may also stifle creativity, as challenging the status quo is often essential for innovation.

QUESTIONS WORTH ASKING

- *"Are you accepting goals passively, or are you critically evaluating and questioning them to ensure they align with your team's capabilities and the broader organisational vision?"*
- *"How can you ensure that accepting goals fosters alignment and trust while also encouraging critical thinking and discussions to improve those goals?"*

7

be a 'good follower'

DEPENDENT

This card addresses a behaviour where individuals conform to expectations or directions from others, especially authority figures, without asserting their own opinions or taking initiative.

WHAT IT TENDS TO SURFACE

While being a cooperative team member is important, always being a "good follower" can hinder personal growth and limit the overall creativity and effectiveness of the team. When individuals don't contribute their own insights or challenge ideas, innovation and problem-solving can stagnate. Over time, this behaviour may lead to frustration or disengagement as individuals don't feel empowered to influence outcomes.

QUESTIONS WORTH ASKING

- *"Are you following others' directions because it's the best course of action, or are you suppressing your own insights and ideas out of fear of stepping outside your role?"*
 - *"How can you model being a supportive team player while also contributing your unique insights to strengthen the team's decision-making?"*
-

8

check decisions with others

DEPENDENT

This card represents a mindset and behaviour where individuals frequently seek validation or approval from others before making decisions, often indicating a lack of confidence in their own judgment or a reluctance to act independently.

WHAT IT TENDS TO SURFACE

While consulting others can ensure decisions are well-considered, constantly seeking approval can hinder personal growth and slow progress. It may limit innovation and the development of independent thinking, as individuals become accustomed to relying on others to make or approve decisions. Over time, this behaviour can reduce the team's efficiency and create bottlenecks, particularly in fast-paced environments where quick decisions are necessary.

QUESTIONS WORTH ASKING

- *"Are you checking decisions with others to foster collaboration, or are you seeking approval because of a lack of confidence in your own judgment?"*
- *"How can you involve others in decision-making to encourage collaboration while maintaining confidence in your own judgment?"*

9

do what's expected

DEPENDENT

This card reflects a behaviour where individuals follow expectations or directions without going beyond what is required, often prioritising conformity and safety over creativity or taking initiative.

WHAT IT TENDS TO SURFACE

While doing what's expected ensures that tasks get done reliably, it can limit growth, innovation, and problem-solving within teams or organisations. When individuals consistently stick to the minimum requirements, opportunities for improvement, creativity, or exceeding expectations may be missed. Over time, this behaviour can lead to stagnation and a lack of engagement, as people may feel they are not encouraged to think beyond their immediate responsibilities.

QUESTIONS WORTH ASKING

- *"Are you only doing what's expected to avoid risk, and how might this be limiting your potential to innovate and drive greater results?"*
- *"How can you meet expectations while also looking for opportunities to go beyond them and drive innovation within your team?"*

10

keep those in positions of authority happy

DEPENDENT

This card represents a behaviour where individuals prioritise pleasing those in power, often focusing on meeting the expectations and desires of leaders or supervisors over other considerations.

WHAT IT TENDS TO SURFACE

While keeping authority figures happy can create short-term harmony and avoid conflict, it may come at the cost of creativity, innovation, and honesty. Over time, this behaviour can lead to a culture where individuals hesitate to challenge decisions or offer constructive feedback, stifling progress and preventing valuable insights from emerging. Additionally, it can foster a lack of authenticity, where people prioritise what leaders want to hear over what needs to be said.

QUESTIONS WORTH ASKING

- *"Are you focusing so much on keeping authority figures happy that you're neglecting what's best for the team and the organisation?"*
- *"How can you maintain strong relationships with authority figures while also confidently advocating for your team's needs and perspectives?"*

11

challenge current conventions

CREATIVE

This card highlights a behaviour where individuals question the status quo, seeking to improve or innovate by challenging traditional ways of thinking and doing things.

WHAT IT TENDS TO SURFACE

Challenging conventions can drive innovation, problem-solving, and continuous improvement. It encourages creative thinking and can help teams or organisations adapt to changing environments. However, if done without sensitivity to context or without constructive engagement, it can cause friction or be perceived as disruptive.

QUESTIONS WORTH ASKING

- *"Are you challenging current conventions to drive meaningful improvements, or is your approach creating resistance and disrupting team cohesion?"*
 - *"How can you challenge existing practices in a way that encourages innovation while fostering collaboration and support from your team?"*
-

12

use conflict to generate new ideas

CREATIVE

This card represents a behaviour where individuals or teams view conflict as a positive and productive force. Rather than avoiding disagreements, they see conflict as an opportunity to challenge assumptions, explore new perspectives, and spark innovation. This approach encourages using differences and debates constructively to fuel creativity and improvement.

WHAT IT TENDS TO SURFACE

Using conflict to generate new ideas can have a powerful positive impact on creativity and innovation within a team or organisation. When conflict is viewed as a source of growth rather than a threat, individuals are more willing to express their ideas and challenge one another in a constructive way. This can lead to breakthrough solutions and stronger team dynamics. However, if not managed carefully, conflict can also become destructive, leading to tension, misunderstanding, or resentment. It's crucial that conflict be facilitated in a way that promotes respect and focuses on the issues, not personal attacks.

QUESTIONS WORTH ASKING

- *"Are you avoiding conflict in your team, and how might this be preventing new ideas or innovative solutions from emerging?"*
- *"How can you use conflict constructively in your team to spark new ideas and encourage creative problem-solving?"*

13

experiment

CREATIVE

This card represents a behaviour where individuals or teams are encouraged to try new approaches, take calculated risks, and explore unconventional ideas in order to foster innovation and learning.

WHAT IT TENDS TO SURFACE

While experimenting can lead to significant innovation, it requires a supportive environment where failure is not penalised but seen as a step toward improvement. Without this, individuals may be reluctant to take risks, leading to stagnant thinking and missed opportunities for growth.

QUESTIONS WORTH ASKING

- *Are you creating an environment where people feel comfortable experimenting, or is fear of failure holding them back?*
 - *How can you balance the need for experimentation with the necessity for delivering consistent results?*
-

14

seek out feedback

CREATIVE

This card reflects a behaviour where individuals actively seek constructive feedback to enhance their understanding, spark new ideas, and continuously improve, fostering an environment of growth and creativity.

WHAT IT TENDS TO SURFACE

Actively seeking feedback can lead to innovation, fresh perspectives, and enhanced performance. However, if feedback is approached defensively or is too narrowly focused, it may limit growth and stifle creativity. Embracing feedback openly and without fear encourages an environment where creativity can thrive.

QUESTIONS WORTH ASKING

- *Are you actively seeking feedback to expand your perspective, or are you avoiding it out of fear of criticism?*
- *"How can you incorporate feedback into your creative process to inspire new ideas and improvements?"*

15

be curious

CREATIVE

This card reflects a behaviour where individuals actively seek to explore new ideas, ask questions, and remain open to learning, fostering an environment of creativity and discovery.

WHAT IT TENDS TO SURFACE

Curiosity sparks creativity and innovation by encouraging individuals to think outside the box and explore new possibilities. However, without focus, curiosity can sometimes lead to distraction or a lack of direction. Balancing exploration with practical application is crucial for driving meaningful outcomes.

QUESTIONS WORTH ASKING

- *"Are you staying curious and open to new ideas, or are you sticking to what you already know?"*
 - *"How can you foster curiosity within your team, encouraging exploration and creative problem-solving?"*
-

16

always follow the rules

CONVENTIONAL

This card represents a behaviour where individuals strictly adhere to established rules and processes, often without questioning their relevance or effectiveness in a given situation.

WHAT IT TENDS TO SURFACE

While following rules can create order and ensure compliance, an overemphasis on rule-following can limit adaptability and responsiveness to change. It may also prevent creative problem-solving, as individuals might feel constrained by existing frameworks, even when those frameworks are no longer effective.

QUESTIONS WORTH ASKING

- *"Are you following rules because they are the best approach, or are you avoiding exploring new ideas and improvements out of a fear of change or breaking tradition?"*
- *"How can you ensure that following rules helps maintain structure while also allowing room for innovation and adaptability when needed?"*

17

do not rock the boat

CONVENTIONAL

This card represents a behaviour where individuals avoid questioning the status quo or raising controversial issues, choosing instead to maintain harmony and stability, even at the cost of progress or innovation.

