

life serving



organic



# The Team is the Boss Toolcards



kooperative



self organised



book

- Basic cards
- Preparation cards
- System cards
- Tool cards
- Additional cards



These cards are described in more detail in the book  
"The Team is the Boss"

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web

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toolcards

# The basic cards

**B1 Basic Card** - the Four Step-Circle

**B2 Basic Card** - the Four-Step-Circle explained

**B3 Basic Card** - the NVC-plus Culture 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.

missing structure?  
couples  
families  
teams  
organizations  
missing peace?

**Basic Card B1:** This card shows the Four-Step Circle.

The Four-Step-Circle is the central model of “The Team is the Boss.” It can be used for both theoretical and practical work. On the one hand, a team can use it to analyze, plan, and organize team processes in projects. On the other hand, such a team process is dynamic and cannot be achieved through consideration and planning alone. That is why practice is important in order to develop a feel for it and achieve integration. To do this, you can draw the four fields on the floor, for example, or define the corners of a carpet as the four fields.

On the first field, everyone starts with oneselvے. Meaning, ideals, and experienced significance are individual potentials. These give rise to a positive vision of the future, which we call utopia. With as much inspirational potential as possible activated, we move on to the second field and organize a system structure (office, workshop, virtual space, tools, programs, meetings) that is conducive to the next steps. In the third field, the team focuses on a shared vision and strategy. Individual skills and potentials give rise to an entangled potencial field. On the fourth field, this vision is finally realised powerfully.

## 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 framework

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

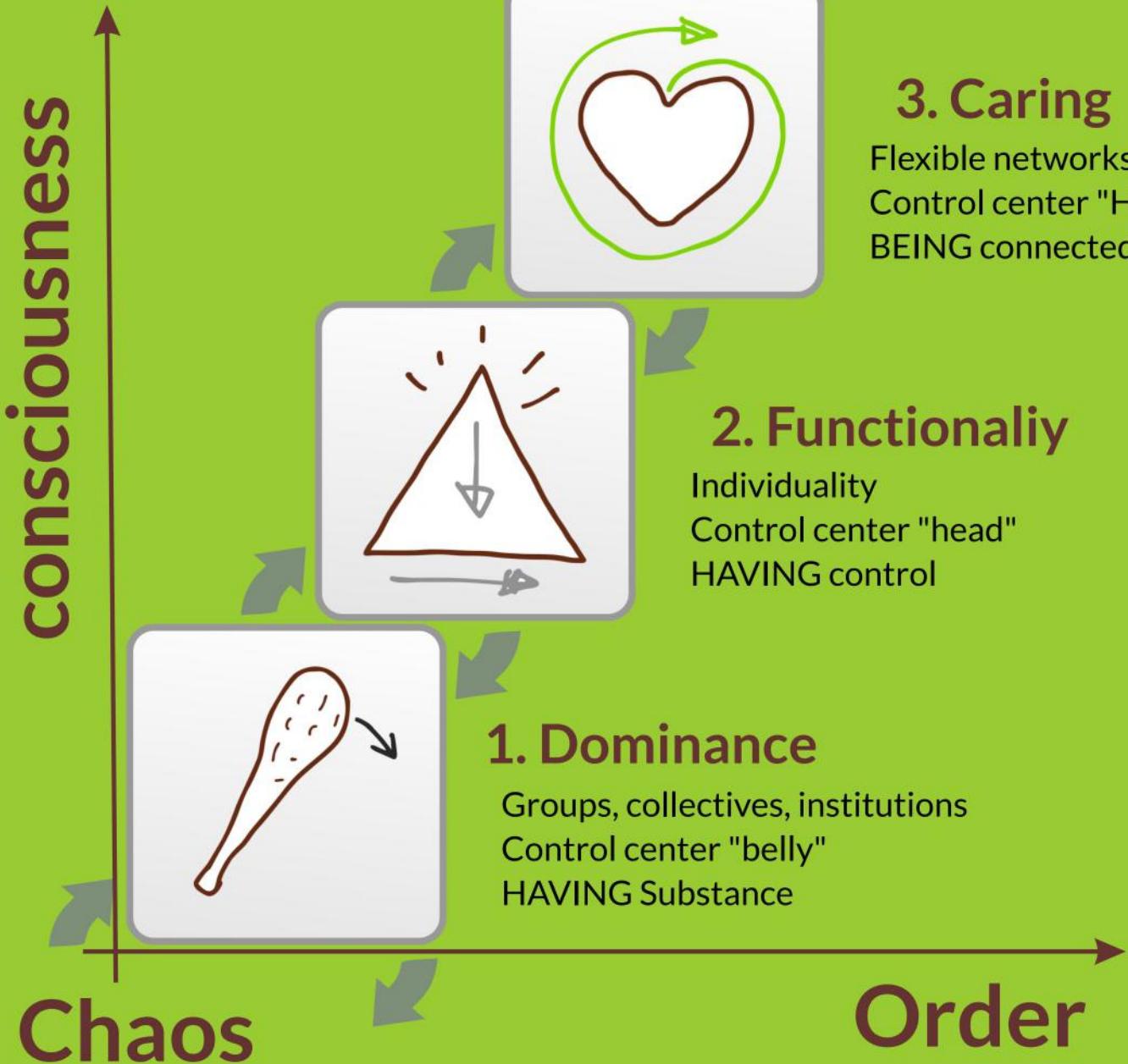
Experience the others  
in relation to you.

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

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

**Basic Card B2:** This card explains the four fields of Basic Card B1 in more detail. It is self-explanatory in this respect. It allows us to dive a little deeper into the model and diagnose a performance system from the perspective of self-organization. The diagnosis would then be the starting point for a prognosis and a proposal for change.

You can find more information about the Four-Step Circle and all other cards on the website and in the book “The Team is the Boss”.



**Basic Card B3:** This card shows the NVC-plus Culture Stage Model. From a state of chaos and disorganization, an initial cultural order emerges. Social systems develop and mature. Within these systems, human consciousness evolves over long periods of time. Three cultural stages emerge in succession: the dominant, the functional, and finally the caring cultural stage. At each cultural level, cooperation is structured and organized in a completely different way and quality.

The higher the cultural level, the more efficient a system is. At the same time, three centers of consciousness mature in humans one after the other and become so strong that they take control of the communal systems: In dominant cultures, it is the impulsive control center “gut”; in functional cultures, it is the logical control center ‘head’; and in caring cultures, it is the sensitive control center “heart.”

Collectives emerge in dominant systems. Strong individuals and groups can grow into dominant institutions. At the functional cultural level, it is no longer individuals or groups that determine the course of events, but abstract elements such as time, money, contracts, and a legal system. Technology and science flourish, as does trade.

Ultimately, the world is permeated by a wide variety of system structures. These include nationalities, economics, finance, technology, and IT, as well as religions, ideologies, philosophies, and social movements.

