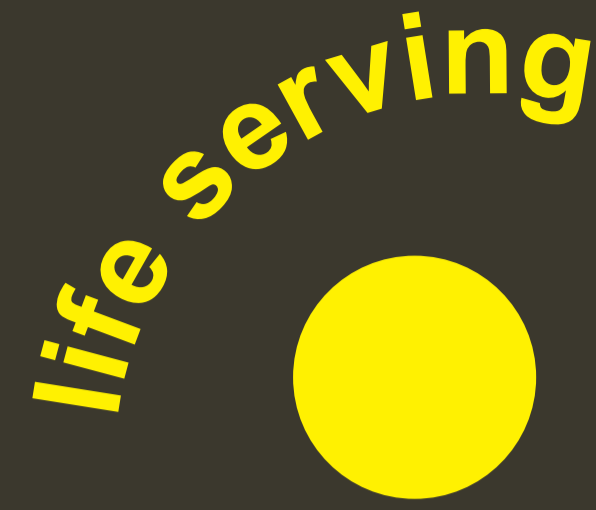


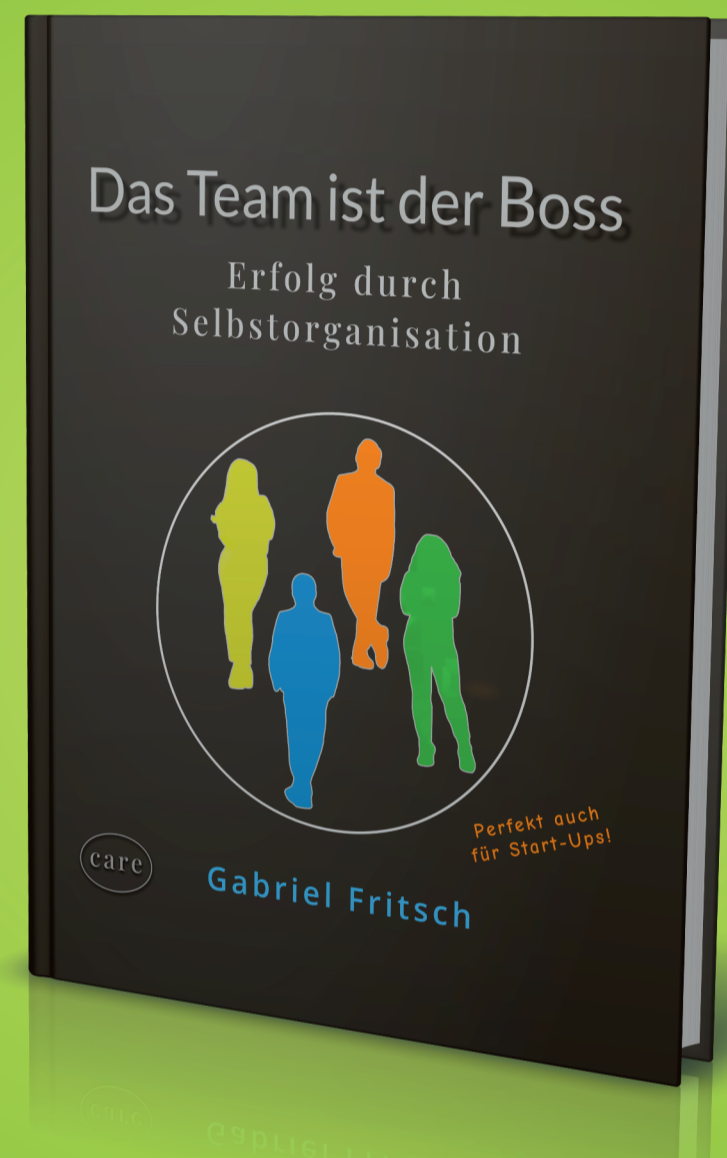
# The Cardsset



## The Team is the Boss

Success through self-organization  
with NVC-plus





These cards are described in more detail in the book  
"The Team is the Boss"  
They are made available for free use by:  
Gabriel Fritsch, Mannheim  
Michaela Fritsch, Vienna

Version 01-2024

# The basic cards

B01 - Four-Step-Circle

B03 - NVC-plus cultural stage model

# 1 individual

Find your self-esteem, your integrity and your utopia.

# 2 system- structur

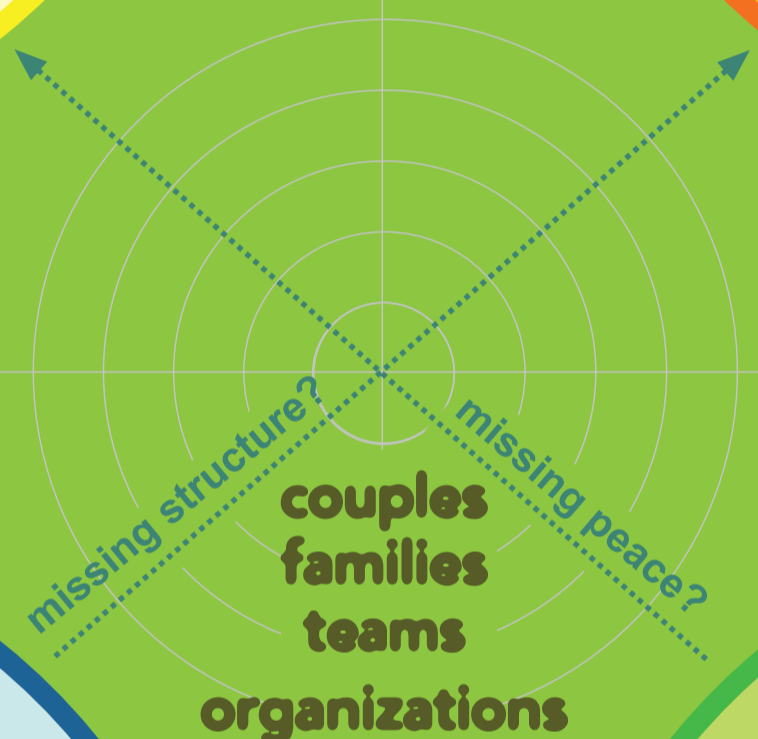
start a system or choose an existing one.

# 4 synergetic designing

Use the interactive intelligence and power to co-create.

# 3 interactive sensitivity

Experience unity, wholeness and synergy.



## B1 The Four-Step-Circle

With the Four-Step-Circle, a team can not only understand self-organization, but also experience it. The four NVC-plus positions can be laid out on the floor with round rugs. The four corners of a carpet or room can be used for this purpose too.

Individual people start the joint project in a positive and forward-looking manner (first position in the Four-Step-Circle). This means that they either need a project utopia or should at least have awakened their inspirational potential. Most important tool cards for this field: T1.1. The Utopia Magic Circle, the NVC Magic Circle and the Targeting Process are also good tools for this field.

In the 2nd position, the team gradually organizes its project structure. Everything that is needed for the next step should always be there. Most important tool cards for this field: T2.1, Z.2, T2.5.

Inspired people come together in the 3rd position and create a field of potential. They develop a feeling for each other and for the task.

The practical work is then organized at the 4th position.

If there is not enough peace on the 3rd position, no field of potential will emerge. The people involved should switch to the first position and come to terms with each other and with themselves.

If the work on the 4th position is not successful, you should move to the 2nd position in order to improve the structure there once again.

## B2 The Four-Step-Circle explained

The basic card B2 is meant as an explanatory reverse side of card B1. It explains the various fields of the Four-Step-Circle.

The model can also be used to only diagnose a team, a system or a cooperation, whereby each diagnosis is only the basis for a prognosis.

### 1 the source of life and power

You are completely ok and right.

Your contribution can  
always improve.

What is alive in you:  
What utopia, what drama,  
what potential, what need?

### 2 frameworking

Create a system or select one.  
Frame it in the sense of your liveliness.

Take the position, that suits you.

Do not only react and function.  
Act, while paying attention to the  
functionality of the system.

project diagnosis  
or  
project control?

### 4 the work

Work in the interactive knowledge  
and the field potential,  
which emerges in a peaceful  
togetherness.

Look for the right moment to stop  
and take your next step.

### 3 devotion

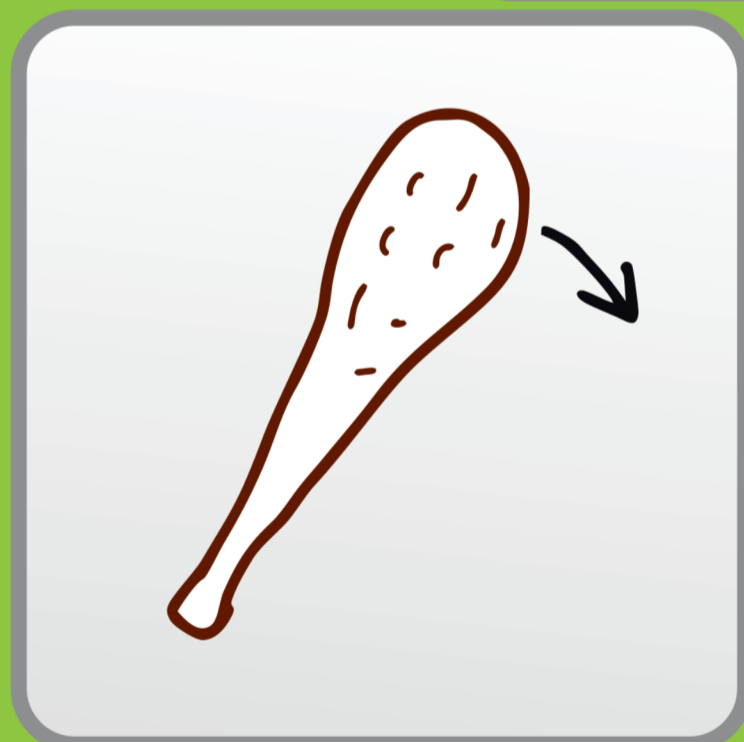
Experience the others  
in relation to you.

Experience yourself in relation to all  
and to the synergetic field.

Beyond sympathetic and  
unsympathetic there is this field.  
Let's meet there.

Order

Chaos



### 1. Dominance

Groups, collectives, institutions  
Control center "belly"  
HAVING Substance



### 2. Functionality

Individuality  
Control center "head"  
HAVING control



### 3. Caring

Flexible networks  
Control center "Heart"  
BEING connected

#### B3 Base card - NVC-plus culture stage model

Base card B3 shows the NVC-plus culture stage model. From chaos, the disorganized state, an increasing cultural order develops through increasing awareness. Systems emerge and consciousness gradually develops within the systems by three cultural stages.

And three different control centers become strong in humans one after the other and form their specific control in an evolutionary process: 1. the control center "gut", 2. the control center "head" and 3. the control center "heart". The "gut" control center can create and organize dominant systems. Collectives emerge. Strong individuals gather strong groups and these form strong institutions. The system hopefully matures in the interplay between individuals, groups and institutions.

Then it needs to switch to the functional cultural level, where the control center "head" takes over the boss position. Time, money and contracts determine a culture in which the natural sciences become strong. In the end, the world is permeated by various networks (nationalities, economy, finance, religions, ideologies, interest groups, social media, ...). The complexity can no longer be managed in this increasingly paradoxical environment. Increasing individualization is preparing the next step, the leap to the caring culture level.

At the caring culture level, the "heart" control center organizes the community system and the principle of care brings individuals together, but no longer into collectives, but into flexible networks that need sovereign, inspired and creative individuals.

# preparation cards

Be ready for the  
selfcontrolling teamwork!

What is your self-understanding,  
self-feeling and vision  
beyond opposition

Boundaries separate.  
Intelligent assigning  
is something else.

„protective“ wall

"Tear in the dress  
of the soul"  
Trauma, loss of  
perceived integrity,  
memory of a violation  
of integrity

aggression  
#the offender

Individuum

rage

yearning

Resistance  
as a protective  
idea

faint

Primary feeling

passive hoping  
#the saviour

Through the resistance triangle,  
the dramas spread and are inherited  
in the system. People dock onto  
one of the three outer positions.

helplessness  
#The victim

offender

## V1 Resistance and trauma

Feelings allow us to participate in life. They portray the meaning that outer life has for us through inner movement. At the same time, they challenge us to find appropriate answers. But there are also feelings that come from a refusal, from a NO, from an opposition.