WHAT IT TENDS TO SURFACE

While maintaining stability can be useful in some contexts, consistently avoiding "rocking the boat" can limit creativity, problem-solving, and adaptability. It can lead to complacency and missed opportunities for improvement or necessary change. Over time, this behaviour can prevent the organisation or team from evolving, and unresolved issues may build up, leading to larger conflicts later on.

QUESTIONS WORTH ASKING

- *"Are you avoiding challenging the status quo to keep the peace, and how might this be preventing necessary changes or improvements?"*
 - *"How can you maintain stability while also encouraging thoughtful discussions that lead to meaningful improvements?"*
-

18

focus on making a 'good impression'

CONVENTIONAL

This card represents a behaviour where individuals prioritise managing their image or how they are perceived by others, often over authenticity or genuine engagement.

WHAT IT TENDS TO SURFACE

Focusing too much on making a good impression can limit creativity, authenticity, and honest communication. It may lead to a superficial work environment where individuals prioritise looking good over making meaningful contributions. Over time, this can hinder team collaboration, trust, and innovation, as people may hold back from offering new ideas or constructive feedback for fear of damaging their reputation.

QUESTIONS WORTH ASKING

- *"Are you more focused on maintaining a good impression than on making authentic decisions that benefit the team in the long run?"*
- *"How can you ensure that making a good impression aligns with being authentic and making decisions that truly benefit your team?"*

19

if it aint broke - don't fix it

CONVENTIONAL

This card represents a behaviour where individuals avoid making changes or improvements to systems, processes, or approaches that are already functioning, often to maintain stability or avoid unnecessary risks.

WHAT IT TENDS TO SURFACE

While the "if it ain't broke, don't fix it" mentality can ensure stability and prevent unnecessary disruptions, it can also stifle innovation and prevent the team or organisation from evolving. Over time, this behaviour can lead to complacency and missed opportunities for improvement. In rapidly changing environments, sticking to outdated methods may hinder adaptability and competitiveness.

QUESTIONS WORTH ASKING

- *"Are you maintaining the status quo because it's truly the best approach, or are you avoiding potential improvements and innovation out of a fear of change or disruption?"*
 - *"How can you maintain the stability of proven methods while also staying open to improvements and innovations that could enhance performance?"*
-

20

stay on people's good side

CONVENTIONAL

This card represents a behaviour where individuals prioritise being liked or accepted by others, often avoiding conflict, difficult conversations, or standing firm on decisions in order to maintain positive relationships. The focus is on pleasing others rather than making decisions that may be unpopular but necessary.

WHAT IT TENDS TO SURFACE

Staying on people's good side can create short-term harmony but often at the expense of long-term progress and honesty. When individuals avoid necessary, yet uncomfortable conversations or decisions, important issues may go unaddressed, leading to a lack of accountability and unresolved problems within the team. Over time, this behaviour can lead to frustration among team members, as necessary change is delayed, and honest feedback may be avoided. It can also reduce respect for the individual, as their decisions may be seen as based on pleasing others rather than doing what's right for the team or organisation.

QUESTIONS WORTH ASKING

- *"Are you avoiding necessary decisions or conversations to stay on people's good side? How might this be affecting your team's progress or honesty?"*
- *"How can you make decisions that balance maintaining positive relationships while ensuring that the right, sometimes tough, actions are taken for the benefit of the team?"*

21

be transparent

AUTHENTIC

This card represents a behaviour where individuals are open, honest, and clear in their communication and actions, fostering trust and accountability within teams and organisations.

WHAT IT TENDS TO SURFACE

Transparency fosters trust, collaboration, and clear communication, which can improve team dynamics and organisational culture. When individuals and leaders are transparent, it encourages openness among team members and reduces misunderstandings. However, a lack of transparency can lead to mistrust, confusion, or the perception that important information is being hidden, which can damage morale and engagement.

QUESTIONS WORTH ASKING

- *"Are you being transparent in a way that builds trust, or are you withholding information that could help your team make better decisions?"*
 - *"How can you use transparency to strengthen trust within your team and ensure everyone is aligned and informed?"*
-

22

enjoy their responsibilities

AUTHENTIC

This card represents a behaviour where individuals take pride in and derive satisfaction from their roles and responsibilities, approaching their work with confidence and enthusiasm.

WHAT IT TENDS TO SURFACE

When individuals genuinely enjoy their responsibilities, it creates a more positive and dynamic work environment. Their enthusiasm can inspire others, leading to increased morale and a stronger sense of teamwork. Additionally, people who enjoy their roles are more likely to deliver high-quality work, stay committed, and contribute to the long-term success of the team or organisation. However, if enjoyment is absent, work may feel burdensome, leading to disengagement or lower performance.

QUESTIONS WORTH ASKING

- *"Are you truly finding joy in your responsibilities, or are you going through the motions without considering whether your work is meaningful and fulfilling?"*
- *"How can you bring more enthusiasm to your responsibilities and inspire your team to find joy and fulfilment in their work as well?"*

23

maintain their personal integrity

AUTHENTIC

This card represents a behaviour where individuals remain steadfast in their values and principles, regardless of external pressures or challenges.

WHAT IT TENDS TO SURFACE

Maintaining personal integrity fosters trust, respect, and authenticity within teams and organisations. When individuals act with integrity, they set an example that encourages others to do the same, contributing to a culture of transparency and accountability. However, if integrity is compromised, it can lead to mistrust, disengagement, and a lack of cohesion in the team. On the other hand, steadfast integrity might sometimes create friction in environments where conformity is expected, but it ultimately benefits long-term sustainability and ethical leadership.

QUESTIONS WORTH ASKING

- *"Are you consistently prioritising your personal integrity in challenging situations, even when it might lead to difficult consequences? How might compromising your integrity affect your credibility and trust within the team?"*
 - *"How can you reinforce your personal integrity while encouraging others in your team to act with honesty and ethical principles?"*
-

24

share your feelings and thoughts openly

AUTHENTIC

This card represents a behaviour where individuals are encouraged to express their emotions, ideas, and opinions freely within a team or organisation. Open communication helps foster trust, improve relationships, and promote a culture of transparency and collaboration.

WHAT IT TENDS TO SURFACE

Openly sharing thoughts and feelings can have a significant positive impact on team dynamics. It encourages trust, enhances relationships, and leads to better problem-solving because people feel free to express concerns or ideas. It also prevents the buildup of frustration or resentment by creating a space for clear communication. However, if not handled with care, too much openness without sensitivity can sometimes lead to oversharing or unnecessary conflict. It's important that open communication is balanced with respect and emotional intelligence.

QUESTIONS WORTH ASKING

- *"Are you holding back your true thoughts or feelings, and how might this be limiting trust and open communication within your team?"*
- *"How can you encourage more open sharing of thoughts and feelings within your team to build trust and foster a culture of collaboration?"*

25

tell it like it is

AUTHENTIC

This card reflects a behaviour where individuals speak with honesty and authenticity, offering direct and clear communication without sugar-coating or avoiding difficult truths.

WHAT IT TENDS TO SURFACE

Being direct and honest can foster a culture of trust, openness, and respect. However, if not done with care, it can lead to misunderstandings, hurt feelings, or defensiveness. Striking the right balance between honesty and tact is key to maintaining positive relationships.

QUESTIONS WORTH ASKING

- *"Are you telling it like it is to foster understanding, or are you using honesty as a way to vent frustration?"*
 - *"How can you deliver difficult truths with honesty while still maintaining empathy and respect for others?"*
-

26

be everyone's friend

SEEK APPROVAL

This card reflects a behaviour where individuals prioritise maintaining friendly relationships with everyone, often seeking approval and avoiding any actions that might cause friction or upset.

WHAT IT TENDS TO SURFACE

While fostering positive relationships is important for teamwork and collaboration, an overemphasis on being everyone's friend can lead to avoidance of necessary but difficult conversations. This behaviour might also result in compromised decisions, as individuals may agree to things they don't fully support just to maintain harmony. Over time, it can undermine authenticity and trust if people feel that their actions are driven by the need for approval rather than genuine beliefs.