At some point, the growing complexity can no longer be managed formally or dominantly in an environment that appears increasingly paradoxical. However, increasing individualization paves the way for the next step: the leap to the caring culture stage. At this stage, the “heart” control center is primarily responsible for organization. The principle of caring brings individuals together, but not into dull collectives, rather into agile, self-organizing networks.

preparation  
cards

Be ready for the  
selfcontrolling teamwork!

**V1 Individual preparation** - resistance and trauma

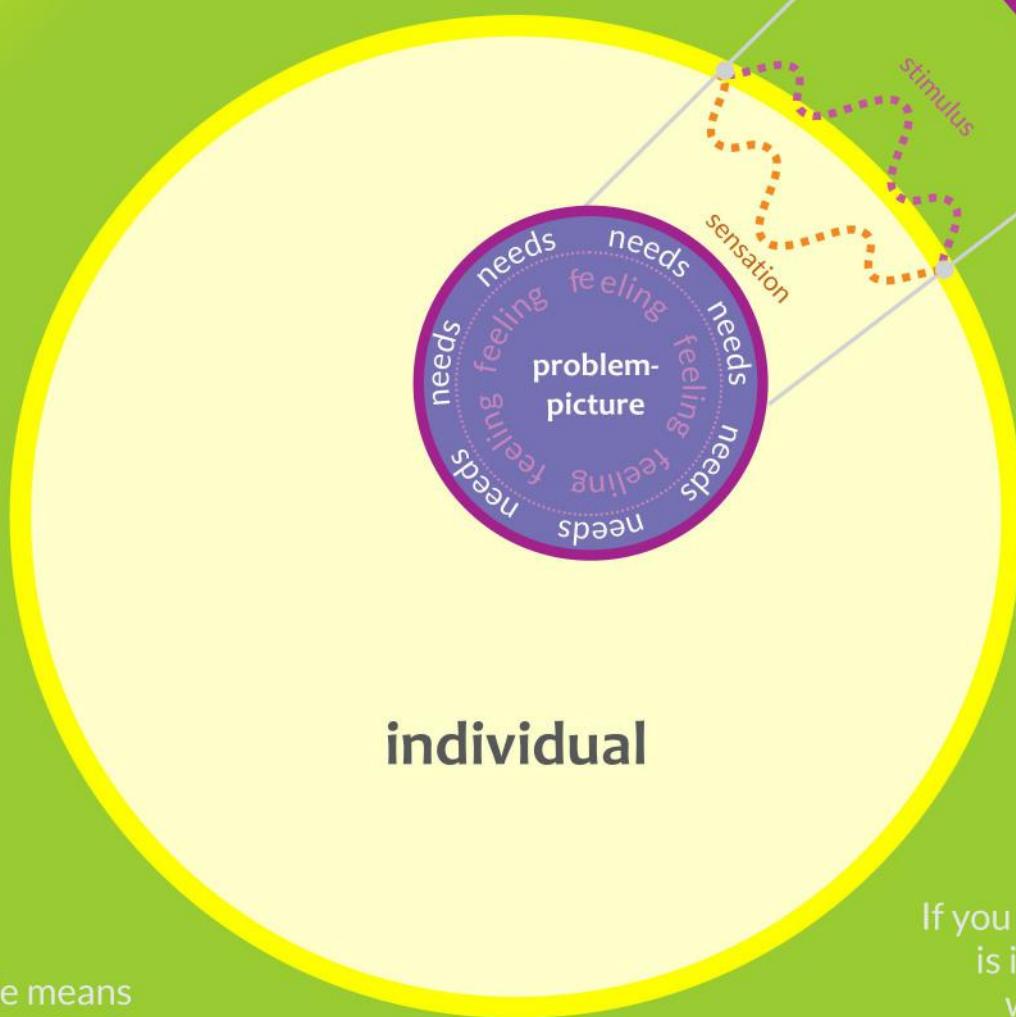
**V2 Individual preparation** - problem localization

**V3 Individual preparation** - expansion and alignment of consciousness

Problems are always outside, and will be realized inside through feelings and needs.

Problems are only  
solvable where  
they are (outside).

## problem



Life means experiencing.

If you believe that the problem is internal, your feelings will seem to confirm this misconception.

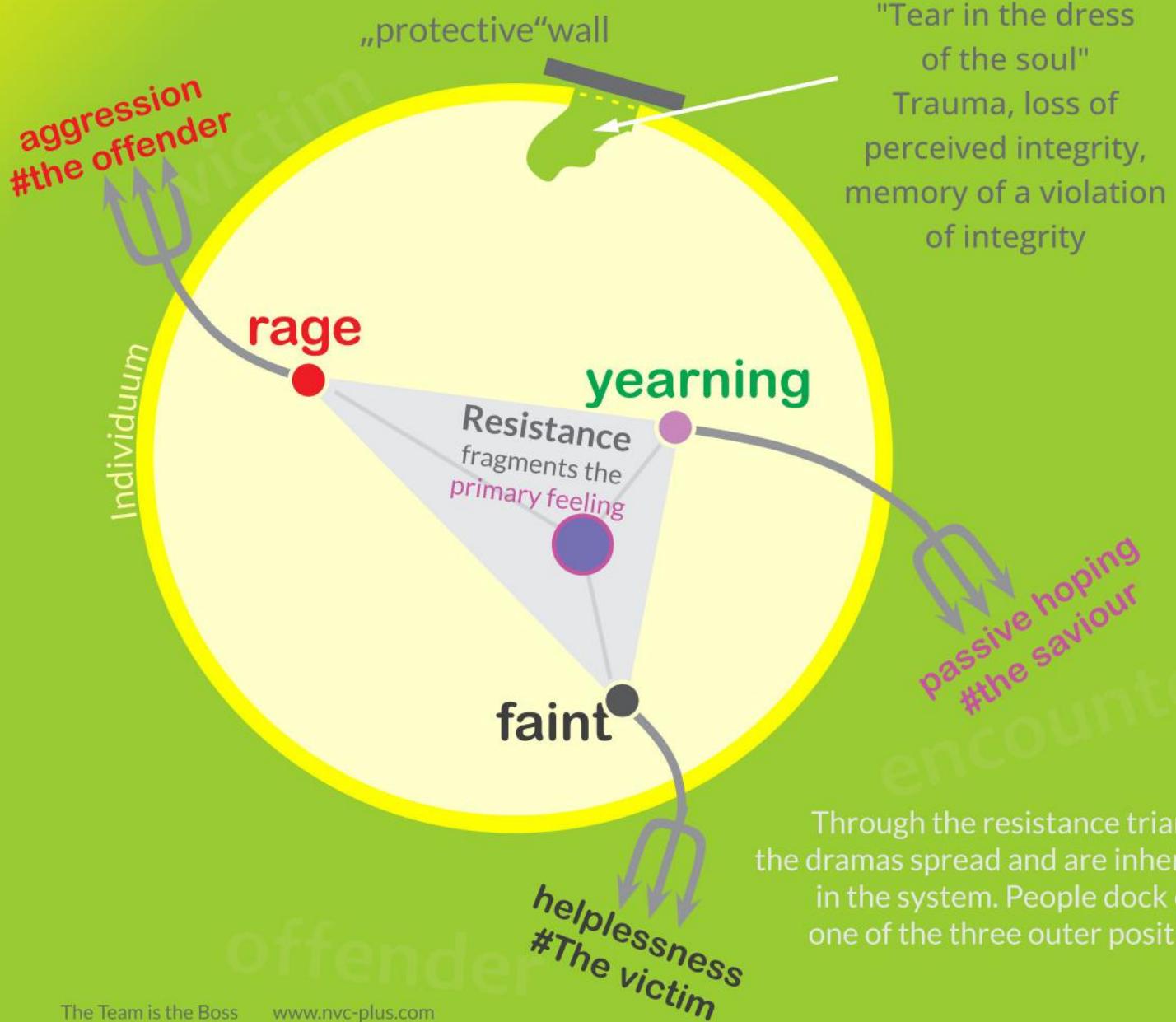
**Preparation Card V1:** We are sensitive beings as long as we live, regardless of whether we have thick skin or are thin-skinned. The world has a profound effect on us. For people who want to work together as bosses, it is essential to understand that all problems are external and not internal. The external problems create an emotional image within us, who are beings capable of perception and feeling. This image of the problem is composed of feelings and needs. It gives us an understanding of the significance that a for example problematic situation has for us.