Refusal requires three interrelated feelings into which our vitality splits: RAGE is a build-up of energy, FAINT acts as a dam and passive DESIRE still carries the need that forms the core of pain. It shows the reason why we react in this way. But instead of being able to pursue our real goal, we chase a fantasy, a crush or a longing for salvation or redemption.

The ability to refuse, to say NO, has developed in times when we were not able to arrange things in our own way and other people were not sufficiently supportive. This led to hurtful influences that were experienced as intrusions of the hostile world into our integrity. The reverberations of these shattering experiences may still be present and our attitude of denial may still exist today as a habitual "protective attitude". So we try to protect ourselves with a defense that goes back to a long past experience. A defense only makes sense when there is real danger. It is important to differentiate between the unpleasant and the dangerous, otherwise we will fend off the dentist, the boss or our partner.

The challenge is to be very attentive and active instead of passively or frantically defending ourselves. Isolation rarely protects us anyway, it tends to make us blind and blindness is a dangerous condition in itself. That's why it's good to stay in touch with things and people, but to position yourself wisely in relation to them. It is best to be close to people who are good to you and stay away from people who are different. In this way, many problems solve themselves.

Even the "tear in garment of the soul" is ultimately more of an illusion. It exists as long as it is stored as information in the consciousness, but has no life of its own. For a team being the Boss, it is important to come out of resistance and denial. Danger must be distinguished from discomfort and pain should be interpreted positively as a control impulse. We can actively use them to cope with life.



## V2 Problem localization

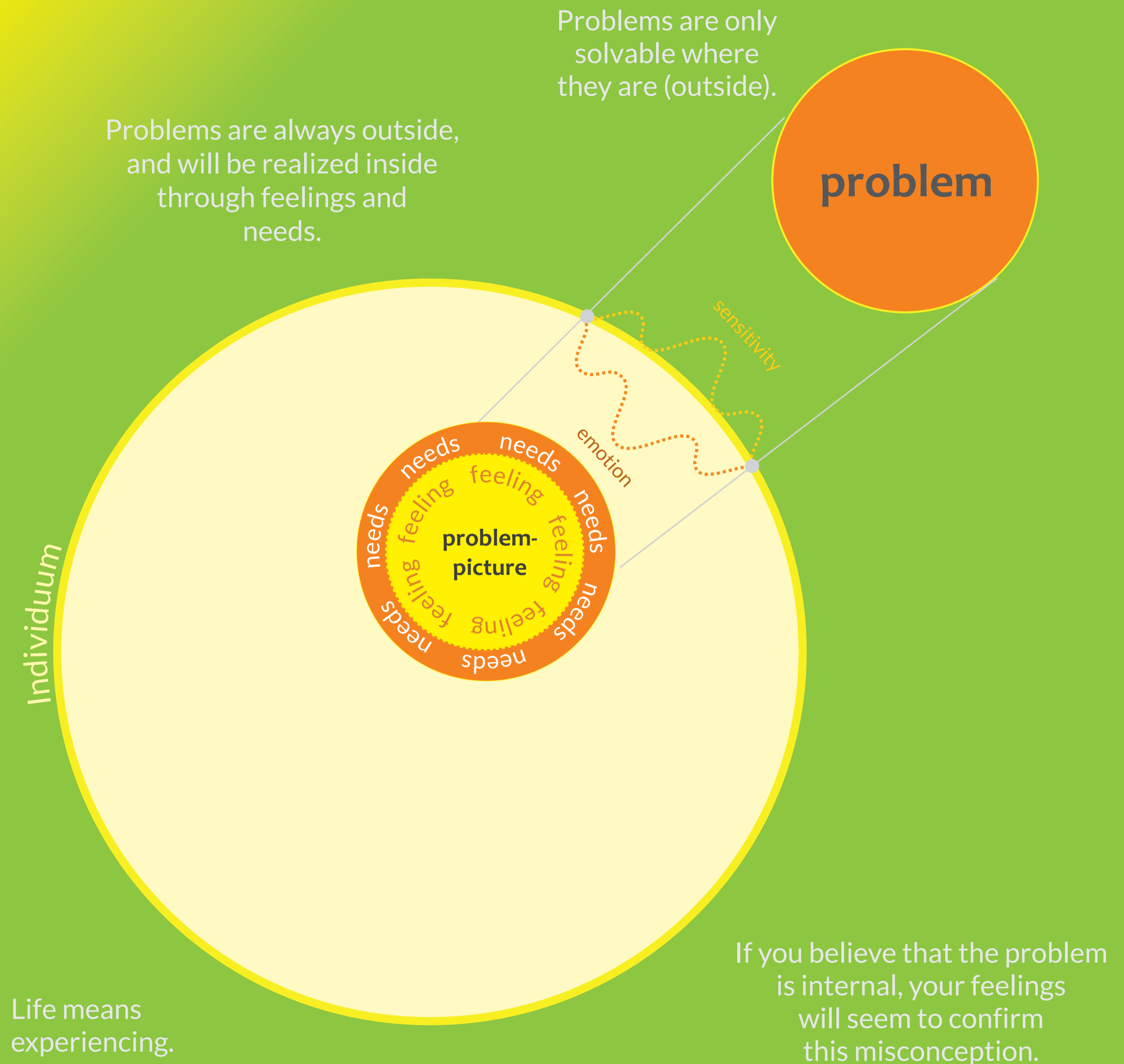
As long as we are alive, we are sensitive beings, whether we have thick or thin skin, figuratively speaking. The world has a powerful effect on us. For a team being the Boss, it is essential to understand that all the problems of the world are in the world, not in us. Problems are outside of us and as cognitive and sentient beings we carry an image of these problems within us. These problem images consist of feelings and needs. They are therefore not so much a visual impression as an impression of comprehension that makes us aware of the meanings that arise for us from the situation.

However, if we confuse such an internal problem impression with the external problem because it feels like the problem (logically, that's what it's there for), then we turn our gaze away from the problem inwards, towards the problem image and try to find a solution for our feelings and needs and not for the problem itself. This can never work. Our feelings and needs are not and never have been the problem. They are tools for perceiving certain situations as problems and also tools for recognizing when problems have been solved.

Just because our feelings or needs are sometimes overwhelming in situations where we constantly have problems doesn't mean that there is something wrong with us. There is never anything wrong with us. It is only in what we and others do together and in the tension structures of functional or dominant systems that there is room for improvement. We can tackle this and we should pay attention to it.

Self-doubt will not help us here, it will only prevent good solutions. It keeps us trapped in ourselves in a pointless way and preoccupied with ourselves. So, we need to have loving doubts about our own impact and our own actions, but be relaxed about the pleasant and unpleasant feelings. We need them and our conscious needs.

Only the feelings of resistance will distort our perception (see card V1).

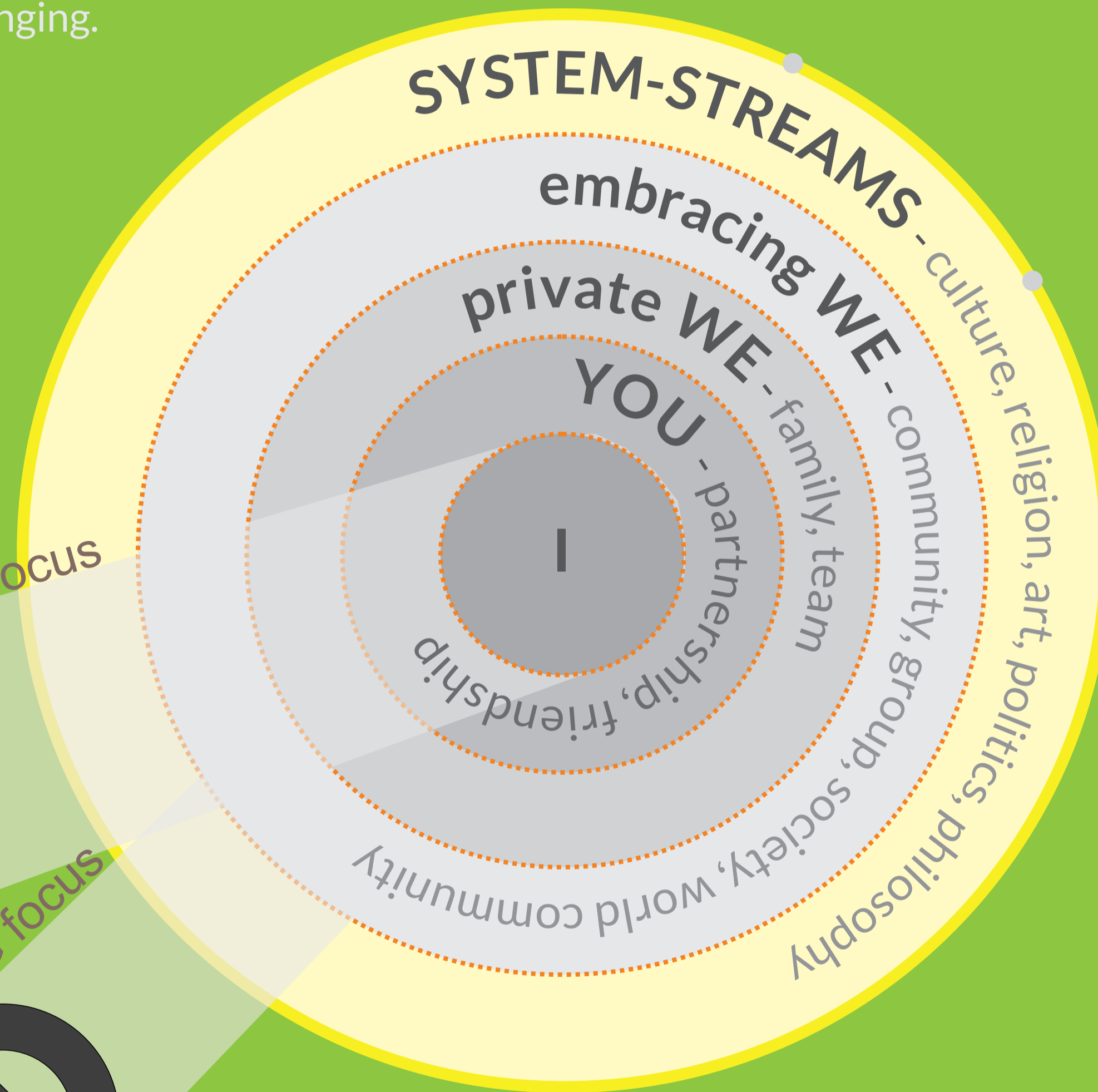


BE or HAVE?

How many people  
can be alive in you?

HAVING is linearly aligned  
(I want THIS),  
On the other hand, BEEING is  
field-like swinging.

YOUR game or  
OUR game?