QUESTIONS WORTH ASKING

- *"Are you prioritising being liked over making tough but necessary decisions, and how might this affect your ability to lead effectively?"*
- *"How can you build strong relationships with your team while also ensuring that you make decisions that are in the best interest of the group?"*

27

change priorities to please others

SEEK APPROVAL

This card represents a behaviour where individuals shift their focus or alter their actions to gain approval or avoid displeasing others, often at the cost of their own goals or objectives.

WHAT IT TENDS TO SURFACE

While trying to please others can help maintain relationships and avoid conflict, constantly shifting priorities can lead to confusion, lack of direction, and ultimately, reduced effectiveness. It can create a culture where decisions are based on appeasing others rather than making the best strategic choices, which can negatively affect both individual performance and team alignment.

QUESTIONS WORTH ASKING

- *"Are you shifting your priorities to genuinely benefit the team, or are you doing so to avoid conflict and gain approval at the expense of long-term goals?"*
 - *"How can you adapt to others' needs while ensuring your priorities stay aligned with the long-term goals of the team?"*
-

28

do things for others approval

SEEK APPROVAL

This card represents a behaviour where individuals prioritise gaining approval or acceptance from others, often at the expense of their own needs, values, or objectives.

WHAT IT TENDS TO SURFACE

While seeking approval can help foster positive relationships in the short term, over time, it can lead to frustration, a lack of fulfilment, and reduced innovation. Constantly doing things to please others may result in poor decision-making, as individuals may not speak up or push back when they disagree. This behaviour can create an environment where conformity is prioritised over creativity and honest dialogue, stifling team performance and individual growth.

QUESTIONS WORTH ASKING

- *"Are you prioritising gaining approval over making the right decisions, and how might this be affecting the long-term success of your team?"*
- *"How can you balance seeking input and approval with making confident decisions that align with the team's best interests?"*

29

go along with others (group think)

SEEK APPROVAL

This card represents a behaviour where individuals conform to the opinions or decisions of the group, even when they have doubts or alternative ideas, in order to avoid conflict or gain acceptance.

WHAT IT TENDS TO SURFACE

While going along with others can help maintain short-term harmony, it can lead to poor decision-making and missed opportunities for innovation. Groupthink can prevent critical evaluation of ideas, stifle dissent, and result in the group overlooking better alternatives. Over time, this behaviour can erode creativity, reduce accountability, and lower team performance, as individuals hesitate to speak up or contribute unique perspectives.

QUESTIONS WORTH ASKING

- *"Are you going along with others to avoid conflict, and how might this be preventing your team from considering diverse perspectives and making the best decisions?"*
 - *"How can you encourage your team to share diverse perspectives and challenge ideas respectfully to improve decision-making?"*
-

30

never disagree with others

SEEK APPROVAL

This card represents a behaviour where individuals avoid voicing disagreements or opposing opinions, often in an effort to gain approval, maintain harmony, or avoid conflict. It reflects a desire to be liked or accepted by others, even at the expense of offering honest feedback or contributing alternative perspectives.

WHAT IT TENDS TO SURFACE

Never disagreeing with others can create an environment where important issues are overlooked, and decisions go unchallenged, potentially leading to suboptimal outcomes. When people are too focused on being agreeable, they might withhold valuable insights or fail to raise concerns, which can harm both team performance and decision quality. Over time, this behaviour can lead to a passive culture where creativity, critical thinking, and open dialogue are stifled, limiting the team's potential for growth and improvement.

QUESTIONS WORTH ASKING

- *"Are you holding back your true opinions to avoid disagreeing with others? How might this tendency to agree be limiting the quality of discussions and decisions in your team?"*
- *"How can you encourage open discussions where differing opinions are valued and seen as a way to improve decision-making and foster innovation?"*

31

be flexible and adaptive

CONFIDENT

This card represents a behaviour where individuals assert their authority or push their agenda strongly, often taking charge in a way that may limit collaboration or input from others.

WHAT IT TENDS TO SURFACE

While being forceful can be effective in certain situations that require quick decision-making or strong leadership, overuse of this behaviour can stifle creativity, discourage input from team members, and lead to disengagement. It can create a top-down dynamic where others feel their ideas are not valued, which may inhibit team morale and innovation.

QUESTIONS WORTH ASKING

- *"Is your flexibility helping the team adapt to change, or is it creating uncertainty by lacking clear direction and consistency?"*
 - *"How can your flexibility help the team embrace change and explore new opportunities while maintaining a clear vision and direction?"*
-

32

quality quantity

CONFIDENT

This card represents a behaviour where individuals aim to balance high-quality work with efficient output. It reflects a confidence in delivering both excellence and productivity, without sacrificing one for the other.

WHAT IT TENDS TO SURFACE

Balancing quality and quantity contributes to personal and organisational success. When individuals can deliver high-quality work at a consistent pace, it helps build trust and reliability within a team. This behaviour drives productivity while ensuring that the standards of the work are maintained, which can lead to both short-term and long-term gains for the team and organisation. However, if the balance tips too far in one direction (e.g., sacrificing quality for speed or vice versa), it could lead to problems such as burnout, missed deadlines, or subpar results.

QUESTIONS WORTH ASKING

- *"Are you sacrificing quality for the sake of productivity, or vice versa? How might this imbalance be affecting your long-term effectiveness and the trust your team has in your work?"*
- *"How can you better balance delivering high-quality work while meeting deadlines and maintaining productivity?"*

33

be enthusiastic

CONFIDENT

This card represents a behaviour where individuals approach their work with energy, positivity, and eagerness, often inspiring and motivating those around them.

WHAT IT TENDS TO SURFACE

Enthusiasm can drive high performance and foster a positive atmosphere, leading to greater productivity, creativity, and teamwork. Teams with enthusiastic members often find it easier to stay motivated and resilient in the face of challenges. However, if not grounded in realism, too much enthusiasm without considering practical limitations may lead to overcommitting or overlooking potential risks.

QUESTIONS WORTH ASKING

- *"Is your enthusiasm inspiring and energising your team, or could it be overshadowing their concerns or making them feel pressured to match your energy at all times?"*
 - *"How can you channel your enthusiasm to inspire and energise your team while also staying attuned to their individual needs and energy levels?"*
-

34

take considered risks

CONFIDENT

This card represents a behaviour where individuals or teams are willing to step outside their comfort zone and take thoughtful, calculated risks to achieve better outcomes. It reflects a mindset that balances careful planning with a willingness to embrace uncertainty when the potential rewards outweigh the risks.

WHAT IT TENDS TO SURFACE

Taking considered risks can lead to significant positive changes, fostering innovation and allowing teams to reach new heights of performance and creativity. When individuals are empowered to take risks thoughtfully, they are more likely to experiment with new ideas, challenge the status quo, and drive progress. However, if risks are not well-considered, they can result in setbacks or failures that undermine confidence. The key is to strike a balance between caution and boldness, ensuring that risks are taken in a way that is informed and strategic.

QUESTIONS WORTH ASKING

- *"Are you avoiding taking risks because of fear of failure, and how might this be holding you or your team back from reaching new levels of success or innovation?"*
- *"How can you start taking more considered risks to drive innovation and improve outcomes, while ensuring you have a clear understanding of the potential challenges and rewards?"*

35

back themselves

CONFIDENT

This card reflects a behaviour where individuals trust in their own abilities, make decisions with conviction, and demonstrate self-assurance in pursuing their goals and taking on challenges.

WHAT IT TENDS TO SURFACE

When individuals back themselves, they are more likely to take initiative, embrace challenges, and make impactful contributions. However, excessive confidence without self-awareness can lead to blind spots or overlook the need for collaboration. Balancing confidence with openness to feedback is key to achieving optimal results.

QUESTIONS WORTH ASKING

- *"Are you backing yourself and trusting your abilities, or are you holding back due to self-doubt?"*
 - *"How can you build confidence to trust your decisions and persist through challenges, even when outcomes are uncertain?"*
-

36

don't take chances

FEARFUL

This card reflects a behaviour where individuals avoid taking risks, preferring to play it safe rather than exploring new opportunities or pushing boundaries, even if doing so could lead to significant gains.

WHAT IT TENDS TO SURFACE

While avoiding risks can help prevent failure or minimise short-term disruptions, it can also limit growth, creativity, and innovation. In the long run, a risk-averse mindset can result in missed opportunities, stagnation, and the inability to adapt to changing environments. It can prevent individuals and teams from exploring new ideas, improving processes, or gaining a competitive edge.