It is easy to confuse the inner image of the problem with the actual problem, since it feels like the problem. Then we may turn our attention away from the external problem and look inward, and try to find a solution, especially for our seemingly “problematic feelings and needs.” By this way we have turned them into the problem. But all we need to do is solve the outward problem, and then feelings and needs will disappear.

Feelings and needs are never the problem. On the contrary, they are our tools for identifying difficult situations as problems. With their help, we also recognize when a problem has been solved for us. Just because we are sometimes emotionally stressed or overwhelmed does not mean that there is something wrong with us. Everything is fine with us.

On the other hand, we can always improve our contributions, actions, and projects, because you never stop learning. Self-doubt will not be helpful. It keeps us pointlessly preoccupied with being better but we should only try to do better.

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



**Preparation card V2:** Feelings allow us to participate in life and give it individual emotional depth. At the same time, they challenge us to dynamically search for adequate responses.

However, there are also feelings that arise from resistance and denial, from an inner “no.” They have a blocking effect and provide no orientation. In denial, an unpleasant basic feeling—usually a form of pain or fear—splits into three related emotions of resistance.

In “RAGE,” the restrained energy builds up, with “FAINT” acting as a dam. Passive “LONGING” replaces the meaning and significance that the event actually holds. One seeks passive calm instead of active peace, shallow fun instead of genuine joy, distraction instead of fulfillment. One evades instead of committing. This not only leads one astray, but also causes a lot of confusion in projects.

The ability to say NO in refusal was formed in the first lifetime, when we were not yet able to deal with unpleasant things in our minds. This led to hurtful influences that were experienced as intrusions into our integrity by a “hostile” world. The ability to refuse remains with us. But it no longer makes sense.

Defense is only useful in the face of real danger. It is important to distinguish between the unpleasant and the dangerous, otherwise we will end up rejecting the dentist, our boss, or our partner. The challenge is to be very mindful and actively engage, rather than turning away or frantically defending ourselves. Isolation rarely provides protection anyway, but rather blinds us, and blindness is in itself a dangerous state. That is why it is good to stay in contact with things and people and to position ourselves wisely in relation to them. It is best to be close to people who are good for you and to keep a little more distance from others. Then many problems will resolve themselves.

For a team being the boss, it is important to resist and refuse as little as possible. Dangers must be distinguished from unpleasantness, and pain must be interpreted as a control impulse. This results in wise life and project management.

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?

linear HAVING focus

Object of  
craving



Object  
of  
fear

linear  
NOT-HAVING focus

SYSTEM-STREAMS -  
embracing WE -

private WE -  
YOU -

friendship

I

culture, religion, art, politics,  
community, group, society, world community,  
philosophy

**Preparation Card V3:** Consciousness can focus linearly on an object or subject. However, this linearity of attention also severely limits consciousness. It connects the self, as if with a line, either to an object of desire that one wants to have, or to an object of rejection that one wants to avoid. There is no room for a complex you in this focus of attention. The perception of the world is reduced to objects of desire or rejection. The other person is useful or tolerated, but never truly recognized in their being. Behind this, we sense the simplest basic patterns of appetite (lust) and aversion (disgust) from the realm of biological creatures. If our mental abilities were already sufficiently described by this, we would not need to concern ourselves further with “The Team is the Boss.”

This requires a shift from the having mode to the being mode within the team. The being mode frees consciousness from the limitations of linear attention. A field of presence and mindfulness is formed. We connect with everything within this field. As this field of consciousness expands throughout our lives, we become aware of a more comprehensive and detailed “we.” Ultimately, we also develop a sense of the abstract connections between people, cultures, and social trends. This interactive sensitivity is extremely important if we want to work together organically. We must be able to carry other people within us and reflect our entire coexistence within ourselves. This does not happen through the discriminating mind, but only through an empathetic understanding that can be trained. It requires a mixture of heart and head qualities. With the help of this preparation card, we can recognize the difference between linear attention and expanding mindfulness.

system cards

# for an agile and flowing system understanding

**S1 System mode** - conventional functional system

**S2 System mode** - The Team as Boss with the four step circle

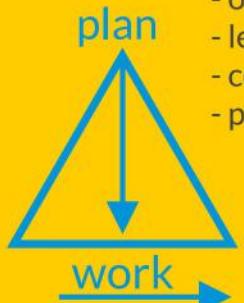
**S3 System mode** - steps for a Team, which is Boss

1

## functional system

e.g. a company

- dominating
- overpowering
- legislating
- controlling
- punishing



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

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

2  
individual

backpack

4

## function fulfillment

- torment
- pressure
- compulsion
- blackmailing
- praise
- payment
- external motivation

= burnout

It is about function,  
profit and institution

3

## collective experience

- fun, relief
- consumption
- addiction
- dissolution of boundaries
- collective experience
- fusion
- dissolution

= loss of self

**System card S1:** Similar to the Four-Step-Circle, it also shows four fields. The conventional functional system occupies the first field. It appears more powerful and important than the people who occupy the second field. In terms of size, the system towers above the individual. It is the source of everything and can be seen as a superior force. Like a father or mother, it makes us look like small children who are needy, deficient, and dependent. A whole backpack full of problems weighs down the individual. No matter how hard they try, the backpack will remain with them for a lifetime; at best, the weight may change slightly. This burden characterizes the deficiency of the suffering creature, from which they try to free themselves laboriously throughout their life.