Object  
of fear

### V3 Expansion and alignment of consciousness

As long as we align our consciousness linearly, it is also characterized by poverty due to this linearity, because the possibilities of interaction are then very limited. We can also refer to linear consciousness as attention. It connects the I as if with a line, either with an object of desire that we want to have or with an object of fear that we want to avoid. There is only room for a YOU in the focus of attention if the YOU is the object of desire or the object of fear, or as long as you are standing in the way. You interfere, happen to be useful or are endured. We get an idea of the simplest basic patterns of appetite (desire) and aversion (dislike). If this already comprehensively describes our mental capacities, we don't need to concern ourselves any further with a team being the boss; we need to switch from HAVING mode to BEING mode. The BEING mode is not linear, but has a field expansion. In this mode, there is a field-like expansion of consciousness, which we can also refer to as presence or mindfulness. We are then connected to what is within this field. In the course of life, we first become aware of a YOU and then of an increasingly extensive WE. Finally, we also get a feeling for the whole system and even for abstract connections: for our common culture and for social currents. This interactive sensitivity is extremely important if we want to work together organically. We need to be able to carry other people within us, indeed to reflect an entire community within us. This does not happen through the discriminating mind, but only through an empathic understanding that can be trained. It is a mixture of heart and head qualities. With this NVC-plus preparation card, we can recognize the difference between attention and mindfulness, so this first preparatory step is about releasing the parking brakes of the past and reclaiming our energy that is stuck in conflicts and emotional dramas. In this way, we loosen our own share of the entanglements at the relationship level. This gives us more freedom to position ourselves in the system. However, our system position itself may not yet be free if it is firmly woven into functional system structures and conventions. Incidentally, large parts of our "self-image" also come from these rigid functional structures. If we were stuck in a washing machine on spin cycle, we would create a similar self-image: "I'm not good enough because I'm always so confused." But people don't belong in washing machines. Nor do people belong welded into functional structures. You can tell because they show all kinds of symptoms, one of which is a negative self-image. It is essential to understand that the inner essence of every person is free of problems and conflicts. Neither feelings nor needs are problematic; on the contrary, they are our normal life functions. A person's inner being is the dynamic source of their aspirations. His vitality is part of a comprehensive game of life. If we doubt our essence, we will not be able to play this game well. Unfortunately, the previous functional system mode has produced a large number of self-doubters and they also confirm the justification of their doubts among themselves. In the washing machine, they all doubt themselves and none of them doubt the washing machine. Playing this game differently is the aim of NVC-plus. With NVC-plus it no longer makes any sense at all to doubt one's own being. However, in addition to being like this, there is also acting like this. Of course, we should always be prepared to improve what we do alone and together, because in the space between us, things rarely work out perfectly. Doubts are justified here. Constant improvement is the good way.

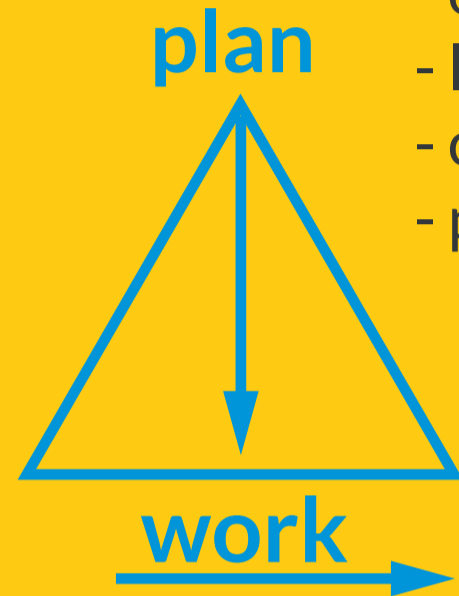
# system clarifying cards

for an agile and flowing  
system understanding

1

# functional system e.g. a company

- dominating
- overpowering
- legislating
- controlling
- punishing



- needy
- inadequately
- insufficient
- problematic
- dependent
- guilty
- has to adapt

- *please*
- *beg*
- *attract*
- *deceive*
- *stage*
- *promise*

2  
individual

backpack

It is about function,  
profit and institution

4

## function fulfillment

- torment
- pressure
- compulsion
- blackmailing
- praise
- payment
- external motivation
- = **burnout**

3

## collective experience

- fun, relief
- consumption
- addiction
- dissolution of boundaries
- collective experience
- fusion
- dissolution
- = **loss of self**

### S1 Conventional functional system

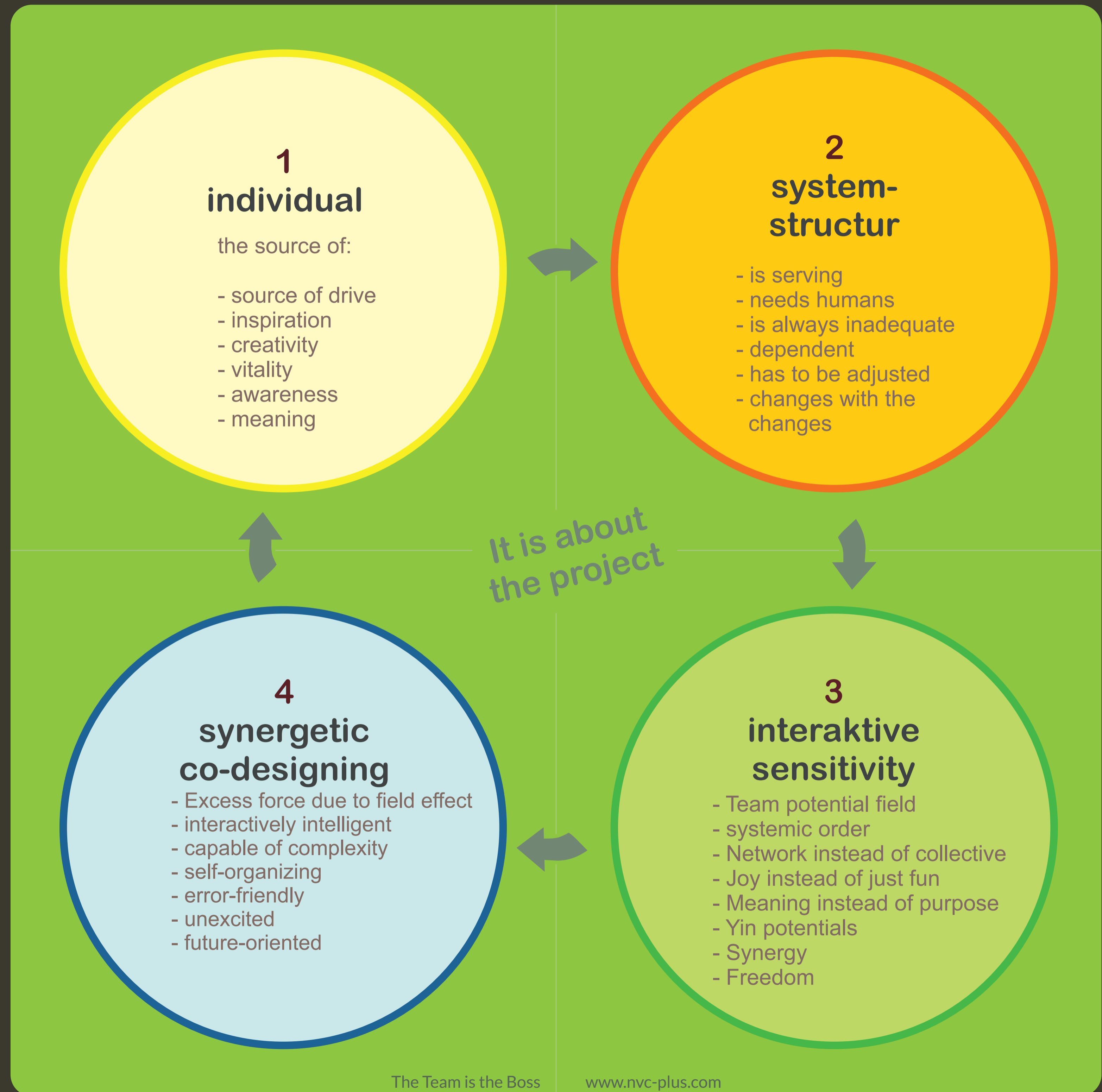
The traditional functional system occupies the first field. It appears more powerful and more important than the participating individuals who occupy the second field. In its size, the system surpasses all individuals. It is the source of everything and must be seen as superior. Like father or mother, it makes us look like little children who are needy, inadequate and dependent. A whole backpack of problems weighs on the individual. No matter how hard he tries, the backpack remains for a lifetime, only the weight can change. This burden characterizes the stigma of the suffering creature, against which it must laboriously fight all its life. We try everything to get a functional position in the functional system and to be allowed to participate from there, whereby the type of participation is already roughly mapped out. There is already a plan that only needs to be executed in order to achieve a certain result. It is not our goal and it is not our plan. It may not even be a good, constructive and meaningful activity, but we are paid to use our powers to fulfill it. So we do what we can, because otherwise we would have to vacate our position in the system. And where could we go then? We ourselves are of no interest with our feelings and needs, unless we are disruptive. We torture ourselves day after day to deliver the required performance. This leaves us with a dynamic surplus of good mental resources and tension, because this game naturally doesn't fulfill us very much. We cannot bring this surplus into the systems and so we discharge it like a lightning rod by watching TV, drinking, smoking, going out or killing time in front of the games console. But we're not actually killing time, but just our energy. It has also proved useful to shake off the burden of individuality thrown back on itself for a moment in a kind of collective dissolution of boundaries and self-dissolution. Standing in the crowd and cheering or sitting in the audience and clapping helps, as do substances or sporting excesses that push the ego into the background. Even depression has a taste of this. You simply dissolve into gray and emptiness. This system mode knows no cycle, only two dead ends: One individual towards field 3 and one for the system towards field 4. No matter how much the individual may hope: there is certainly no plan in the system for a good solution, neither today nor at any time. The others are in a similar situation to us, except that some of them may be a little higher up the pyramid. This is simply a given due to the system mode.

## S2 Interactive networking with NVC-plus.

This card shows that the individual comes first in NVC-plus. This is where everything begins, because the individual is the source of energy, inspiration, creativity, vitality, spirituality, awareness and meaning. The great rivers are fed from small sources. Whether this source is somewhat smaller or larger does not matter at first. In second place is not the system itself, but the structure of the system. It serves the individuals to bundle their forces. They should flow together and focus in the direction in which the utopias of the individuals point and the common visions and goals could be established. To do this, the right people should form a team, because otherwise one person in the team will want to go east and the other west and they will then hardly be able to agree.

In the third position, a force field is created from the potentials and utopias of individuals. Where individuals are powerful, they are effective. We then use the power from this interactive field of potential in the fourth NVC-plus field so that we do not have to overuse the power of the individuals there in the actions. This allows us to perform without burning out. Through the force field and the necessary interactive sensitivity that arises on NVC-plus field 3, we gain an interactive and empathic intelligence that allows us to create together synergistically.

The whole thing happens without any claim to perfection. Everything must always be appropriate and good enough for the current project and the current project phase. This gradually leads to a qualitative increase in the NVC-plus process in the form of a spiral, as long as the participants are willing to go along with it. A second growth spiral results from the fact that we can start with small projects in our partnerships, families, friendships or local circles to learn NVC-plus. Later, the larger working teams and ultimately an even larger community are added. In this way, NVC-plus grows organically from the inside out.