QUESTIONS WORTH ASKING

- *"Are you avoiding risks to stay safe, and how might this be preventing your team from seizing new opportunities or achieving greater success?"*
- *"How can you create a balanced approach where careful risk-taking leads to new opportunities for growth while maintaining stability?"*

37

"pass" responsibilities to others

FEARFUL

This card represents a behaviour where individuals avoid taking ownership of tasks or decisions and instead push responsibilities onto others, often to avoid the risk of failure or accountability. This can create an atmosphere of avoidance and lack of initiative.

WHAT IT TENDS TO SURFACE

Passing responsibilities to others can lead to a lack of ownership and accountability within a team, where tasks are pushed from person to person without anyone truly taking charge. This behaviour can cause confusion, delays, and poor execution, as no one feels responsible for ensuring a task's success. Over time, it can contribute to a culture of avoidance, where individuals become disengaged and unwilling to take initiative. It may also place an unfair burden on those who consistently end up carrying the workload, potentially leading to burnout or resentment.

QUESTIONS WORTH ASKING

- *"Are you avoiding taking responsibility for tasks or decisions because of fear of failure or criticism? How might this behaviour be affecting your team's ability to trust you and work efficiently?"*
 - *"How can you take more ownership of tasks and decisions to build trust within your team and show that you are accountable for the outcomes?"*
-

38

push decisions up

FEARFUL

This card represents a behaviour where individuals avoid making decisions themselves, preferring to defer decision-making to higher levels of authority. It reflects a reluctance to take responsibility for decisions, often out of fear of making mistakes or facing negative consequences.

WHAT IT TENDS TO SURFACE

Pushing decisions up can slow down processes and create bottlenecks, as higher levels of management become overburdened with decisions that could have been made at other levels. It can lead to a culture of passivity, where team members are hesitant to take initiative, stifling innovation and personal accountability. Over time, this can erode trust and create frustration, as leaders may feel that their teams are not stepping up, and team members may feel disempowered or overly dependent on authority figures.

QUESTIONS WORTH ASKING

- *"Are you frequently deferring decisions to higher-ups because of fear or uncertainty? How might this behaviour be slowing down progress and preventing you from developing as a leader?"*
- *"How can you take more ownership of decisions within your role to build confidence and contribute more proactively to your team's success?"*

39

take cover when things get tough

FEARFUL

This card represents a behaviour where individuals retreat or avoid taking responsibility when challenges or difficult situations arise. Instead of confronting the issue head-on, they may distance themselves or avoid being accountable for decisions or outcomes, leaving others to deal with the situation.

WHAT IT TENDS TO SURFACE

Taking cover when things get tough can severely damage team dynamics and performance. When individuals avoid responsibility during challenging times, it creates extra stress for others who have to step up in their place. This behaviour can lead to feelings of frustration, resentment, and a lack of trust within the team, as people may feel unsupported and abandoned during critical moments. In the long run, it can contribute to a culture of avoidance, where difficult issues are never fully addressed, and growth is stifled.

QUESTIONS WORTH ASKING

- *"Are you avoiding difficult situations or responsibilities when things get tough, and how might this be affecting your team's trust and ability to tackle challenges effectively?"*
 - *"How can you step up during challenging times and take responsibility to help your team navigate difficulties more effectively?"*
-

40

avoid conflict at all costs

FEARFUL

This card represents a behaviour where individuals prioritise maintaining harmony and avoiding disagreements, often at the expense of addressing important issues or resolving underlying tensions.

WHAT IT TENDS TO SURFACE

Avoiding conflict at all costs can prevent teams from having honest conversations, which are essential for growth, problem-solving, and innovation. This behaviour can lead to a lack of transparency, suppressed ideas, or festering issues that eventually weaken trust and collaboration. In the long term, unresolved conflicts may escalate and cause greater disruptions.

QUESTIONS WORTH ASKING

- *"Are you avoiding conflict to maintain harmony, or are you missing opportunities for growth and resolution by not addressing important issues head-on?"*
- *"How can you foster open dialogue and address issues constructively while maintaining harmony within the team?"*

41

help people grow and develop

EMPOWER

This card represents a behaviour where individuals actively support the personal and professional development of others, fostering a culture of continuous learning and improvement.

WHAT IT TENDS TO SURFACE

Helping others grow and develop can significantly enhance team performance, engagement, and morale. When individuals feel supported in their development, they are more likely to be motivated, confident, and resilient. This behaviour fosters a culture of trust, collaboration, and continuous improvement, which benefits both individuals and the organisation. However, if neglected, people may feel stagnant or undervalued, leading to disengagement or high turnover.

QUESTIONS WORTH ASKING

- *"Are you providing enough opportunities and support for your team's growth, or are you focusing more on short-term tasks at the expense of long-term development?"*
 - *"How can you better support your team's growth and development, helping them reach their full potential while also achieving team goals?"*
-

42

help people think for themselves

EMPOWER

This card represents a behaviour where individuals encourage others to develop independent thinking, problem-solving abilities, and self-reliance, fostering a culture of empowerment and accountability.

WHAT IT TENDS TO SURFACE

Helping people think for themselves can lead to greater innovation, adaptability, and empowerment within teams. It promotes a culture where individuals are confident in making decisions, solving problems, and taking ownership of their work. This behaviour reduces dependency on leaders or managers for every decision, leading to more dynamic, resilient, and agile teams. However, if this behaviour is not encouraged, teams may become overly reliant on authority, which can stifle initiative and slow down decision-making.

QUESTIONS WORTH ASKING

- *"Are you stepping in too much and limiting your team's ability to think independently and solve problems on their own?"*
- *"How can you encourage your team to think for themselves and build confidence in their decision-making, while still offering guidance when needed?"*

43

involve people in decisions that affect them

EMPOWER

This card represents a behaviour where leaders and team members actively include others in the decision-making process, particularly when those decisions impact their work or roles.

WHAT IT TENDS TO SURFACE

Involving people in decisions that affect them leads to better decision-making and stronger team cohesion. It promotes transparency, builds trust, and ensures that different perspectives are considered. This behaviour can boost morale, increase buy-in, and lead to more effective implementation of decisions. However, failing to involve people can lead to feelings of disengagement, resentment, and resistance to decisions, as individuals may feel overlooked or undervalued.

QUESTIONS WORTH ASKING

- *"Are you truly engaging the people affected by your decisions, or are you making choices on their behalf without understanding their insights and concerns?"*
 - *"How can you actively involve your team in decision-making to ensure they feel valued and committed to the outcomes?"*
-

44

trust others

EMPOWER

This card reflects a behaviour where individuals demonstrate confidence in others' abilities, decisions, and intentions, empowering them to take ownership and fostering an environment of mutual respect and accountability.

WHAT IT TENDS TO SURFACE

When individuals trust each other, it creates a culture of empowerment, where people feel valued and motivated to give their best. On the contrary, a lack of trust can lead to micromanagement, reduced autonomy, and diminished morale. Trust is essential for fostering a supportive and high-performing team.

QUESTIONS WORTH ASKING

- *"Are you trusting others to take responsibility, or are you holding back due to a need for control?"*
- *"How can you show trust in your colleagues' abilities, allowing them to step up and take initiative?"*

45

share responsibility

EMPOWER

This card reflects a behaviour where individuals distribute accountability and ownership across the team, ensuring that everyone plays a role in achieving shared goals and outcomes.

WHAT IT TENDS TO SURFACE

Sharing responsibility can lead to more engaged, empowered teams where each member feels valued and accountable. However, if not balanced correctly, it can result in confusion about roles or lead to uneven workloads, ultimately harming performance and morale.

QUESTIONS WORTH ASKING

- *"Are responsibilities evenly distributed in your team, or are some members taking on more than others?"*
 - *"How can you create an environment where everyone feels accountable for team outcomes and empowered to take initiative?"*
-

46

be forceful

CONTROL

This card represents a behaviour where individuals assert their authority or push their agenda strongly, often taking charge in a way that may limit collaboration or input from others.

WHAT IT TENDS TO SURFACE

While being forceful can be effective in certain situations that require quick decision-making or strong leadership, overuse of this behaviour can stifle creativity, discourage input from team members, and lead to disengagement. It can create a top-down dynamic where others feel their ideas are not valued, which may inhibit team morale and innovation.