We try everything to get a functional position in the system so that we can participate from there. The nature of our participation is then already largely predetermined. There are already procedures and plans that are to be carried out in order to achieve a certain result. It is neither our own goal nor our own plan. It may not even be a good, constructive, and meaningful activity. But we are rewarded for it. So we sell our labor to fulfill these plans. An alternative would be to vacate our position in the system (i.e., our job). But where could we go then?

No one is interested in our feelings and needs—unless we stand out in a disruptive way. That is why they are hardly ever expressed in our interactions with others. We struggle day after day to achieve the required result. This leaves us with an excess of mental energy and tension, because this game naturally does little to fulfill us. We cannot channel this excess into the systems, but instead divert it like a lightning rod: we watch TV, drink, smoke, go out, or play video games. In doing so, we are not actually killing time, but only our energy. It has also proven effective to shake off the burden of a lack of connection to life for a moment in a kind of collective dissolution of boundaries and self-dissolution. Loudness and hustle and bustle serve as a substitute for depth and vitality. Standing in a crowd and cheering or sitting in an audience and clapping helps, as does the consumption of substances or excessive sports activities. All of this allows the troubled self to recede. Even depression is a form of such a dissolution of boundaries. One simply dissolves into gray and emptiness.

This system mode does not know a cycle, but only two dead ends: one individual to the third field and one for the system to the fourth field. And no matter how much the individual may hope, there is certainly no plan for a solution in the system, neither today nor at any other time, and the others are in a similar situation to us, except that they may be drifting a little further up. In some places, lived unhappiness can put a smile on your face.



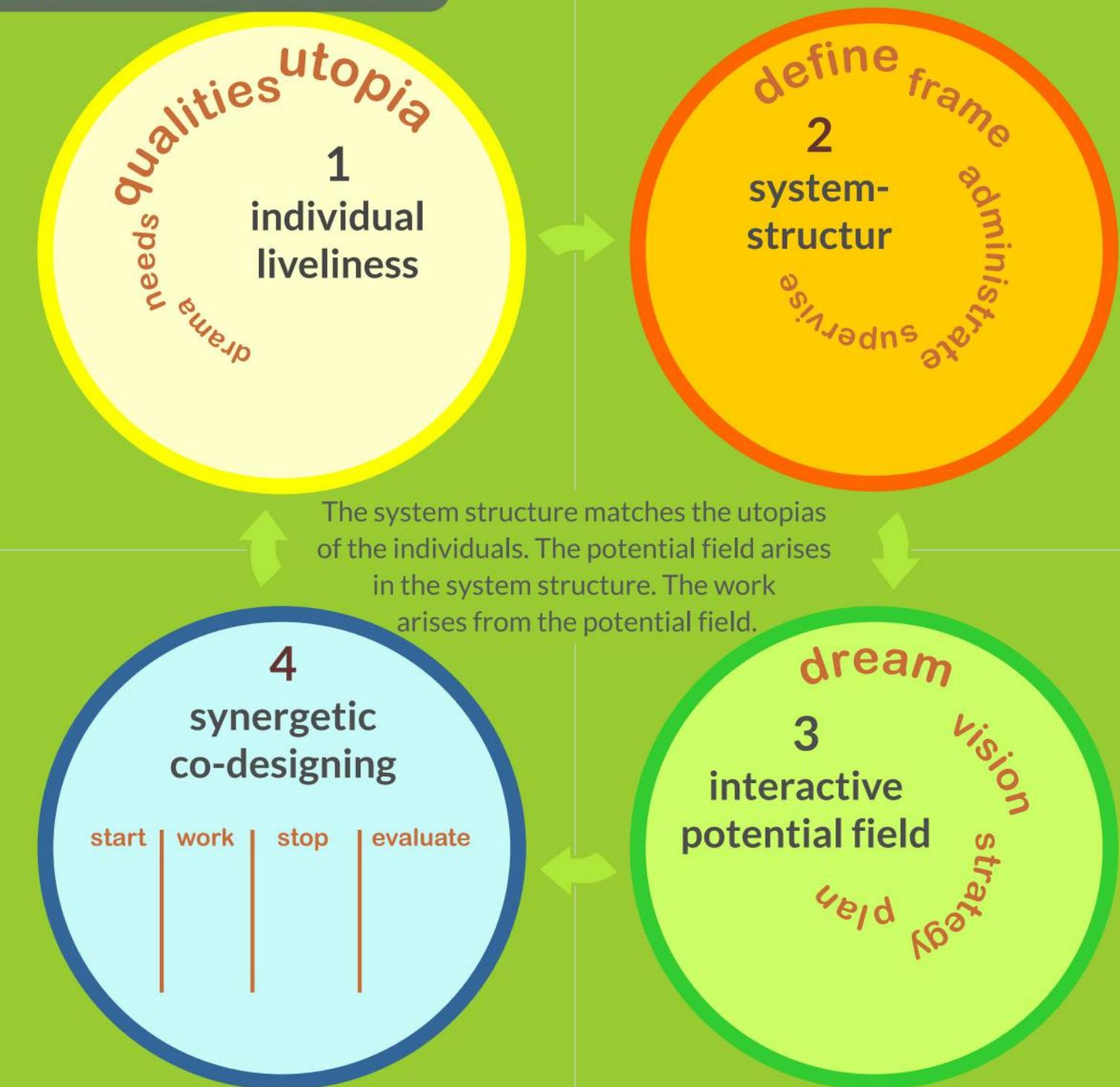
It is about  
the project



**System card S2:** This card shows that for a team being the boss the individual has its place in the first field of the Four-Step-Circle. Everything starts with people, because they are the source of energy, inspiration, creativity, vitality, spirituality, awareness, and meaning. Whether this source is small or large is quite irrelevant. Small springs feed large rivers.

The second field does not contain “the system,” but only the system structure, which must be constantly adapted. It serves to help individuals pool their strengths effectively in the project. These strengths should flow together, align themselves with the utopias of the individuals, and crystallize into shared visions and goals. The right people come together in a self-organized manner so that one person in the team does not want to go east while another heads west.

This happens without any claim to perfection. Everything just has to be appropriate and good enough for the current project and its current stage. This gradually leads to a qualitative improvement in the projects in the form of a spiral – as long as the participants are willing to go along with it and want to. A second spiral of growth results from the fact that we also bring these insights, skills, and experiences into our partnerships, families, friendships, etc. Later, larger work teams, entire companies, and ultimately perhaps the larger community environment are added. In this way, growth takes place organically from the inside out.