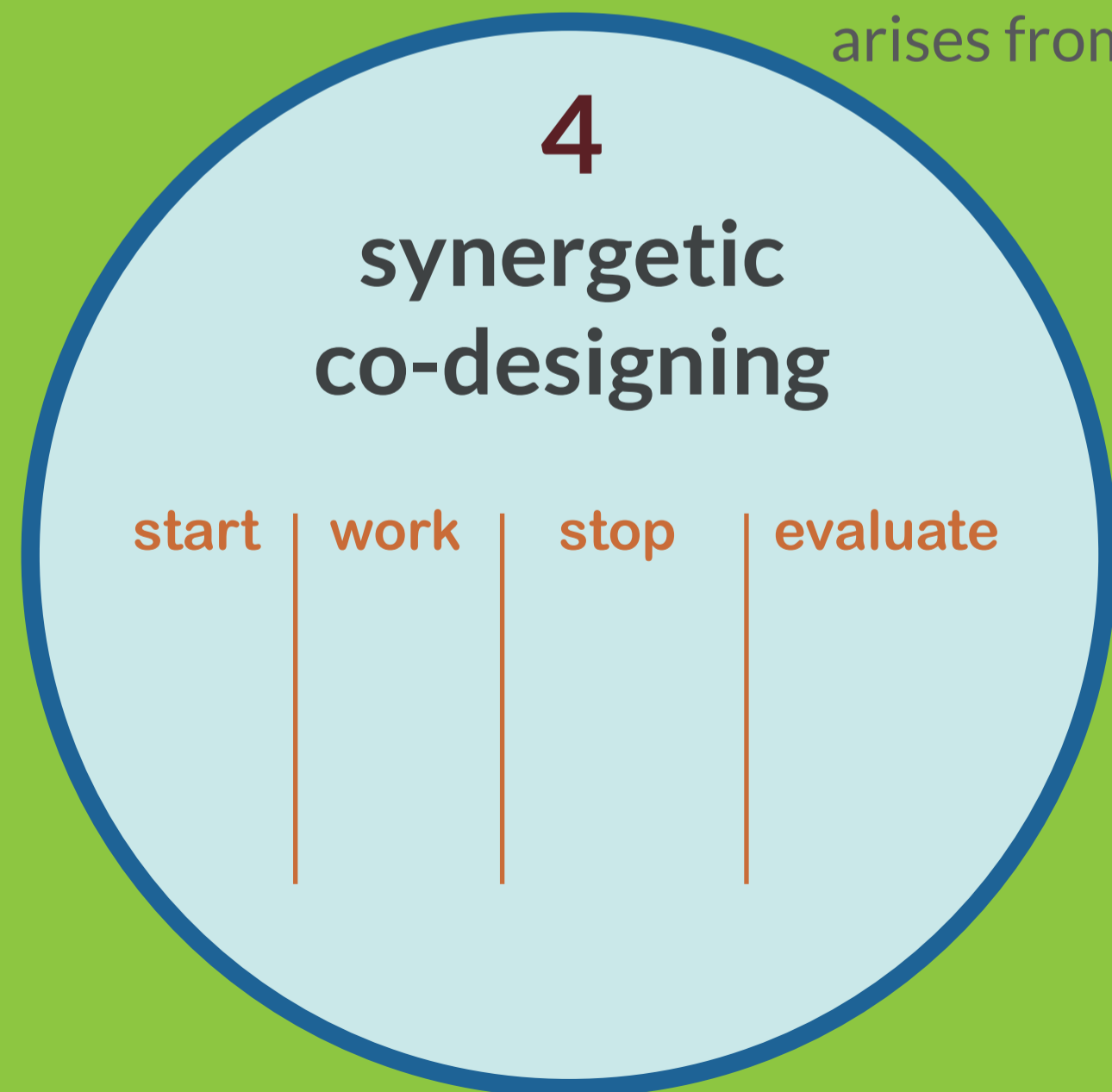
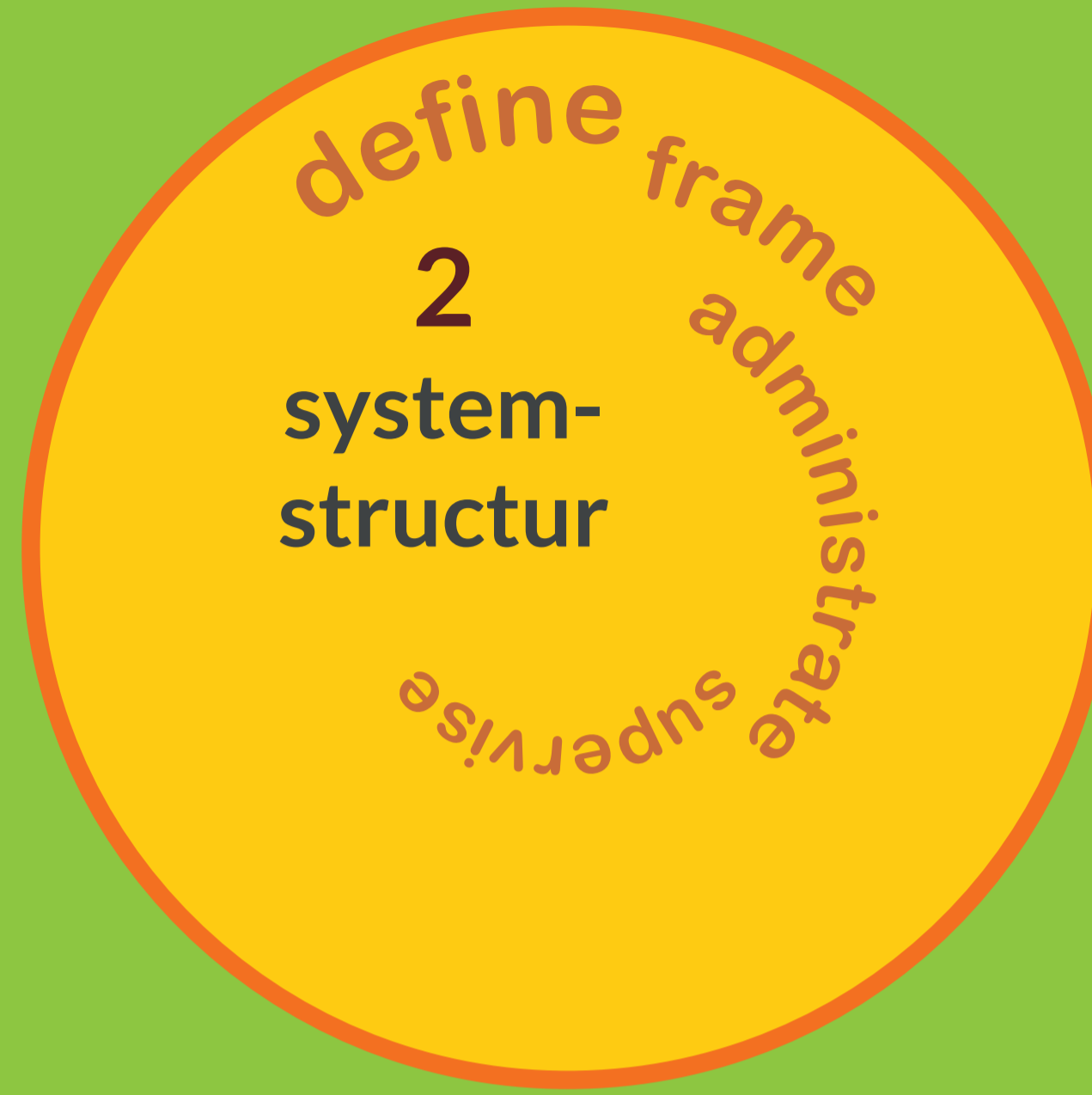
This card gives a simple overview of what is happening and thus gives us an understanding of NVC-plus. The game may even begin with drama on the first field. This is not so important for the common ground. We develop the drama through the needs to the qualities and finally arrive at the utopia that lives within us. In doing so, we have tapped into the positive, forward-looking energy that we can bring to the common game. It also helps us to develop an awareness of our own potential.

Then we take a step away from ourselves towards NVC-plus field 2. Depending on which phase of the process we are in, we need a different "degree of condensation" of this structure. At first it may be enough to define the system, but later we will have to frame, regulate and also control it, depending on how we need it later for the fourth NVC-plus field in which we work, perform and act together. The structure provides us with the framework for active cooperation.

Then we move on to field 3, where we start with the utopias of the individuals, which is more like a dream state. But from these individual dreams we find the common vision that inspires us, just as a garden is made up of flowers, shrubs and trees. We should also mention the grass. Because even if the individual straws seem unspectacular at first, it is hard to imagine a garden without a well-tended lawn or flower meadow. Once we have the vision, we use strategic questions to forge an overarching NVC-plus strategy, which we can then implement tactically with plans.

To do this, we move onto the fourth NVC-plus field. Here, a team structure helps us to work together synergistically. First of all, we should roll up our sleeves and get started. On the map we see a simple KANBAN table structure that we can draw on a pinboard. Project sections are taken from a planning pipeline, started, carried out, completed and the results checked.

The last step is to stop in time, interrupt the work and return to ourselves, to NVC-plus field 1. Here we take a break and step out of the system. In this way, we do not lose ourselves too much in a role or a team structure and remain true to ourselves and our utopia. We recover and see what the passage has meant for us. Then we move on to the second NVC-plus field, where we readjust the structure and the cycle continues in the next round until the project is completed.



The system structure matches the utopias of the individuals. The potential field arises in the system structure. The work arises from the potential field.

# tool-cards

tools for the four fields  
of the four-step-circle



### T1.1 The internal drive

This is one of the most important tool cards. It shows where the individual's energy comes from: either from a drama, a need, a quality or a utopia. These areas are connected. In classic NVC, the needs are used predominantly. In NVC-plus, utopia is sought because it is the easiest to transform into a plan and because it is constructive and inspirational. How to get from drama to utopia: By first collecting the needs that are unfulfilled in the drama. ( Check the download tool depot on the website for the list of needs). Needs are missing qualities. If you want to experience these qualities, you need a utopia in which they occur. You think about them in images, dreams and creative impulses. You don't need to exaggerate, but you don't need to slow yourself down either. The utopia is central to the next steps. It is not completely far-fetched, but neither is it too small to be on the safe side. Thoughts are free and a utopian idea must be inspiring. Some prefer to call it a fiction or a dream. You can also call it an individual vision. I have simply opted for the term utopia. Time plays a role in drama and utopia. They are both episodes. The need and the quality, on the other hand, are not tied to time. What we don't want to do is think up a utopia and then look for the qualities of this utopia, only to realize that they will probably never be fulfilled, i.e. only threaten to burst upon us as huge needs, which is why we voluntarily enter the drama and then go into the joint processes with this energy. Application: Ask yourself what qualities you contribute to the process and what utopia you would like to realize. If you feel blocked by a drama, use the needs and qualities to find the utopia contained within the drama.



## T1.2 Drive and neuronal processes

Drive and neuronal processes Professor Julius Kuhl has distinguished four processes in our brain that control our behavior: a) YES, b) NO, c) the delayed YES and d) the delayed NO.

These are the processes that a living being needs to unconsciously control its behavior: The deer comes to the clearing. It immediately wants to graze on the delicious grass (YES), but it senses something and hesitates (delayed YES): a hunter. It changes its plan (NO to the grass) and runs away. When it comes to a fence, it sees that it is very high. It does not want to jump over it, but it jumps anyway (delayed NO). If we experience inhibition or compulsion, an unconscious control process is active that delays our behavior. Compulsion and inhibition, as well as the associated feelings, are a meaningful part of this process. But we are not deer, we are rational beings. How do we quickly move from an unconscious delay to a conscious YES or NO?

Application: We can place four fields on the floor or draw them on the asphalt with chalk. In the middle we are in our natural peace. "I hope nothing, I fear nothing - I am free", is a Buddhist saying. From there we move into the area of appetite (YES, I want) or aversion (NO, I don't want). What are we involved in right now? What are we involved in? If we are clear about this, our behavior is unambiguous. But if we are unclear, we first need a plan. We go to the "delayed NO" field: What needs to happen first? Why do we do it anyway? How can we put this into a plan and how can we recognize success? If we cannot yet grasp a plan, we can at least collect the parameters of success, e.g. with the NVC-plus requirements list, which can be found on the webpage and in the appendix of the book "The Team is the Boss".

We can sort these parameters according to their importance and then slowly knit a plan from them. Then we go to the "delayed YES" field: What needs to happen first? What is the reason that it doesn't fit after all and how could it fit? When will the obstacle be over? Can we plan this better? If we have a plan, we go to the YES field. Are we ready to execute the plan or is something still missing? If YES fits, when are we finished and ready to end the action (NO)? As we go back and forth between the fields, unconscious resistances clear and become conscious strategies. Our energies flow from inhibition and compulsion to resolution.