QUESTIONS WORTH ASKING

- *"Are you being forceful to drive results, or is your approach limiting collaboration and discouraging others from contributing their ideas?"*
- *"How can you use your assertiveness to confidently guide the team while also encouraging open collaboration and input from others?"*

47

be stern but fair

CONTROL

This card represents a behaviour where individuals maintain strict discipline or enforce rules firmly while striving to remain just and equitable in their decisions and actions.

WHAT IT TENDS TO SURFACE

Being stern but fair can create a structured and disciplined environment where expectations are clear, and everyone knows they will be treated equally. It can promote respect for authority and adherence to standards. However, if the sternness outweighs the fairness or becomes too rigid, it may lead to fear-based compliance, reduced morale, and a lack of open communication.

QUESTIONS WORTH ASKING

- *"Are you being stern in a way that fosters respect and fairness, or is it creating an atmosphere of fear and reluctance among your team?"*
 - *"How can you maintain a strong, disciplined approach while ensuring your team feels supported and treated with fairness?"*
-

48

demand people are loyal

CONTROL

This card represents a behaviour where individuals expect unquestioning loyalty from their team or peers, often prioritising allegiance to authority or leadership over independent thought or constructive criticism.

WHAT IT TENDS TO SURFACE

While loyalty can strengthen team cohesion and build trust in leadership, an excessive demand for loyalty can stifle open dialogue and limit innovation. It can foster an atmosphere of fear, where individuals are reluctant to express different perspectives, challenge decisions, or offer constructive feedback. Over time, this may harm creativity and lead to groupthink, where critical thinking and healthy debate are discouraged.

QUESTIONS WORTH ASKING

- *"Are you expecting loyalty in a way that builds trust and commitment, or are you discouraging honest feedback and independent thinking from your team?"*
- *"How can you foster a culture of loyalty that is built on mutual trust and respect, while encouraging open communication and diverse perspectives?"*

49

never relinquish control

CONTROL

This card represents a behaviour where individuals are unwilling to delegate or trust others with responsibilities. They may feel the need to oversee every detail and maintain tight control over processes, decisions, and outcomes, often believing that if they let go, things will not be done properly.

WHAT IT TENDS TO SURFACE

Never relinquishing control can lead to burnout for the individual and frustration for the team. When leaders or team members refuse to delegate, they often become overwhelmed with tasks that could be shared, which negatively impacts their own productivity and well-being. For the team, this behaviour can stifle growth, as individuals are not given the opportunity to take on new challenges, develop their skills, or feel trusted. Over time, this can create a culture of dependency, where people are reluctant to take initiative or responsibility because they expect to be micromanaged or overridden.

QUESTIONS WORTH ASKING

- *"Are you holding onto tasks or decisions that others could handle, out of fear that things won't be done to your standards? How might this behaviour be limiting your team's development and your own efficiency?"*
 - *"How can you start delegating more tasks and responsibilities to your team to build trust and empower them to take ownership of their work?"*
-

50

play politics

CONTROL

This card represents a behaviour where individuals engage in political manoeuvring or manipulation within the workplace to gain power, influence, or favour. Rather than focusing on collaboration or merit, they navigate relationships and decisions with the primary goal of advancing their personal agenda or controlling outcomes.

WHAT IT TENDS TO SURFACE

Playing politics within a team can have toxic consequences, undermining team cohesion, trust, and collaboration. When individuals prioritise political manoeuvring over the collective good, it creates division and resentment, damaging morale and slowing down progress. Over time, this behaviour leads to a breakdown in communication and accountability, as people may start to question the motives behind decisions and actions. Innovation and honest feedback may also suffer, as people are more focused on protecting themselves than contributing to the team's success.

QUESTIONS WORTH ASKING

- *"Are you using influence or political tactics to control outcomes in ways that may undermine trust within your team? How might this behaviour be impacting the openness and collaboration in your workplace?"*
- *"How can you focus on building genuine trust and collaboration within your team, rather than relying on political manoeuvring to achieve your goals?"*

51

encourage people to be their best

SUPPORTIVE

This card reflects a behaviour where individuals actively support and motivate others to reach their full potential, fostering an environment where personal and professional development is prioritised.

WHAT IT TENDS TO SURFACE

Encouraging others to be their best can significantly boost team morale, engagement, and productivity. When individuals feel supported and valued, they are more likely to take initiative, embrace challenges, and perform at a higher level. This behaviour also fosters strong relationships built on trust and mutual respect, contributing to a high-performance culture where everyone is invested in their personal growth and the success of the team.

QUESTIONS WORTH ASKING

- *"Are you encouraging your team to reach their full potential, or are you setting expectations that may be overwhelming or unattainable?"*
 - *"How can you continue to inspire your team to be their best while providing the support and resources they need to grow and succeed?"*
-

52

recognise people's efforts

SUPPORTIVE

This card represents a behaviour where individuals actively acknowledge and appreciate the hard work, contributions, and efforts of others. It reflects a positive and supportive approach to teamwork, fostering an environment where people feel valued and motivated.

WHAT IT TENDS TO SURFACE

When individuals feel that their efforts are recognised, it boosts their confidence, satisfaction, and commitment to the team and organisation. It leads to a more motivated and engaged workforce, where people are inspired to perform at their best. This behaviour also fosters a sense of belonging and trust, which contributes to a healthier and more productive work environment. However, a lack of recognition can lead to demotivation, frustration, and disengagement, as people may feel their contributions are overlooked or undervalued.

QUESTIONS WORTH ASKING

- *"Are you overlooking the efforts of your colleagues, focusing only on outcomes? How might this be impacting the morale and motivation of your team?"*
- *"How can you make recognising the efforts of others a regular part of your leadership or team culture to boost motivation and foster a positive work environment?"*

53

motivate others through friendliness

SUPPORTIVE

This card represents a behaviour where individuals use warmth, friendliness, and positive social interactions to inspire and motivate those around them. It emphasises creating a supportive and welcoming environment where people feel valued and encouraged through personal connections.

WHAT IT TENDS TO SURFACE

Motivating others through friendliness can create a positive and cohesive work environment where people feel energised, supported, and appreciated. It helps to foster strong interpersonal connections and teamwork, leading to better communication, trust, and morale. However, if over-relied upon, there's a risk that it could undermine authority or lead to avoidance of difficult but necessary conversations about performance or accountability. Finding the right balance between friendliness and setting boundaries is key.

QUESTIONS WORTH ASKING

- *"Are you relying too heavily on friendliness to motivate others, potentially avoiding difficult conversations about performance or accountability? How could this impact your team's effectiveness in the long run?"*
 - *"How can you use friendliness to create a supportive and motivating environment while also ensuring that performance expectations are clearly communicated and met?"*
-

54

make time for people

SUPPORTIVE

This card reflects a behaviour where individuals prioritise relationships by dedicating time to meaningful interactions, fostering stronger connections, and improving collaboration.

WHAT IT TENDS TO SURFACE

Investing time in people can lead to deeper, more productive relationships that enhance communication, collaboration, and overall morale. However, failing to make time for others can result in feelings of neglect or disengagement, reducing team cohesion and effectiveness over time.

QUESTIONS WORTH ASKING

- *"Are you making time to connect with people in a meaningful way, or are tasks and deadlines taking priority?"*
- *How can you balance productivity with fostering strong relationships, ensuring that people feel valued and supported?*

55

ask challenging questions

SUPPORTIVE

This card reflects a behaviour where individuals support growth and improvement by asking thought-provoking questions that encourage others to think critically, explore new perspectives, and challenge assumptions.

WHAT IT TENDS TO SURFACE

When used thoughtfully, challenging questions can foster an environment of growth, innovation, and resilience. However, if questions are perceived as overly critical or confrontational, they may create defensiveness or discourage open communication. Balancing support with challenge is key to maintaining a positive, constructive environment.

QUESTIONS WORTH ASKING

- *"Are you asking questions that help others expand their thinking, or are you avoiding deeper inquiries to keep conversations comfortable?"*
 - *"How can you ask questions that challenge others while still showing support and empathy for their ideas?"*
-

56

be hard to impress

CRITICAL

This card represents a behaviour where individuals maintain a critical or skeptical stance, often downplaying achievements or showing reluctance to express appreciation or acknowledgment.

