

SESSION RUNSHEET

The full sort — 90 or 120 minutes

Two formats. The 90-minute version is the introductory session: sort, debrief, close. The 120-minute version adds a design phase where the team turns what surfaced into specific commitments. Same first 75 minutes either way.

PHASE	90 MIN	120 MIN	WHAT YOU DO
Setup	10	10	Display the opening question. Participants remove the theme cards, shuffle, and deal one card each around the table. Say nothing else. If anyone asks what to do: <i>"What does that card mean to you?"</i>
Sorting	45	45	Taking turns, each person flips one card face up. Both anchor questions before placing. Nothing stays in the middle permanently. Stay out of the discussion. Let silence breathe.
Debrief	20	20	Before analysing anything — just notice. <i>"Which cards slowed you down most?"</i> Then: <i>"If you could shift two or three behaviours, which would make the biggest difference?"</i>
Close	15	—	Name what the group found. Agree one thing to carry forward. Record the card numbers before people leave.
Design	—	45	For each priority card: what does this look like when we do it well? What gets in the way? What one change would move it forward? Named owner, named timeframe. Record card numbers for next session.
Total	90	120	

BEFORE ANYONE SITS DOWN

- Maximum six per group. With six, each person holds about thirteen cards.
- One deck per group. Theme cards removed by participants, not by you.
- A table everyone can reach. The line runs across the middle.
- Opening question on a slide or a wall — visible for the whole session.

THE TWO ANCHOR QUESTIONS — ASKED OF EVERY CARD, BEFORE PLACEMENT

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

DURING THE SESSION

What to say. And when not to.

Use these sparingly. The structure does most of the facilitation — your job is to hold the conditions, not to fill the room. Silence is usually the sound of people thinking.

DURING THE SORT

Use sparingly. Silence is often more valuable.

- *"If we were at our best, what would we see more of?"*
- *"What would we see less of?"*
- *"Where do we agree? Where do we differ?"*
- *"Take your time — what is the value in this behaviour, even if it ends up below?"*
- *"Is this helping us get the results we want, or getting in the way?"*
- *"What would happen if we leaned more the other way?"*

IN THE DEBRIEF

Before analysing anything — just notice. This debrief is personal before it is professional.

- *"What surprised you about that conversation?"*
- *"Was there a moment where something shifted — in yourself or in the room?"*
- *"What did the cards make possible that a blank piece of paper would not have?"*
- *"What happened when you held both questions before deciding?"*
- *"Where did the conversation feel most honest?"*
- *"Which cards slowed you down most?"*

WHAT TO LISTEN FOR

The comments that matter most are not the analytical ones. They are the asides — *"yeah but we don't actually do that here," "we do too much of this," "this is exactly what happened in last Tuesday's meeting."* That is the culture speaking about itself. Note the card number. Come back to it.

Four rooms you will meet.

A dominant voice

One person setting the frame before others have formed a view.

- Slow the discussion *before* they respond: *"Before we hear from anyone else — take a moment. What's your own first reaction?"*
- Ask quieter participants directly, by name.
- Name it without blame: *"I notice we've been building on one perspective — let's hear what's different."*

Silence

Nobody speaking after a card is turned over.

- Count to fifteen before you consider intervening.
- The first person to speak after a genuine silence almost always says something worth hearing.
- Filling silence prematurely is the most costly facilitation mistake in this method.

A resistant team

Body language closed. Answers performative. Nobody chose to be here.

- Name it directly: *"I know some of you may not have chosen to be here. That's okay. I'm not here to tell you what good looks like — I genuinely don't know. That's your job."*
- Resistance drops fastest when people believe you have no agenda.

It gets personal

Two people are no longer discussing a behaviour. They are discussing each other.

- Redirect to the card: *"I want to make sure we stay with the behaviour rather than specific situations."*
- If it escalates: *"There's something important here that may need a different conversation. Can we park this card?"*
- Know the boundary. You are not a mediator.

THE ONE RULE

Do not share your own view of where a card belongs. Not once, not even when asked directly. The moment the group believes you have an answer, they will look for it instead of finding their own. Your job is the conditions, not the content.