### T1.3 Individual potentials in the Modal-Matrix

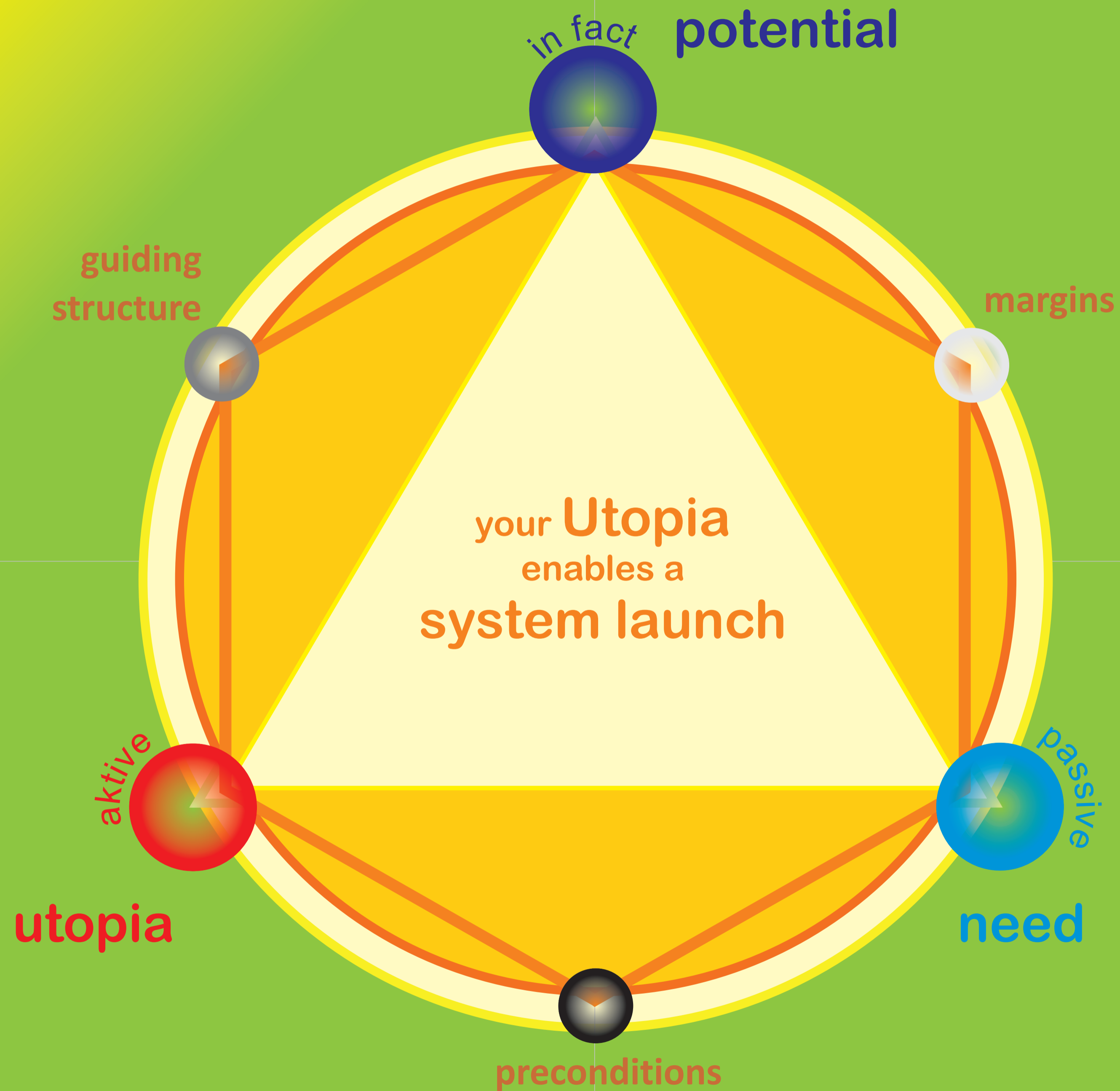
This is the first map that uses the modal matrix as a model. I developed this model to facilitate the planning of human interaction. The modal matrix shows a triangle that connects the points: I like - I want - I can with each other. We like some things, but this is a rather passive approach. If, on the other hand, we want something, this activates our potential for action. However, this does not mean that we can do something. To be able to do something, you need the opportunity, the ability and a bit of luck. You can hardly work effectively with people who only like but don't want to. But if people only want to and can't like, the enjoyment factor is missing.

Application: What do we like in relation to our team/ our company, what do we want and what can we do? Pay attention to the conditional form: "Yes, I would actually like something sometimes if I could ...". Clear statements help us to find each other.

#### T1.4 System opening with the modal matrix

This second card from the modal matrix model already shows the three system positions, which are not individual. It is about the preconditions, the guiding structure and the margins, which are then discussed in more detail in NVC-plus field 2 with a separate card. We see an orange circle in a large yellow circle. The individual thinks about field 2 and first considers these 3 system positions for themselves. What are their own preconditions, their own guiding structure and their own margins that they need or can grant. We also see that liking has to do with a need, wanting has to do with a utopia and being able has to do with potential.

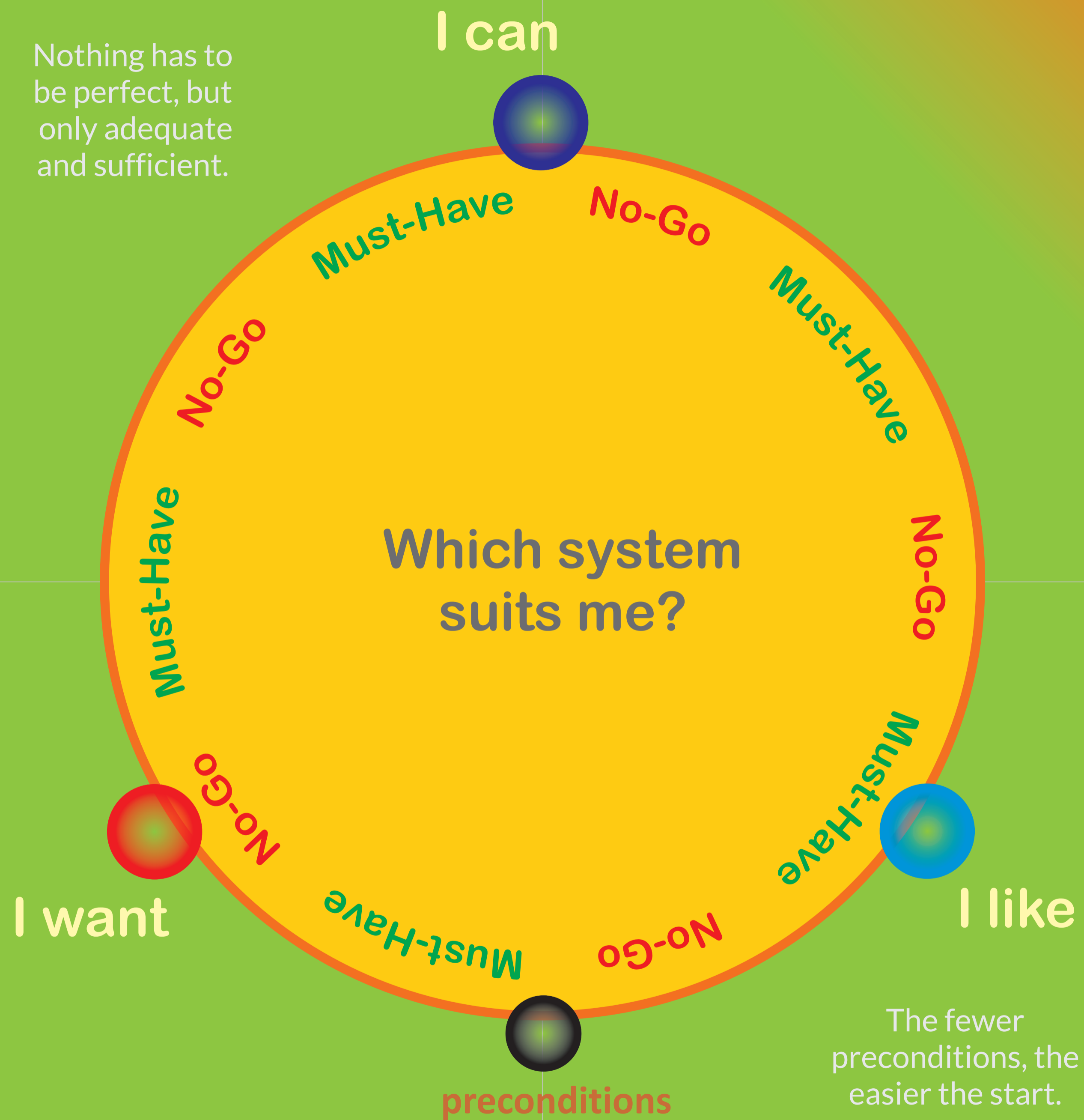
Application: Before we enter into a joint negotiation, we can reflect alone, in pairs or in threes on our inner situation in relation to the common ground.



## T2.1 The limits of commonality

This card is the first card of the second NVC-plus field. We see the orange circle and the orange top right-hand corner of the card as an indication. It describes the personal preconditions that must be fulfilled for us in the system. These can be found within an area of no-gos and must-haves. What must be fulfilled for me and what must not be in order for me to be on board? If no system comes together for us, then we have failed at the earliest possible stage, which is the most favorable. We didn't fool ourselves. The system can also be questioned again in the meantime, as situations and people change.

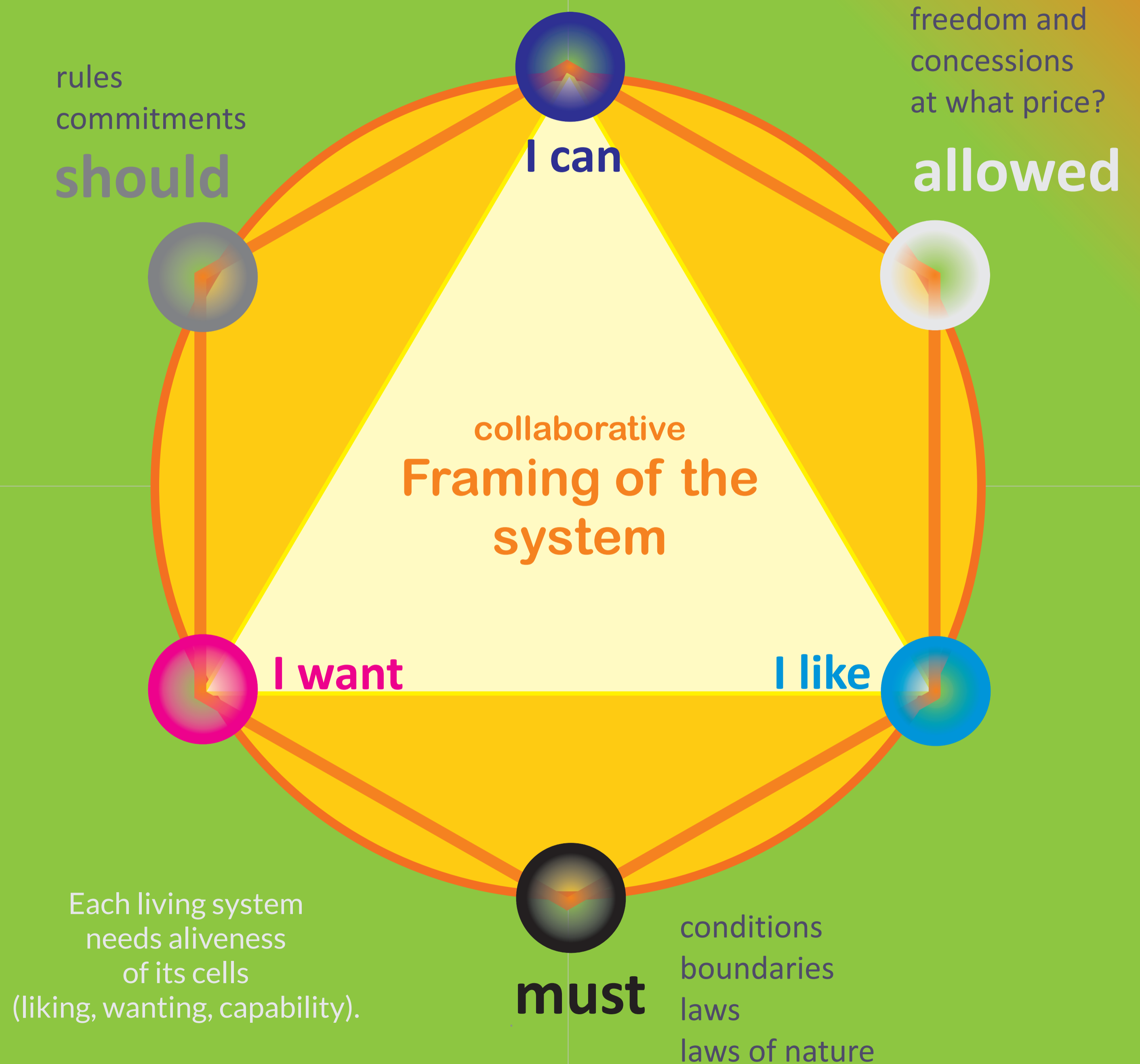
Application: We share our must-haves and no-gos with each other. Are we all on board? Name as few preconditions as possible and only those that would lead to you not being on board. It doesn't matter whether an unfulfilled precondition would lead to an internal or external exit.