WHAT IT TENDS TO SURFACE

While setting high standards can drive excellence, being overly critical or difficult to impress can harm team morale. It may foster a culture of dissatisfaction, where individuals feel that their contributions are never enough. Over time, this can lead to decreased motivation, reduced collaboration, and increased tension within teams, as people may feel discouraged from sharing ideas or celebrating successes.

QUESTIONS WORTH ASKING

- *"Are you setting such high standards that you may be overlooking the value of your team's efforts and potentially discouraging them?"*
- *"How can you maintain high standards while also celebrating your team's progress and encouraging their continued growth?"*

57

find flaws

CRITICAL

This card represents a behaviour where individuals focus on identifying mistakes, weaknesses, or problems in others' work or actions, often to the detriment of collaboration and positivity.

WHAT IT TENDS TO SURFACE

When people are consistently looking for flaws, it can lead to a culture of blame or fear, where individuals feel scrutinised and are hesitant to make decisions or take initiative. Over time, this can reduce creativity, lower team morale, and damage relationships. While identifying areas for improvement is important, an excessive focus on what's wrong can stifle growth and collaboration.

QUESTIONS WORTH ASKING

- *"Are you focusing so much on identifying flaws that you're overlooking your team's strengths and achievements, potentially lowering morale?"*
 - *"How can you balance identifying areas for improvement with recognising and celebrating the strengths and successes of your team?"*
-

58

focus on mistakes

CRITICAL

This card represents a behaviour where individuals concentrate primarily on identifying and pointing out errors, often at the expense of recognising successes or progress.

WHAT IT TENDS TO SURFACE

While recognising and learning from mistakes is essential for growth, an excessive focus on them can stifle creativity and innovation. It can also erode trust and team cohesion, as individuals may become demotivated or discouraged if their efforts are consistently overshadowed by criticism. Over time, this focus on mistakes can lead to a culture of fear or perfectionism, where people are more concerned with avoiding errors than pushing boundaries or striving for improvement.

QUESTIONS WORTH ASKING

- *"Are you so focused on pointing out mistakes that it's discouraging your team from taking risks or feeling confident in their work?"*
- *"How can you help your team learn from mistakes while also highlighting their successes and fostering a positive, growth-oriented mindset?"*

59

oppose anything new and different

CRITICAL

This card represents a behaviour where individuals resist change and challenge new ideas, preferring the comfort of familiar methods and approaches. It reflects a reluctance to embrace innovation, often rooted in fear of the unknown or a desire to maintain the status quo.

WHAT IT TENDS TO SURFACE

Opposing new and different ideas can have a stifling effect on team and organisational growth. It can lead to missed opportunities, decreased competitiveness, and frustration among more forward-thinking team members. If this behaviour becomes pervasive, it can create a culture of stagnation where creativity and innovation are discouraged. The team's ability to adapt to new challenges or market conditions may be compromised, putting the organisation at a disadvantage.

QUESTIONS WORTH ASKING

- *"Are you resisting new ideas or changes because they feel uncomfortable or risky? How might this resistance be holding your team back from innovation and growth?"*
 - *"How can you start embracing new ideas and changes as opportunities for growth and innovation, rather than focusing on the potential risks?"*
-

60

question decisions made by others

CRITICAL

This card represents a behaviour where individuals frequently challenge or question the decisions made by others. It reflects a tendency to be skeptical or critical of choices made by team members or leaders, often prompting conflict or tension.

WHAT IT TENDS TO SURFACE

Questioning decisions can be both beneficial and detrimental, depending on how it's approached. When done constructively, it can lead to deeper insights, improved decision-making, and innovation. However, if individuals are overly critical or if they undermine the authority of decision-makers without offering solutions, it can breed mistrust and slow down the team's progress. Over time, this behaviour could lead to a breakdown in communication, with others feeling their decisions are constantly under scrutiny.

QUESTIONS WORTH ASKING

- *"Are you questioning decisions in a way that disrupts team cohesion or trust? How might your approach to questioning others be contributing to conflict rather than collaboration?"*
- *"How can you ask questions or challenge decisions in a way that promotes better understanding and collaboration within your team?"*

61

collaborate with others

COLLABORATIVE

This card reflects a behaviour where individuals actively engage with their peers, working together towards shared goals, valuing teamwork, and combining diverse perspectives to achieve better outcomes.

WHAT IT TENDS TO SURFACE

Collaboration leads to greater innovation, better decision-making, and enhanced problem-solving by tapping into the collective intelligence of the group. It fosters a positive work culture where individuals feel valued and supported. However, if not balanced properly, it can sometimes lead to over-reliance on group consensus, which may slow down decision-making or cause individual contributions to be overshadowed.

QUESTIONS WORTH ASKING

- *"Are you truly fostering collaboration, or are you over-relying on group consensus, potentially slowing down decision-making and stifling individual accountability?"*
 - *"How can you strengthen collaboration within your team to ensure everyone's ideas are valued while also promoting efficient decision-making?"*
-

62

use diplomacy to engage

COLLABORATIVE

This card represents a behaviour where individuals approach conversations, decisions, and interactions with tact and diplomacy. They aim to engage others in a respectful and inclusive manner, especially when dealing with differing opinions or challenging situations. The focus is on building relationships and finding common ground through careful and thoughtful communication.

WHAT IT TENDS TO SURFACE

Using diplomacy to engage others can create a more harmonious and collaborative work environment. Diplomatic individuals can help navigate conflicts or disagreements in a way that preserves relationships and encourages constructive outcomes. By carefully managing discussions and being respectful of all viewpoints, they create an atmosphere of mutual respect and openness. However, if diplomacy is overused, there's a risk of avoiding directness or hard conversations, which could delay decision-making or prevent issues from being fully addressed. Balance is key—diplomacy should foster engagement without sidestepping important matters.

QUESTIONS WORTH ASKING

- *"Are you avoiding important or difficult conversations by being too diplomatic? How might this be impacting your team's ability to address key issues or make decisions?"*
- *"How can you use diplomacy to foster open dialogue and collaboration while still ensuring that important issues are addressed effectively?"*

63

work with others in friendly ways

COLLABORATIVE

This card represents a behaviour where individuals prioritise positive, friendly interactions with their colleagues. It highlights the importance of building strong, supportive relationships within teams, creating an atmosphere of mutual respect and openness, which enhances collaboration and overall team effectiveness.

WHAT IT TENDS TO SURFACE

When individuals work with others in friendly ways, it fosters a positive work environment that can lead to increased engagement, better communication, and higher team morale. Friendly relationships create a sense of trust and collaboration, where team members feel valued and supported, which can lead to more effective problem-solving and innovation. However, if friendliness is prioritised over addressing important issues or maintaining accountability, it can lead to avoidance of difficult conversations, which could impact performance.

QUESTIONS WORTH ASKING

- *"Are you prioritising friendliness over important conversations or accountability, and how might this be affecting your team's performance?"*
 - *"How can you maintain a friendly and supportive work environment while ensuring that accountability and performance are still prioritised?"*
-

64

focus on shared goals

COLLABORATIVE

This card represents a behaviour where individuals align their efforts toward common objectives, prioritising team success over individual achievements, and fostering a sense of unity and collaboration.

WHAT IT TENDS TO SURFACE

When teams focus on shared goals, they are more likely to collaborate effectively, leading to higher performance and increased innovation. However, if individual goals dominate, it can lead to fragmentation, internal competition, and reduced team cohesion.

QUESTIONS WORTH ASKING

- *"Are individual goals competing with the team's shared objectives, or are they aligned to contribute to collective success?"*
- *"How can you foster a culture where shared goals take precedence, and everyone works together toward the same outcomes?"*

65

have unconditional respect for others

COLLABORATIVE

This card reflects a behaviour where individuals show genuine respect for others, regardless of differences or disagreements, fostering a culture of inclusivity, trust, and mutual support.

WHAT IT TENDS TO SURFACE

Having unconditional respect can enhance team cohesion, morale, and a sense of belonging, creating a foundation for effective collaboration. On the other hand, a lack of respect can lead to misunderstandings, disengagement, and weakened relationships. Maintaining respect, even in challenging situations, is essential for sustainable teamwork.