**System Card S3:** This card provides a simple overview of the processes involved in a team being the boss. The game usually begins on the first field, perhaps even with a drama involving one or two people. This develops via needs to qualities, until you finally arrive at the individual utopia (see also Tool Card T1.1). In this way, each team member connects to the positive, forward-looking energy that flows into the joint game.

On the second field of the Four-Step-Circle (see also Basic Cards B1 and B2), the team gradually develops the structure currently needed for the joint project. This structure forms the appropriate framework for the team.

In the third step of the Four-Step-Circle, the individual utopias are linked to form a realistic vision that inspires the team. In addition, a sense of mutual understanding and of the burgeoning project develops. The vision is followed by a strategy that the team can then implement tactically and intelligently. This takes place in the fourth field of the Four-Step-Circle. (See also the NVC-plus strategy on the web-page.)

The aim here is to work together synergistically. The map symbolically shows a simple KANBAN board structure. However, there are several methods that can be applied here. More information is available on request.

The final step is to stop in time, interrupt the action, and return to ourselves—to the first field of the Four-Step-Circle. We step out of the system and pause. This prevents us from losing ourselves too much in a role or team structure and allows us to remain true to ourselves and our own utopia. We recover and see what the passage has done to us.

Then we move on to the second field. There, we readjust the structure and the cycle continues in another cycle.

# tool-cards

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

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

**T1.1 Individual** - the inner drive

**T1.2 Individual** - drive and neuronal processes (behavior control model)

**T1.3 Individual**'s own potential according to the Modal Matrix

**T1.4 Individual** - System launch with the Modal Matrix

**T2.1 System structure** - Framing with the Modalmatrix

**T2.2 System structure** - the limits of cooperation

**T2.3 System structure** - the levels of the system structure

**T2.4 System structure** - levels of system transformation

**T2.5 System structure** - Orbital Model

**T3.1 Interactive sensitivity** - synergetic field activation

**T3.2 Interactive sensitivity** - parameters

**T3.3 Interactive sensitivity** - potencial field

**T4.1 synergetic designing** - parameters

**T4.2 synergetic team design** - team cluster



**Tool Card T1.1:** This card illustrates a tool for the first field of the Four-Step Circle (see Basic Cards B1 and B2, as well as System Card S3). This is why the circle and the top left corner of the card are yellow. This important tool can be used to determine and change the source of an individual's energy, which can come from drama, needs, qualities (or ideals or values), or utopias. These four areas are interrelated. For 'The Team is the Boss', start by looking for a project utopia. This approach is both constructive and inspiring. The path from drama to utopia leads through the collection of unfulfilled needs in the drama. (See the list of needs available for download on the webpage.) Needs are missing qualities. In order to fulfil these qualities, you need a utopia or vision that matches them.

The utopia is central to the further joint approach. It should not be completely unrealistic, but also not kept too small out of caution. Thoughts are free, and a utopian thought must be inspiring – otherwise it is not utopian. Some prefer to call it a dream. Utopia can also be described as an individual vision.

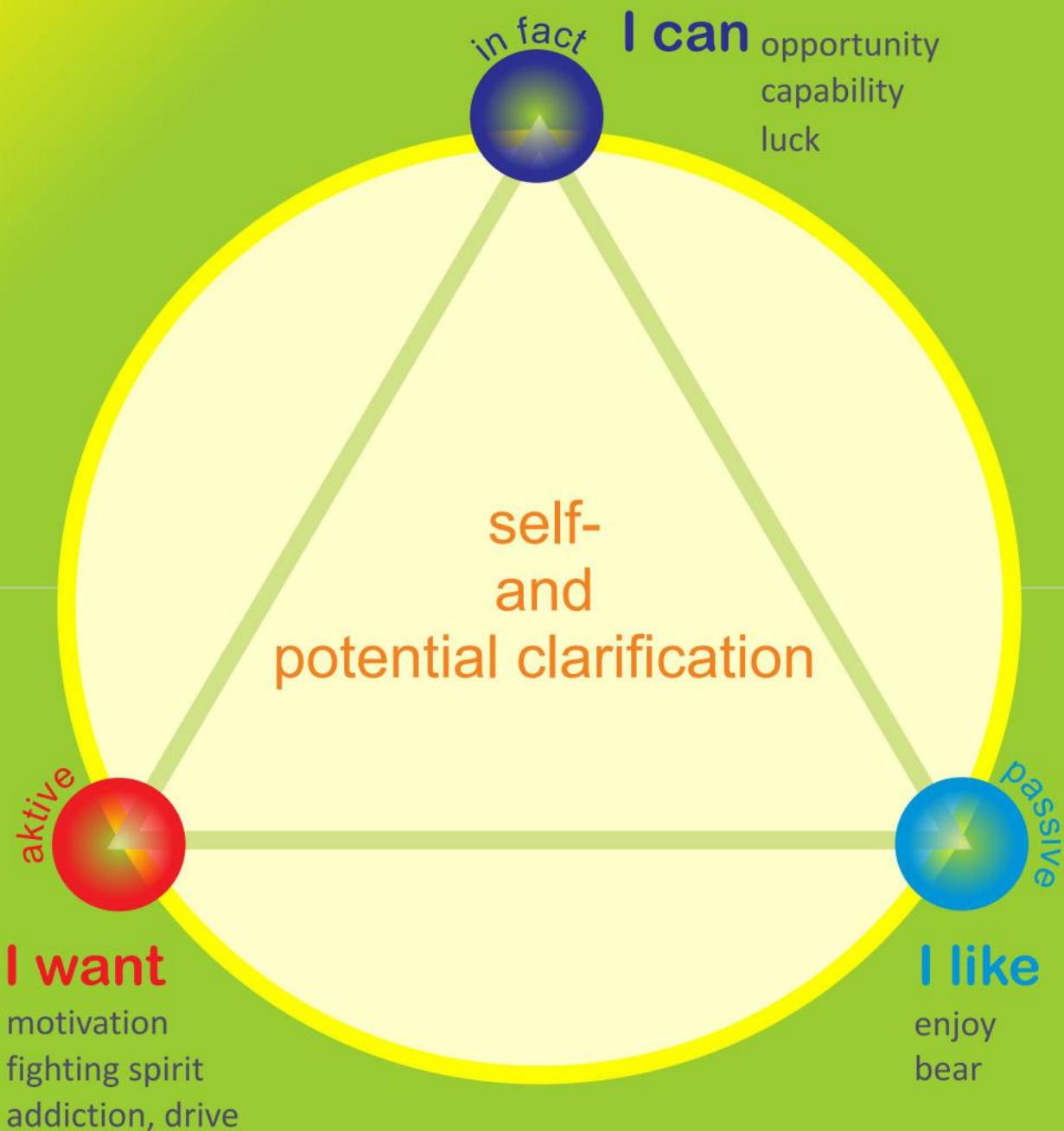
What we don't want to do is come up with a utopia, then look for the qualities of that utopia, only to find that they are not fulfilled at all, but only exist as needs. We would then slide straight into drama about the unfulfilled needs and then start the project with this energy. The reverse approach is better.