## T2.2 Framing with the Modal-Matrix

This map now shows the complete model of the Modal-Matrix, which derives its name from the modal verbs. Here we can see the three positions that lie outside the individual triangle, a) must, b) should and c) may: We must because we and the project need something. The sculptor, for example, needs a stone and his tools. He needs light and time. He needs appropriate peace and inspiration. Must are the preconditions and these also show us the limits. This and that must be fulfilled so that we can start a project at all. We need communication and encounters. We need air to breathe and health, etc. There are also certain rules and obligations that keep the business running. They are described by the should. May marks the free spaces. But even freedom usually has a price. Who pays it and how high is it?

Application: We think about a system structure that is as lean and elegant as possible and enables us to successfully complete our project or our current project phase. The preconditions, our obligations and rules as well as our concessions for the joint project framework are specified. These should suit both us and the success of the project.



Each living system  
needs aliveness  
of its cells  
(liking, wanting, capability).



### T2.3 The layers of the system structure

This map shows us that a system structure consists of several areas that have varying degrees of difficulty to grasp. Consciousness is quite abstract, culture is somewhat clearer, especially if it is the one we are used to, and the material structure in particular can be calculated and measured according to the laws of physics. When we frame a system, we should keep an eye on everything. Because we are already framed and so is our cultural environment. Our surroundings is also structured. All of this opens up opportunities and obstacles. What is to be done?

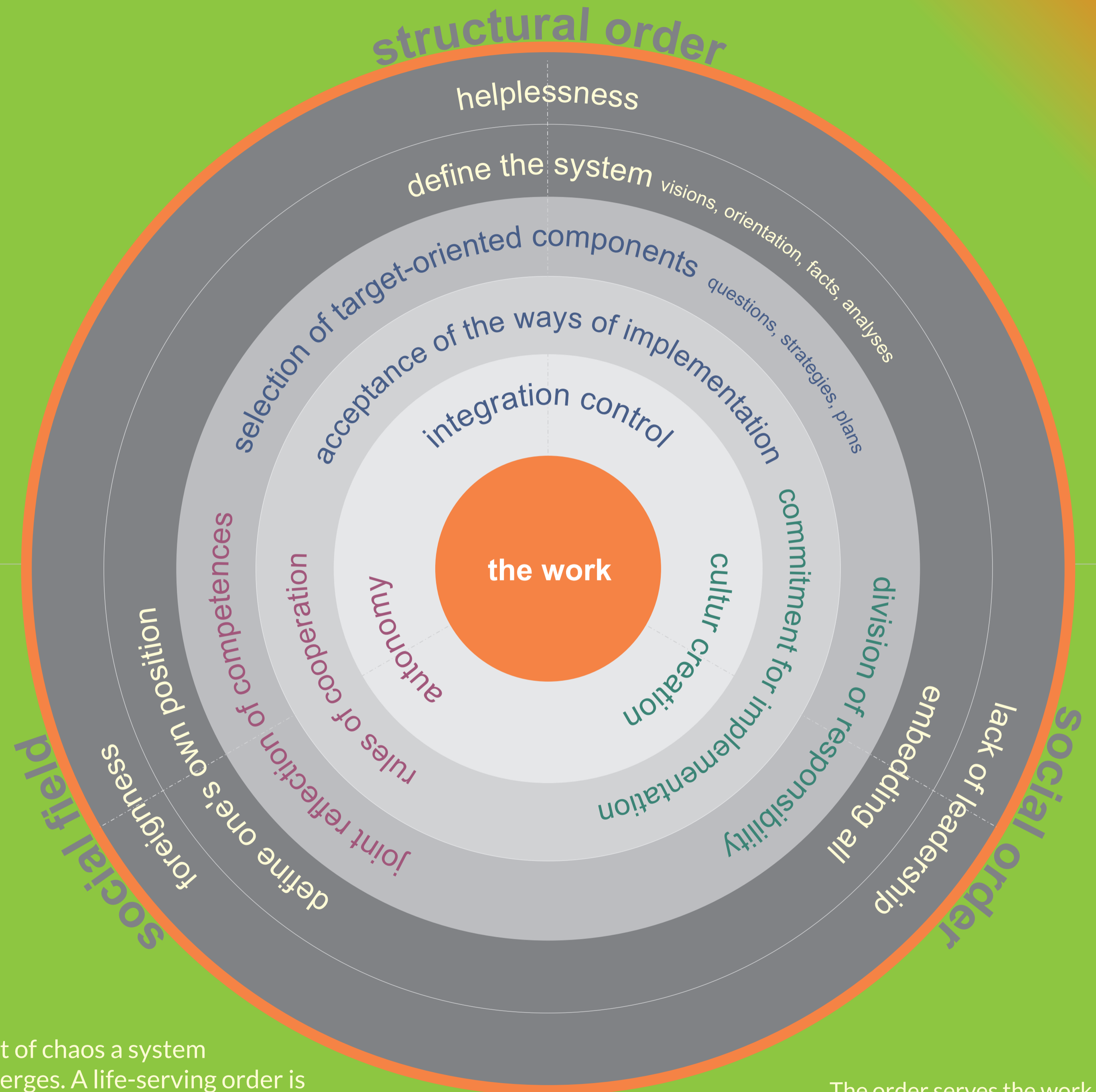
Application: We talk about the existing structures that seem relevant to us. What promotes our project and the utopias of individuals, what seems to lead in the opposite direction? How can we establish a structure that channels our energies in the best possible way by making the desirable as easy as possible and the undesirable as difficult as possible?

## T2.4 Orbital Model

The Orbital Model is the sister model of Robert Kana's Pentagon Model. We move from the outside in towards the realization of our project. At the beginning, we are in the dark zone, in which we will not be able to call up any joint performance. But from section to section, we approach the innermost circle in which our work processes run like clockwork. It won't stay that way. In this model, we can recognize the level to which we have fallen back and then start to feel our way back inwards together.

Application: This model is used for the joint planning of suitable system structures. You can sit down together and reflect, or think alone about how things are going together. This card is particularly valuable for system diagnosis. You can find out more about this in the book "The Pentagon Challenge" by Robert Kana and Jeanny Gucher.

Step by step, everyone moves from foreignness to their project position and then to autonomy. From the initial lack of leadership, the embedding everyone led to the formation of a culture that replaces the dominant leader as long as we are committed. The initial helplessness disappeared through the selection of target-oriented components, and implementation is checked by means of integration control. Of course, this model looks a little technical for a small team at first, but lack of planning, autonomy and leadership are certainly parameters that many will recognize.

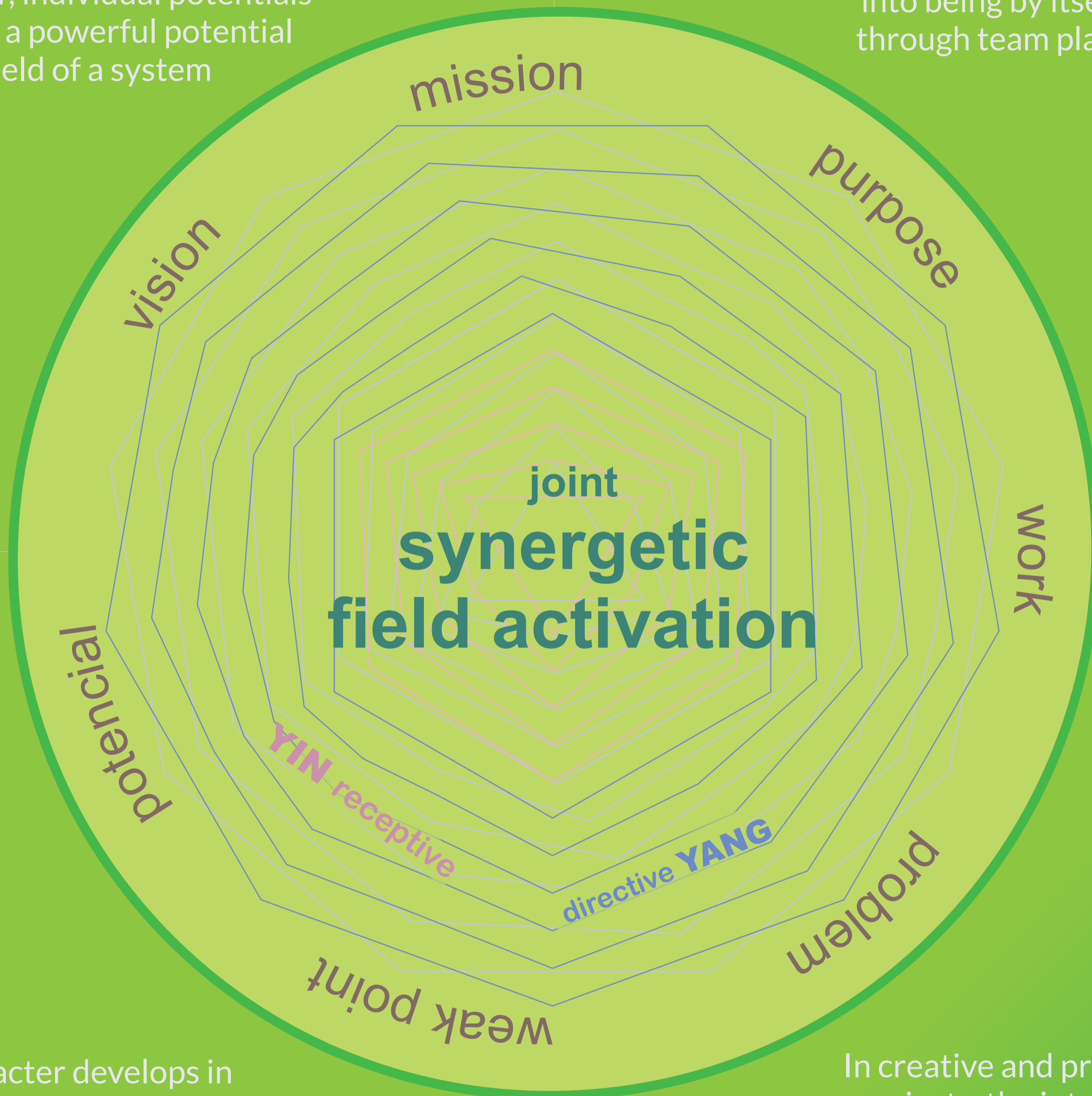


Out of chaos a system emerges. A life-serving order is created in the system.

The order serves the work to be created together.

Together, individual potentials create a powerful potential field of a system

The metaorganism comes into being by itself through team play.



Character develops in caring togetherness of individuals.

In creative and productive projects, the interplay of personalities unfolds..

### T3.1 - synergetic field activation

A specific project system is formed through the limitations of a system structure. A field of potential can build up within this. It is created by the entanglement of existing potentials. This map shows Yin and Yang field lines that make up the system field. Yin is receptive, Yang is directive and both form communicative and interactive cycles. The decisive factor is that individuals align their utopias with a common vision. The system field cannot be explained physically, but systemically or phenomenally. You cannot create it, but you can contribute to its favorable emergence. Utopia (1st field in the Four-Step-Circle) and the system structure (2nd field in the Four-Step-Circle) are helpful for this. Presence and mindfulness are now added to the 3rd field in the Four-Step-Circle. Shared moments of mindfulness and presence create a field.

Application: We come together. Before we get down to business, we give ourselves a shared moment of silence. In this we try to train an interactive sensitivity. When we listen into the space between us rather than looking, we notice a new possibility of presence. We could have a tea ceremony or just close our eyes for a moment. We can face each other or sit in a circle. At some point we sense the reality of the shared force field, the field of the meta-organism that we are together for a moment, but without losing ourselves in a kind of collective dream or having to evaluate it in any way. We simply remain awake, individually and connected. We share our relevant utopias, visions and ideas. What concerns us, especially in relation to the joint project? What complements and reinforces each other, what can support each other? This is how we find our field of potential.