QUESTIONS WORTH ASKING

- *"Are you showing respect for others' ideas and perspectives, even when they differ from your own?"*
 - *"How can you demonstrate unconditional respect in daily interactions to build a culture of trust and openness?"*
-

66

be better than everyone else

COMPETE

This card reflects a competitive behaviour where individuals focus on outperforming others, often prioritising personal success over teamwork or collaboration.

WHAT IT TENDS TO SURFACE

While some competition can help drive higher performance and motivation, an excessive focus on being better than others can create a toxic work environment. It can foster unhealthy rivalry, reduce trust and cooperation, and lead to isolation within teams. Over time, this behaviour can inhibit the sharing of ideas, hinder collaboration, and create divisions within the organisation.

QUESTIONS WORTH ASKING

- *"Is your drive to outperform others fostering healthy competition, or is it creating a culture where individual success is valued more than collaboration and team success?"*
- *"How can you use your drive for excellence to motivate the team and foster healthy competition that benefits everyone's growth and success?"*

67

be seen and noticed

COMPETE

This card highlights a behaviour where individuals actively seek attention and recognition, striving to be the focal point in their environment, often driven by the need for validation or status.

WHAT IT TENDS TO SURFACE

While wanting to be recognised for hard work is natural, an overemphasis on being seen can create negative dynamics within teams. It may lead to competition over collaboration, with individuals focusing more on personal recognition than on the team's success. Over time, this behaviour can cause tension, diminish trust, and create a culture where teamwork takes a backseat to individual ambition.

QUESTIONS WORTH ASKING

- *"Are you seeking visibility to genuinely advance the team's goals, or is it overshadowing the contributions and recognition of others?"*
 - *"How can you use your visibility to highlight your team's achievements and inspire others to contribute their best?"*
-

68

compete rather than cooperate

COMPETE

This card represents a behaviour where individuals prioritise competition over teamwork, focusing on personal success or outperforming others instead of working together toward shared goals.

WHAT IT TENDS TO SURFACE

While a certain level of competition can drive high performance and innovation, an excessive focus on competing rather than collaborating can erode trust and teamwork. It may lead to siloed efforts, reduced communication, and conflict within teams, ultimately harming overall performance and organisational cohesion. It can also create a toxic work environment where collaboration is discouraged, and success is viewed as a zero-sum game.

QUESTIONS WORTH ASKING

- *"Are you prioritising competition over collaboration in a way that hinders teamwork and the collective success of the group?"*
- *"How can you channel healthy competition within the team to drive performance while also fostering collaboration and shared success?"*

69

never be wrong

COMPETE

This card represents a behaviour where individuals are determined to avoid admitting mistakes or errors, often at the expense of truth, collaboration, and growth. The focus is on maintaining an image of being infallible, even if it requires distorting facts or ignoring feedback.

WHAT IT TENDS TO SURFACE

The refusal to admit mistakes can create significant problems within teams and organisations. It can lead to poor decision-making, as issues are not addressed or corrected, and it undermines trust among colleagues. Others may feel frustrated by the lack of accountability or the inability to have open and honest conversations. Over time, this behaviour stifles innovation and learning, as mistakes provide essential opportunities for growth. Teams may also become discouraged from providing feedback, knowing that it will be dismissed.

QUESTIONS WORTH ASKING

- *"Are you more focused on protecting your image and being right than on learning from mistakes? How might this behaviour be negatively affecting your team's trust and growth?"*
 - *"How can you foster an environment where it's safe to admit mistakes and use them as valuable learning opportunities for both yourself and your team?"*
-

70

there are only winners and losers

COMPETE

This card represents a behaviour where individuals view situations as zero-sum games, believing that in any scenario, someone must win and someone must lose. This competitive mindset often leads to a focus on personal victory rather than collaboration or shared success, and it can create unnecessary conflict and tension within teams.

WHAT IT TENDS TO SURFACE

This behaviour can have significant negative impacts on team cohesion and morale. A focus on personal winning can lead to mistrust, a lack of cooperation, and unnecessary competition within teams, resulting in poor communication and collaboration. Over time, this can damage relationships and hinder the team's overall performance, as individuals may prioritise their own success over the success of the group. It can also discourage innovation, as team members may fear taking risks that could lead to perceived "losses."

QUESTIONS WORTH ASKING

- *"Are you viewing situations in terms of winners and losers, and how might this competitive mindset be creating conflict or undermining collaboration within your team?"*
- *"How can you focus on creating win-win situations within your team, where success is shared and collaboration leads to better outcomes for everyone?"*

71

show concern for the needs of everyone

EMPATHY

This card represents a behaviour where individuals or leaders actively consider and address the diverse needs, perspectives, and well-being of all team members. It reflects an empathetic and inclusive approach to teamwork, fostering a culture where everyone feels valued and supported.

WHAT IT TENDS TO SURFACE

When leaders and team members show genuine concern for the needs of others, it fosters a positive, supportive, and inclusive culture. People are more likely to feel valued, which can lead to increased motivation, engagement, and loyalty. By ensuring that everyone's needs are considered, teams become more cohesive, and collaboration is strengthened. However, it's important to balance this behaviour with organisational goals to avoid prioritising individual needs at the expense of productivity or fairness.

QUESTIONS WORTH ASKING

- *"Are you fully considering the needs of all your team members, or are some voices being overlooked? How might this affect team morale and inclusivity?"*
 - *"How can you show greater concern for the diverse needs of your team to create a more inclusive and supportive environment where everyone feels valued?"*
-

72

be open and warm towards others

EMPATHY

This card represents a behaviour where individuals foster positive, approachable interactions, building trust and rapport by being kind, empathetic, and receptive to others.

WHAT IT TENDS TO SURFACE

his behaviour is crucial for creating a positive, inclusive work environment. When individuals are open and warm, it helps to break down barriers, encouraging more open communication and collaboration. Teams are likely to work better together, feel more supported, and engage more fully in their work. However, if overdone, it might risk avoiding necessary critical conversations to maintain harmony.

QUESTIONS WORTH ASKING

- *"Are you being open and warm in a way that builds genuine connections, or are you avoiding difficult conversations to maintain comfort?"*
- *"How can you use your openness and warmth to create a trusting environment where people feel comfortable sharing both successes and challenges?"*

73

treat people as more important than things

EMPATHY

This card represents a behaviour where individuals prioritise relationships and people over material concerns, tasks, or outcomes. It emphasises the value of human connection, teamwork, and empathy, recognising that success is built on the well-being and engagement of the people involved.

WHAT IT TENDS TO SURFACE

Prioritising people over things has a positive impact on team culture and morale. When individuals feel valued and supported, they are more likely to be engaged, productive, and committed to the team's success. This approach helps build strong relationships, which leads to better communication, increased trust, and higher levels of collaboration. However, if the balance tips too far and tasks or outcomes are neglected, there could be a risk of underperformance. Finding a balance where people are prioritised but tasks and objectives are still met is key.

QUESTIONS WORTH ASKING

- *"Are you focusing too much on tasks or outcomes at the expense of the relationships and well-being of your team members? How might this be affecting morale and trust?"*
 - *"How can you create a more people-centred approach in your work, ensuring that team members feel valued and supported while still meeting your goals?"*
-

74

seek to understand

EMPATHY

This card reflects a behaviour where individuals prioritise listening and empathising with others, seeking to fully understand different perspectives before offering their own input or judgments.

WHAT IT TENDS TO SURFACE

When individuals prioritise understanding, they create an environment of trust and openness, leading to stronger relationships and more effective teamwork. On the other hand, when people rush to conclusions or fail to empathise, it can lead to misunderstandings, conflict, and reduced morale.

QUESTIONS WORTH ASKING

- *"Are you truly seeking to understand others, or are you listening only to respond?"*
- *"How can you create space for others to share their perspectives, and how can you respond with empathy rather than judgment?"*

75

be aware of people's emotions

EMPATHY

This card reflects a behaviour where individuals are mindful of the emotions of those around them, responding with understanding and compassion to create a supportive and emotionally intelligent environment.

WHAT IT TENDS TO SURFACE

When individuals are mindful of others' emotions, it enhances trust, connection, and team cohesion. However, ignoring or overlooking emotions can lead to misunderstandings, frustration, and a lack of psychological safety within the team. Cultivating emotional awareness is key to maintaining a positive, empathetic culture.