**Application:** There is a utopia hidden in every drama. Ask yourself what qualities you bring to the process and what utopia you want to realise. If you feel held back by a drama, then find the needs and qualities that lead to the utopia hidden within it.



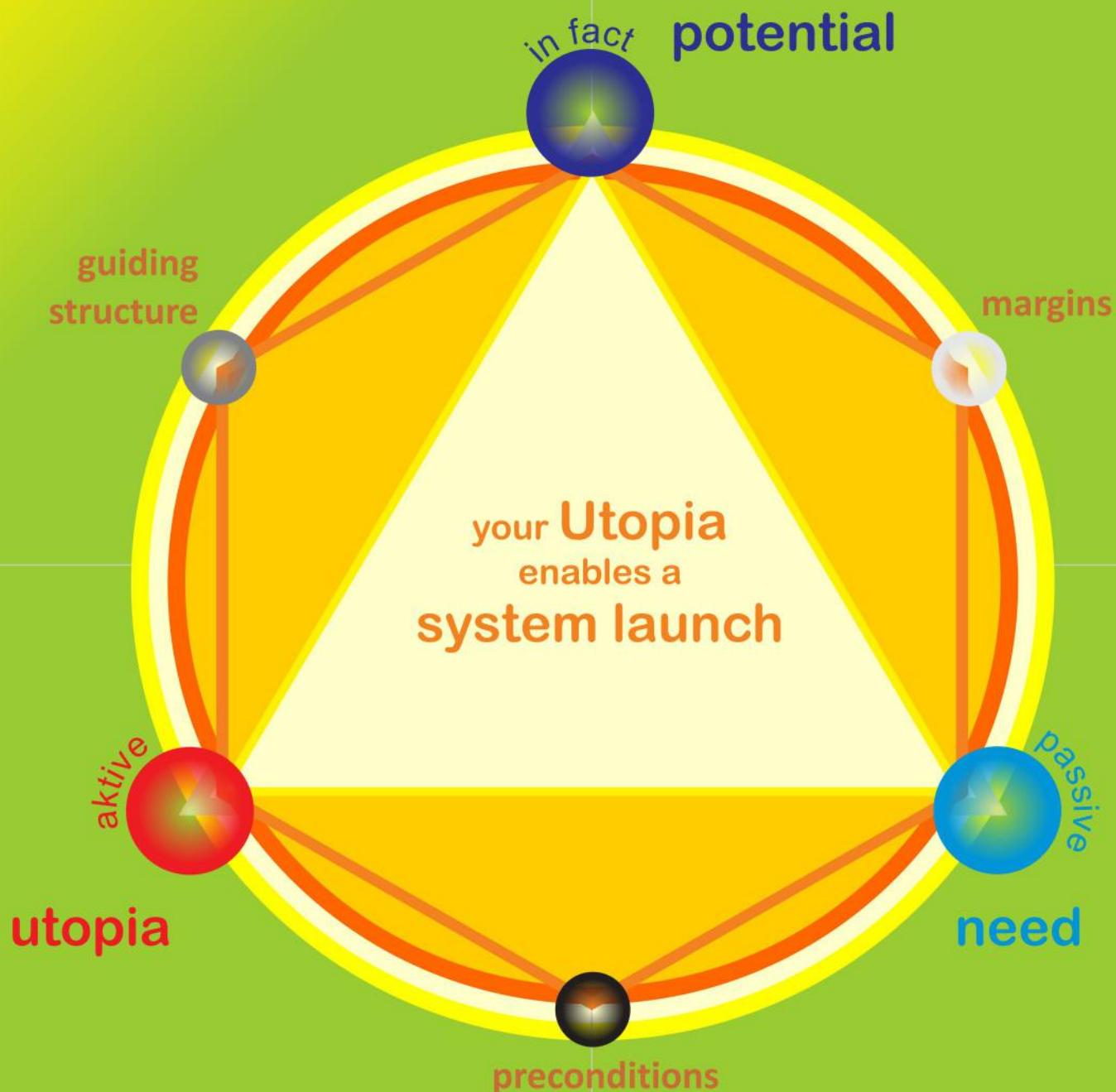
**Tool card T1.2:** Professor Julius Kuhl identified four brain processes that control our behaviour: the immediate 'YES', the immediate 'NO', the delayed "YES" and the delayed 'NO'. These are the processes that a living being needs for unconscious behaviour control. A deer comes to a clearing. It wants to graze on the delicious grass immediately (YES), but it senses something and hesitates (delayed YES): a hunter? It changes its plan (NO) 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). It manages the jump and escapes (peace). When we experience inhibitions or compulsions, an unconscious brain process is active that delays our behaviour. 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. So how do we quickly move from an unconscious delay to a conscious yes or no?

**Application:** We can lay four squares on the floor or draw them on the asphalt with chalk. When we are centred, we are in our natural state of peace. 'I hope for nothing, I fear nothing – I am free' is a Buddhist saying. From there, we move into the realm of appetite (yes, I want) or aversion (no, I don't want). What is important to us right now? What is our goal? When we are aware of this, our behaviour is clear. However, when we are unclear, we first need a plan. We move on to the 'delayed NO' field. What needs to happen first? Why are we doing it anyway? How can we put this into a plan and how can we measure success? If we can't come up with a plan yet, we can at least gather the parameters for success, e.g. with the NVC-plus needs list, which can be found on the webpage. We can sort these parameters according to their importance and then slowly weave them into a plan. Then we turn to the 'delayed YES' field. What still needs to happen? What is the reason that it doesn't fit after all, and how could it fit? When will the obstacle be overcome? Can we plan this better? Once we have a plan, we move on to the 'YES' field. Are we ready to execute the plan, or is something still missing? If so, when will we be ready to complete the action (No)? By moving back and forth between the fields, unconscious resistance is clarified and becomes conscious strategy. Our energies flow from inhibition and compulsion to solution.



**Tool card T1.3:** This is the first card that uses the Modal-Matrix as a model. I developed this model to make the interaction between people more predictable. The Modal-Matrix shows a triangle connecting the points “I LIKE,” “I WANT,” and “I CAN.” Three more modal verbs are introduced on subsequent tool cards. We like many things, but “liking” is rather passive. If, on the other hand, we want something, it activates our potential for action. However, that does not mean that we can do it. To be able to do something, you need opportunity, ability, and also a little luck. It is difficult to work effectively with people who only like something but do not want it. But if people only want something and do not like it, the enjoyment factor is missing.