### T3.2 Requirement words for field quality

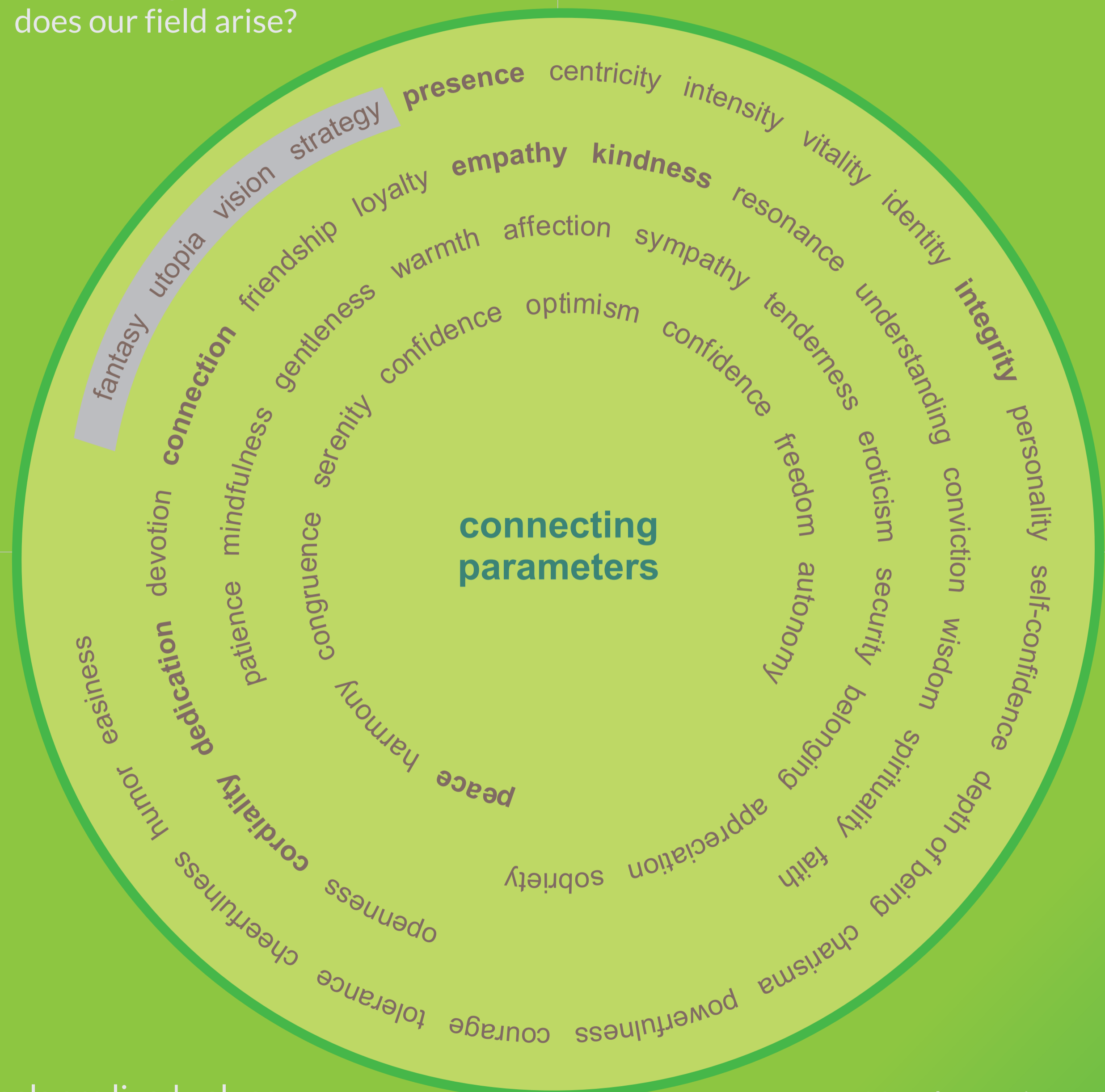
These requirement words are a simplified form of the requirements list from the appendix of the book "The Team is the Boss". You can also find the list in the download tool depot on the webpage.

In order to talk about what is relevant, we need the right words. Without words, the mind has no access. Too many words make for long discussions. That's why we look for the key leverage points of the project and find the right parameters for them. Our cooperation and our systemic potential field have and need certain qualities. The same applies to the work we have to do to realize our project.

Application: We read the parameters of togetherness and check which terms appeal to us. What is still missing, what adjustments should we make? Please also refer to tool card 4.2, as it shows the parameters of cooperation. You may also want to refer to the more detailed list of requirements.

Out of which parameters does our field arise?

How can we reinforce the field?

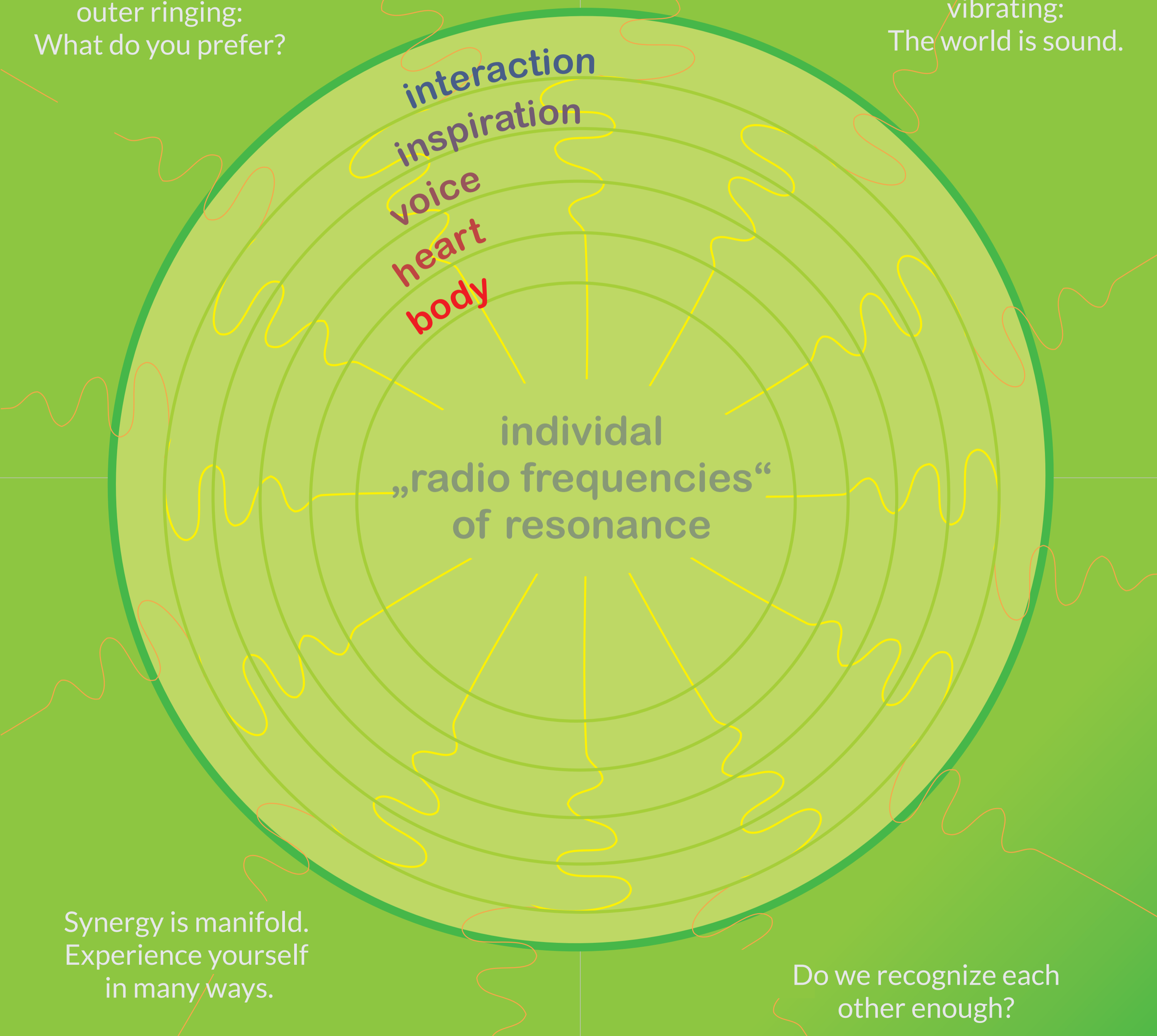


Ideals are lived values.  
There are no others.

Need, requirement,  
ideal or quality?

Inner swinging,  
outer ringing:  
What do you prefer?

To be moved,  
be touched,  
vibrating:  
The world is sound.



Synergy is manifold.  
Experience yourself  
in many ways.

Do we recognize each  
other enough?

### T3.3 Frequencies of resonance

On which frequency do we transmit into the field, on which frequency can we best be reached? This map shows that the common field can be made up of different radio frequencies. If we don't listen on all frequencies, we are bound to do miss a lot.

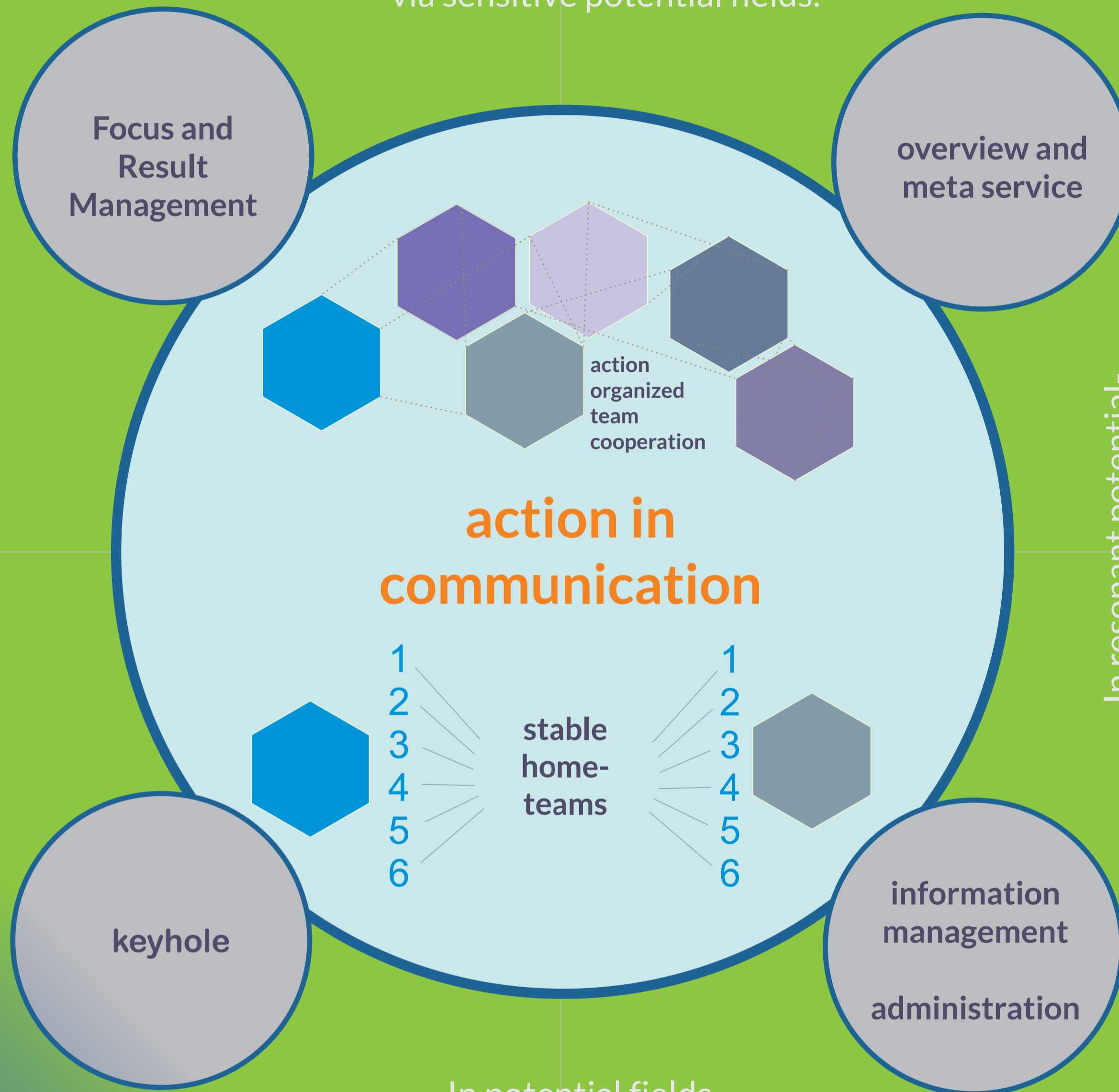
You can find a worksheet for this map in the book "The Team is the Boss". In general, it is about being able to perceive and understand ourselves more completely.