QUESTIONS WORTH ASKING

- *"Are you paying attention to others' emotions, or are you focused solely on tasks and outcomes?"*
 - *"How can you respond to others' emotions in a way that shows empathy and strengthens relationships?"*
-

76

directly take care of everything

DEMANDING

This card represents a behaviour where individuals take on all responsibilities themselves, often believing that doing everything personally is the best way to ensure high standards and avoid mistakes.

WHAT IT TENDS TO SURFACE

While this behaviour may ensure that tasks are completed to a high standard in the short term, it can lead to overwork, burnout, and inefficiency. It can also create a lack of trust within teams, as others may feel that their contributions are undervalued or that they're not given opportunities to take on responsibility. Over time, this behaviour can stifle the growth and development of team members who are not allowed to take ownership of tasks.

QUESTIONS WORTH ASKING

- *"Are you handling everything yourself because it's necessary, or is your reluctance to delegate preventing your team from growing and taking ownership?"*
- *"How can you empower your team by delegating tasks, while ensuring they feel supported and confident in taking ownership?"*

77

ensure work is the #1 priority in life

DEMANDING

This card reflects a behaviour where individuals place work above all else, often to the detriment of personal life, relationships, and well-being.

WHAT IT TENDS TO SURFACE

While placing a strong emphasis on work can lead to high productivity and career advancement in the short term, making work the top priority in life can lead to burnout, stress, and decreased well-being. Over time, this behaviour can harm both the individual's mental and physical health, strain personal relationships, and reduce overall job satisfaction. It can also contribute to a culture where overworking is normalised, which may affect team morale and well-being.

QUESTIONS WORTH ASKING

- *"Are you making work such a high priority that it's affecting your well-being and potentially leading to burnout for yourself and your team?"*
 - *"How can you maintain a strong commitment to your work while also encouraging a healthy work-life balance for yourself and your team?"*
-

78

errors are unacceptable

DEMANDING

This card represents a behaviour where mistakes are viewed as failures, and there is little tolerance for errors, resulting in a culture of perfectionism.

WHAT IT TENDS TO SURFACE

When errors are seen as unacceptable, it can lead to high levels of stress, reduced creativity, and a lack of innovation. People may become overly cautious, avoiding taking risks that could lead to new ideas or improvements. Additionally, a fear of making mistakes can stifle learning and growth, as individuals may be less willing to admit errors or seek help when things go wrong. Over time, this can create a toxic work environment where people feel judged for any imperfections.

QUESTIONS WORTH ASKING

- *"Are you setting a standard where mistakes are so unacceptable that your team is afraid to take risks or experiment with new ideas?"*
- *"How can you create a culture where high standards are maintained while also allowing room for mistakes that lead to learning and growth?"*

79

stay on top of everything

DEMANDING

This card represents a behaviour where individuals feel the need to be in control of all aspects of their work, staying on top of every detail to ensure nothing goes wrong. This pursuit of perfection can result in micromanagement, stress, and burnout, as the individual may struggle to delegate tasks or trust others to meet their high standards.

WHAT IT TENDS TO SURFACE

While staying on top of tasks can lead to high-quality work in the short term, this behaviour can have negative long-term effects on both the individual and the team. For the individual, the pressure to control everything can lead to burnout and a loss of focus on strategic priorities. For the team, it can create a sense of disengagement or frustration if people feel micromanaged or if they are not given the autonomy to develop their own skills. Over time, this can limit creativity and reduce team performance, as people may be reluctant to take initiative or responsibility.

QUESTIONS WORTH ASKING

- *"Are you trying to stay on top of everything because of a fear of mistakes or loss of control? How might this be contributing to your own stress and limiting your team's growth?"*
- *"How can you delegate more effectively and trust others to take ownership of tasks, while still ensuring high standards and a focus on key priorities?"*

80

work very long hours

DEMANDING

This card represents a behaviour where individuals feel the need to invest an excessive amount of time in their work, often driven by a desire to meet extremely high standards or expectations. This behaviour may be fuelled by perfectionism, where working long hours is seen as necessary to ensure flawless results, but it can come at the expense of personal well-being and work-life balance.

WHAT IT TENDS TO SURFACE

Working very long hours may lead to short-term productivity gains, but in the long run, it is unsustainable and can have negative consequences for both individuals and teams. Over time, it can lead to burnout, reduced creativity, and lower job satisfaction, as people may feel trapped in a cycle of constant work without adequate rest or recovery. Additionally, this behaviour can create a culture where overwork is normalised, potentially pressuring others to adopt the same habits, which can erode team morale and well-being.

QUESTIONS WORTH ASKING

- *"Are you working very long hours because you feel that's the only way to meet expectations? How might this be affecting your well-being and long-term effectiveness?"*
- *"How can you manage your time more effectively to achieve high-quality results without overworking, ensuring a healthy work-life balance?"*

Cards 1–20

●	1	look for opportunities to be better	Goal Directed
●	2	consider options before acting	Goal Directed
●	3	plan ahead	Goal Directed
●	4	set challenging goals	Goal Directed
●	5	work for a sense of achievement	Goal Directed
●	6	accept goals without challenging them	Dependent
●	7	be a 'good follower'	Dependent
●	8	check decisions with others	Dependent
●	9	do what's expected	Dependent
●	10	keep those in positions of authority happy	Dependent
●	11	challenge current conventions	Creative
●	12	use conflict to generate new ideas	Creative
●	13	experiment	Creative
●	14	seek out feedback	Creative
●	15	be curious	Creative
●	16	always follow the rules	Conventional
●	17	do not rock the boat	Conventional
●	18	focus on making a 'good impression'	Conventional
●	19	if it aint broke - don't fix it	Conventional
●	20	stay on people's good side	Conventional

Cards 21–40

●	21	be transparent	Authentic
●	22	enjoy their responsibilities	Authentic
●	23	maintain their personal integrity	Authentic
●	24	share your feelings and thoughts openly	Authentic
●	25	tell it like it is	Authentic
●	26	be everyone's friend	Seek Approval
●	27	change priorities to please others	Seek Approval
●	28	do things for others approval	Seek Approval
●	29	go along with others (group think)	Seek Approval
●	30	never disagree with others	Seek Approval
●	31	be flexible and adaptive	Confident
●	32	quality quantity	Confident
●	33	be enthusiastic	Confident
●	34	take considered risks	Confident
●	35	back themselves	Confident
●	36	don't take chances	Fearful
●	37	"pass" responsibilities to others	Fearful
●	38	push decisions up	Fearful
●	39	take cover when things get tough	Fearful
●	40	avoid conflict at all costs	Fearful

Cards 41–60

●	41	help people grow and develop	Empower
●	42	help people think for themselves	Empower
●	43	involve people in decisions that affect them	Empower
●	44	trust others	Empower
●	45	share responsibility	Empower
●	46	be forceful	Control
●	47	be stern but fair	Control
●	48	demand people are loyal	Control
●	49	never relinquish control	Control
●	50	play politics	Control
●	51	encourage people to be their best	Supportive
●	52	recognise people's efforts	Supportive
●	53	motivate others through friendliness	Supportive
●	54	make time for people	Supportive
●	55	ask challenging questions	Supportive
●	56	be hard to impress	Critical
●	57	find flaws	Critical
●	58	focus on mistakes	Critical
●	59	oppose anything new and different	Critical
●	60	question decisions made by others	Critical

Cards 61–80

●	61	collaborate with others	Collaborative
●	62	use diplomacy to engage	Collaborative
●	63	work with others in friendly ways	Collaborative
●	64	focus on shared goals	Collaborative
●	65	have unconditional respect for others	Collaborative
●	66	be better than everyone else	Compete
●	67	be seen and noticed	Compete
●	68	compete rather than cooperate	Compete
●	69	never be wrong	Compete
●	70	there are only winners and losers	Compete
●	71	show concern for the needs of everyone	Empathy
●	72	be open and warm towards others	Empathy
●	73	treat people as more important than things	Empathy
●	74	seek to understand	Empathy
●	75	be aware of people's emotions	Empathy
●	76	directly take care of everything	Demanding
●	77	ensure work is the #1 priority in life	Demanding
●	78	errors are unacceptable	Demanding
●	79	stay on top of everything	Demanding
●	80	work very long hours	Demanding