**Application:** What do we LIKE about our team or our company, what do we WANT, and what can we DO? Pay attention to the subjunctive: “Yes, actually, I would sometimes want something if I could...” Clear statements help. Clear statements help us to find and understand each other within the project.

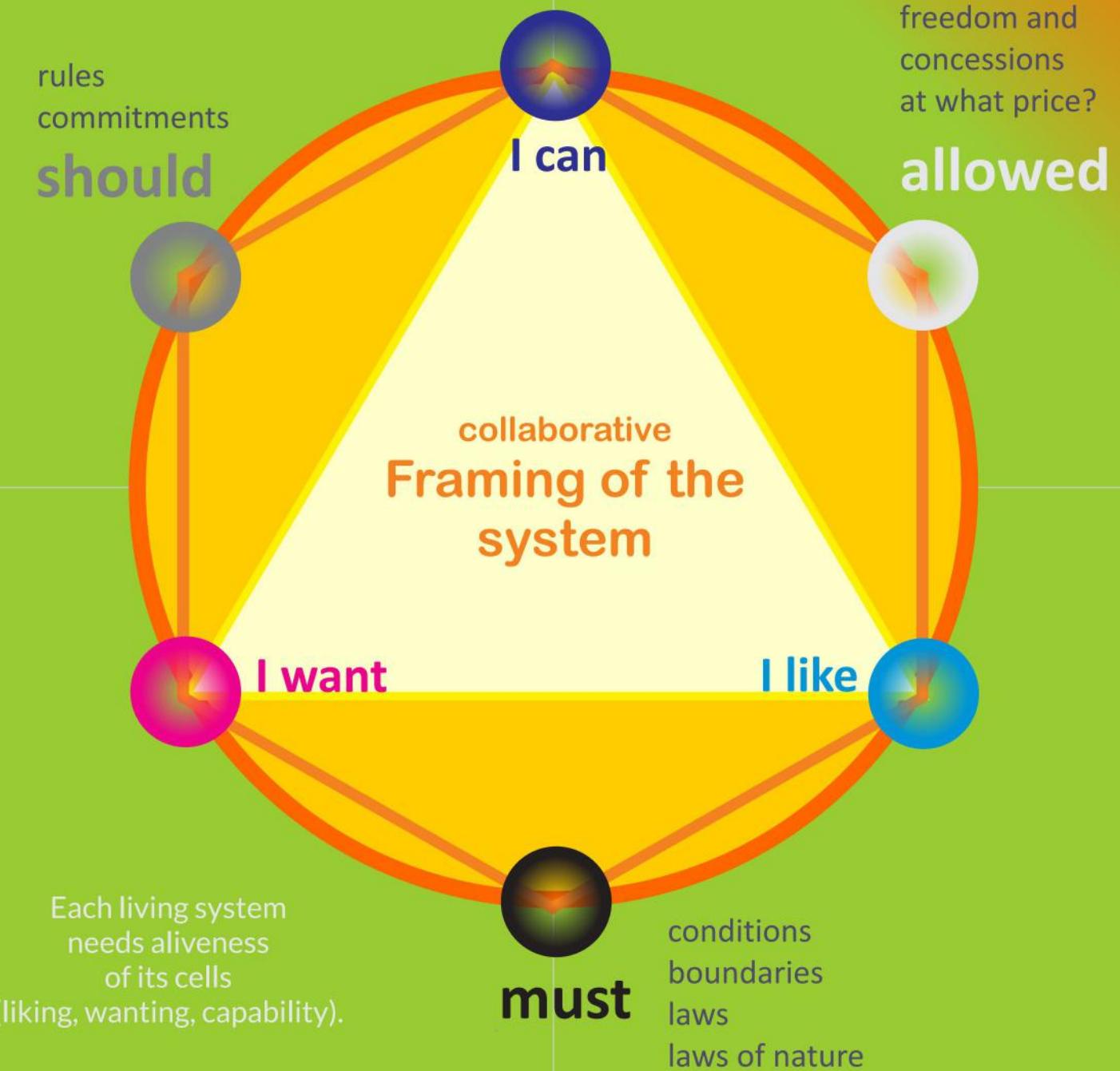


**Tool card T1.4:** This is the second card for the Modal-Matrix model. It shows the three modal verbs that are not individual in nature. These are the preconditions (MUST), the guiding structure (SHOULD), and the scope for action (MAY). This will be explained in more detail in the next tool card, T2.1.

Here, the individual calmly reflects on the second field of the Four-Step-Circle and considers the common MUST, SHOULD, and MAY from their own perspective. What preconditions exist, which rules seem reasonable, and what scope is necessary?

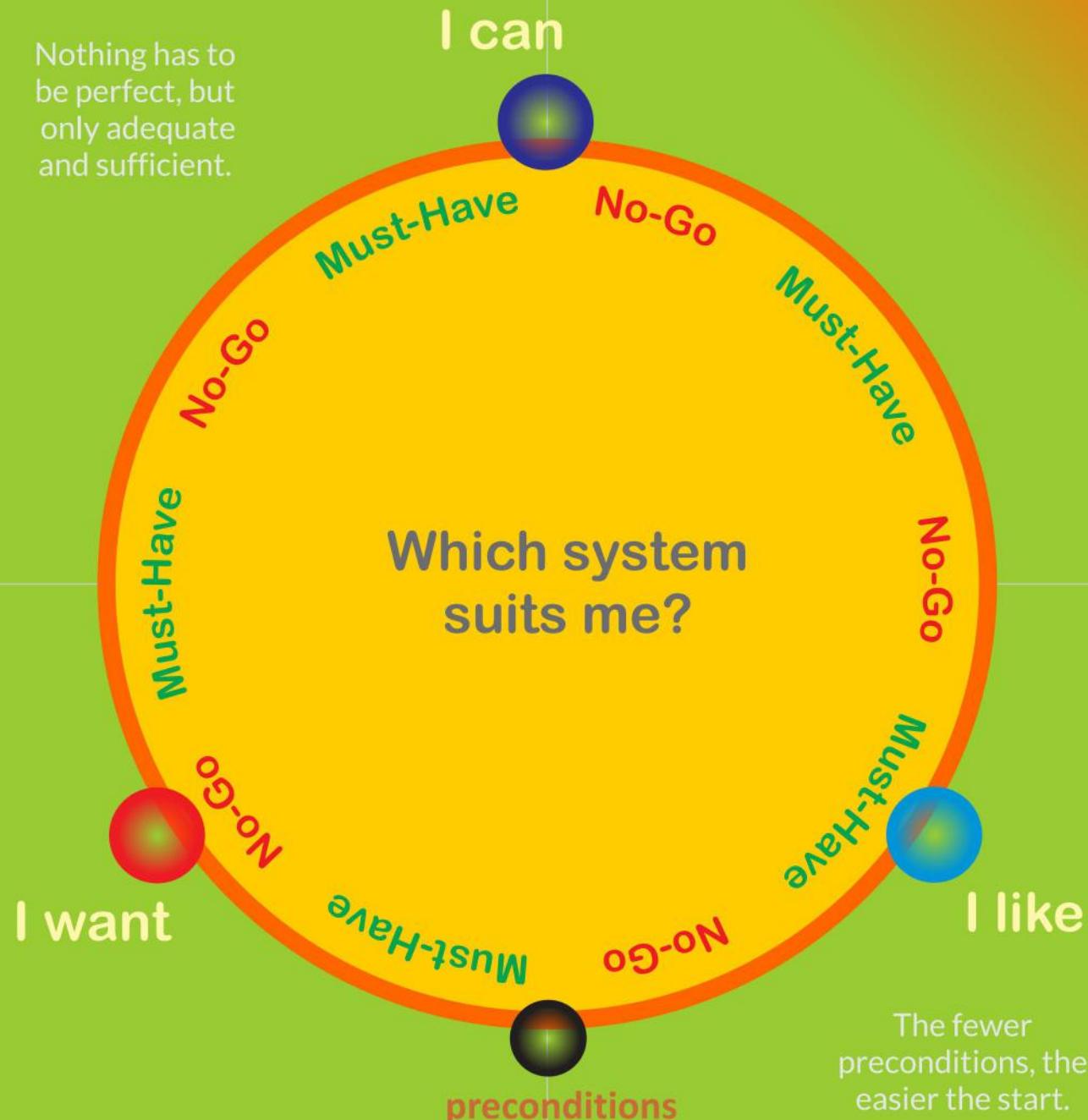
We will also recognize that 'I LIKE' has to do with a need, 'I WANT' with a utopia, and 'I CAN' with potential.