Application: What does everyone respond to? What touches and what frightens? What passes us by? We can talk about this if there is enough familiarity, or try to guess how others are ticking. How does the intellectual type reach the gut or heart type? Here, too, we need to develop an interactive sensitivity and remain true to ourselves by expanding ourselves.



Complex tasks are not solved with centralized management, but via sensitive potential fields.

The metaorganism (living community) is smarter than the individual.



In resonant potential-fields constructive and cooperative results, come up.

In potential fields causal and phenomenal results will arise.

#### T4.2 Teams

This map is intended to inspire small, self-organized teams in networked team structures. The harmonious constellation should emerge from the potential field of the community. Home teams are stable, which has the advantage that we soon understand each other blindly within them. There are also action-based teams that disband as soon as they have completed their joint project or project phase. If you stick to small team combs of up to 6 people (in the core area), you can still communicate with each other quite well. Every team needs a kind of meta-position for the overview and team maintenance. Design processes and results require attention. However, administration and internal and external communication management also need to be taken care of. After all, results should also be communicated and relevant information should be available because this is essential for networked cooperation. Outsiders (shareholders, experts, trainees, colleagues) can always be meaningfully involved in team projects or follow them via the vacant "keyhole" position. This guarantees that the team does not cultivate a watertight closure in which it would stagnate in the long term and in which its own team realities could form, which in the end would no longer be particularly real. The graphic is intended to inspire you to make your own divisions and allocations, which you can determine according to your project, your personnel composition, the size of the company, the complexity of the tasks, etc.

Application: The members organize themselves into the teams that best fit the respective project tasks. Think about the connections that teams need with each other. Scalable structures need special attention as they have to function with more and more people and teams.

# additional cards for NVC-plus

Helpful considerations

## Initial situation

1.

the **abstract**  
framework of

„The Team is the Boss“

for agile, organic and  
life-serving cooperation

- a) Knowledge
- b) Experience
- c) Curiosity, openness
- d) Skepticism

2.

the **concrete**

**Team/Community**

partnership, family, team,  
company, initiative, community  
in search of:

- a) a diagnosis of the system status
- b) a process structure for self-control

## Responsibility

**NVC-plus Facilitator**

Provide a NVC-plus  
system diagnosis,  
support system prognosis,  
explain NVC-plus.

**Team/Community**

Learn to understand NVC-plus sufficiently and  
then implement NVC-plus self-management.

## Z1 Distribution of responsibilities in NVC-plus

Here we see an additional map showing the distribution of responsibilities in NVC-plus. Process facilitators who are invited as facilitators to support a team being the boss in a project have the task of analyzing a system according to the principles of NVC-plus. In addition, they should help the team with implementation by explaining NVC-plus or perhaps initially encouraging self-organization through a lecture.

The team members have the task of training their self-management. To do this, they must acquire a sufficient level of understanding. However, if they only want the diagnosis, their task is to support the creation of the diagnosis and then process it as they see fit.

Application: Become aware of your responsibility within the project and accept it. Make a clear commitment. Become aware of the responsibility of others and leave it to them. Clear words and an overview are always helpful so that everyone knows who is taking care of what and whether it is running according to expectations. Assistance is of course often useful, but this does not release you from your own commitments. So one thing concerns responsibility, the other concerns the networking of processes. When coaching, you should be careful about taking responsibility for the quality of team networking. People have to decide for themselves how they want to work together. That is self-organization.

## 22 Naming pain points

This card refers to the ability to name pain points. A pain point tells us that something goes against the grain, but it is not an exit criterion like a no-go. Pain points indicate when we are beyond a person's comfort zone and are therefore always personal. If a person's own pain point is clearly named, this gives others the opportunity to navigate in a different, mindful way. However, they do not have to do this. The responsibility for the pain point and the resulting feelings always remains with the person. Carefulness cannot be prescribed and it will rarely be possible to guarantee it at all times and by everyone in project processes. However, knowing the pain points increases sensitivity in the team and the chance of a gradual improvement in cooperation increases significantly.

Some people may need support or a kind of start-up for the necessary clarity of communication. Greater caution may be necessary in the context of these communications. In the book "The Team is the Boss", there is a separate chapter on this, in which the pain points are discussed in more detail, as they are a common tool in the context of "The Team is the Boss".



# Naming pain points



In working together, we always touch on our small and large pain points. In order to be able to take them into account in the joint forward movement, we need to become aware of them. From time to time, for example, everyone in a group names their currently relevant pain points. These are not discussed or dealt with. The information only serves the team as optional control data in the project. Questions of understanding are sometimes useful and can be answered or not (no "why" questions and "buts". Please rephrase why questions). However, conflicts should be clarified, e.g. with classic non-violent communication. Conflicts are not pain points. Together you can now consider whether you want to adjust the system structures, strengthen the field or change the synergetic design so that the shoe no longer pinches so much. Pain points should be named, but unlike Must-Haves and No-Goes, they do not have to be considered.

# Only practice will bring success

understand, practice, apply, share



Functions can be trained,  
learning succeeds through play,  
with freedom and humor.

Never be completely sure.  
Who knows how to do it,  
has stopped learning.

## Z3 Only practice and result really count

This additional card is largely self-explanatory. We can train reflexes and functional skills in an isolated manner, such as in goalkeeper training. However, the more complex the functional interaction in a system or project becomes, the less it can be trained in isolation. This can be understood very well by looking at soccer matches, where it ultimately comes down to successful teamwork in the permanent exceptional situations of the real game. As soon as success always requires mental qualities such as creativity, awareness, presence, ambition, sensitivity, mindfulness, intuition, striving for meaning, ideals, sense of values, etc., we need common game situations for training, which is not purely functional training, but above all mental training for team self-organization.

The team spirit also develops itself to some extent. As soon as there is an appropriate basic understanding in the team, it therefore usually makes sense to simply use real-life situations for training and choose easier projects to start with. Of course, knowledge, an appropriate constitution and trained skills are required. But individual potential only flourishes in successful interaction. Each person should be responsible for making decisions in the process and develop a constantly updated sensitivity for the whole. It is therefore a matter of helpfully subordinating the systems (e.g. companies) to the projects (undertakings) and making the team the boss of the projects. However, this can at best be supported from the outside. The team members must be willing and able to stand up for themselves, for the project and for the other team members.

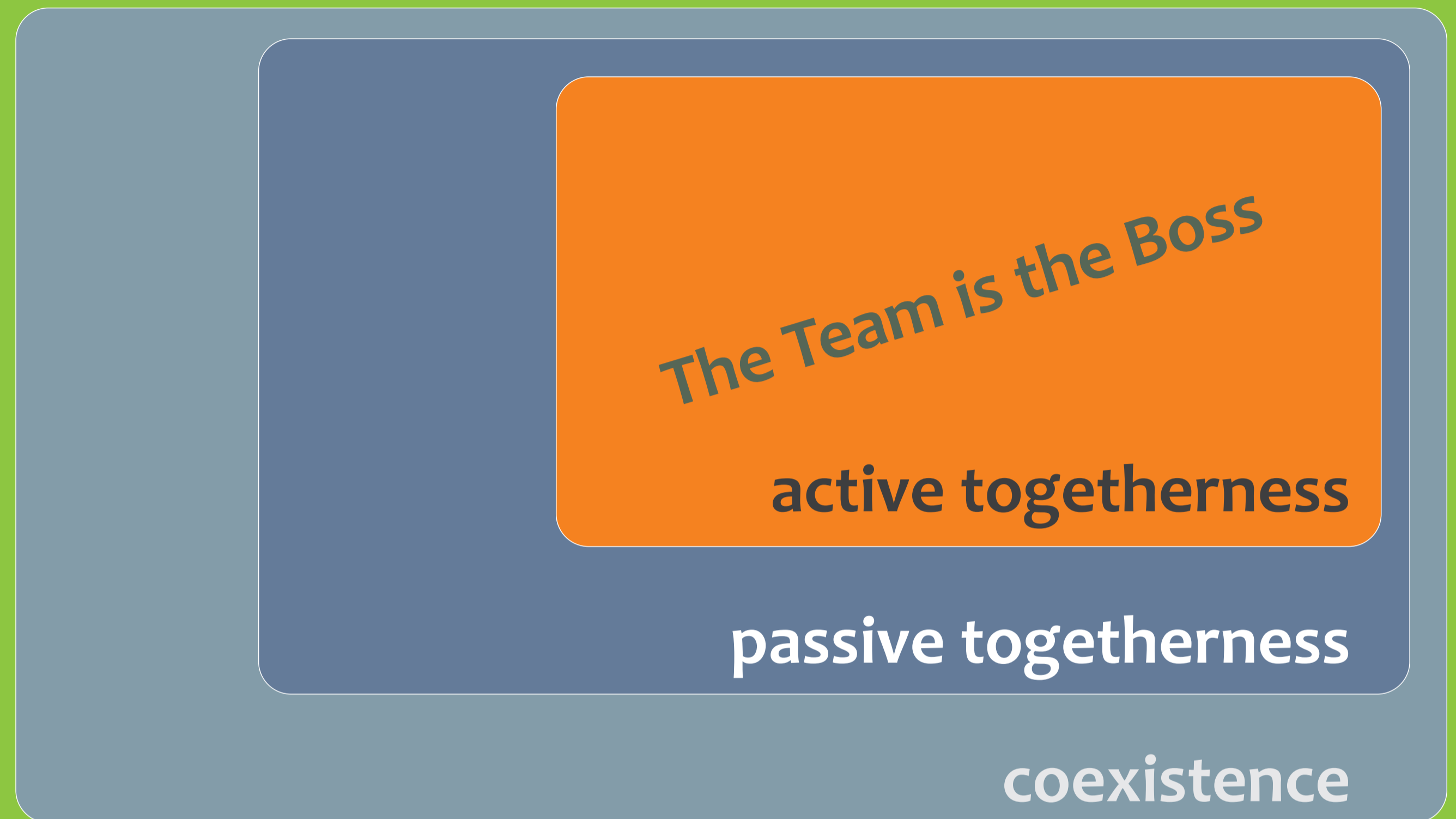
"The Team is the Boss" is a good methodological basis, without which the path would often be quite difficult. But to want to be the boss as a team, you need above all the heart. You can't do it without it.



## Z4 Three qualities of togetherness

This card shows that a team should be dedicated to active cooperation. "The Team is the Boss" is only needed for active cooperation and not for passive cooperation or mere coexistence. For any good and lasting cooperation, however, creative and constructive projects are always needed, because this is how freshness, growth and inspiration come into the community. But activities are not everything and should be properly dosed. In addition, every community requires both: Good passive cooperation (togetherness, daily routine, service by the book, automatisms) and good coexistence (each team member devotes themselves to their own interests). For the last two points, a community can be organized quite well via a simple list of rules (a "house rule").

A few NVC-plus tools can also prove helpful, such as the Must-Haves and No-Gos (Tool Card T2.1), the Pain Points (Z2) or the NVC Magic Circle when things get stuck. You can find these on the webpage. With classic Nonviolent Communication, we train our empathy skills and this helps us to better understand everyone's feelings and needs.



side by side coexistence	passive togetherness	active togetherness
<ul style="list-style-type: none"> <li>• No-Goes+Must-Haves</li> <li>• „house rules“</li> </ul>	<ul style="list-style-type: none"> <li>• No-Goes+Must-Haves</li> <li>• pain points</li> <li>• „house rules“</li> </ul>	<ul style="list-style-type: none"> <li>• „The Team is the Boss“</li> <li>• NVC-plus</li> <li>• tools and best practice</li> </ul>



[gfk-plus.com](http://gfk-plus.com)