**Application:** Before we enter into a joint negotiation, we can reflect in advance on our inner situation in relation to the common ground. We may do this alone at first and then with the team later on.



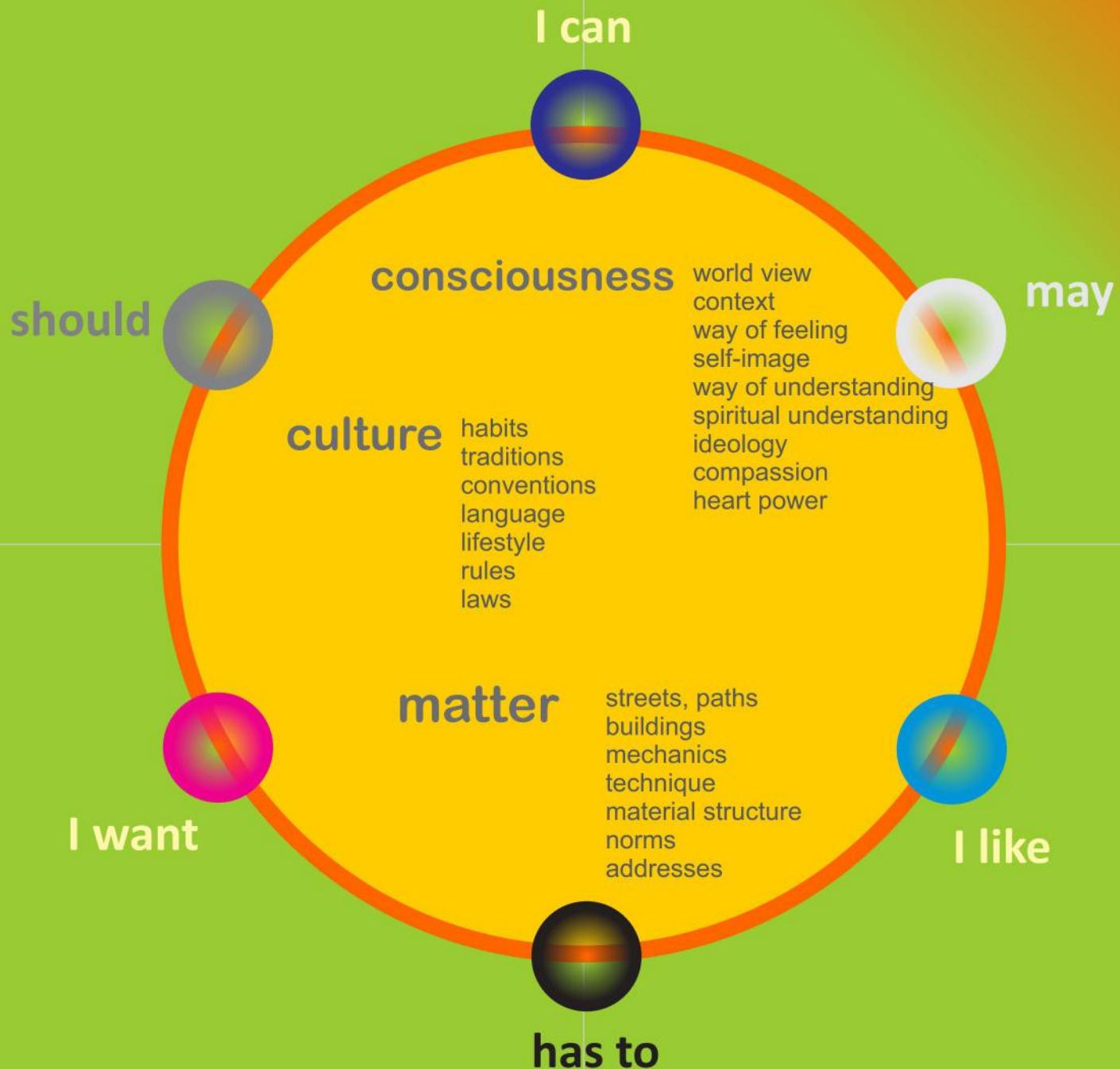
**Tool Card T2.1:** This card shows a tool for the second field of the Four-Step Circle (see Basic Cards B1 and B2, and System Card S3). Therefore, the circle and the top right-hand corner of the card are coloured orange. The card now shows the complete model of the modal matrix, which derives its name from the modal verbs. This card also shows the next three positions lying outside the person's yellow triangle: MUST, SHOULD, MAY: The team(member) MUST because it itself, the project, or the environment needs something. For example, if you want to lose weight, you must ... (or must not ...)? MUST shows us the limits and framework conditions. What must be fulfilled so that we can form an adequate system? We need time, energy, and health. We need communication and encounters. We need gravity and air to breathe, etc. In addition, there are certain rules and obligations that keep things running. They are described by SHOULD. "MAY" marks the areas of freedom. However, these often come at a price. Who pays it, and how high is it?

Application: We consider a system structure that is as lean and elegant as possible, enabling us to implement our project or our current project phase. We identify conditions, obligations and concessions. They must be appropriate for us and conducive to the project's success.



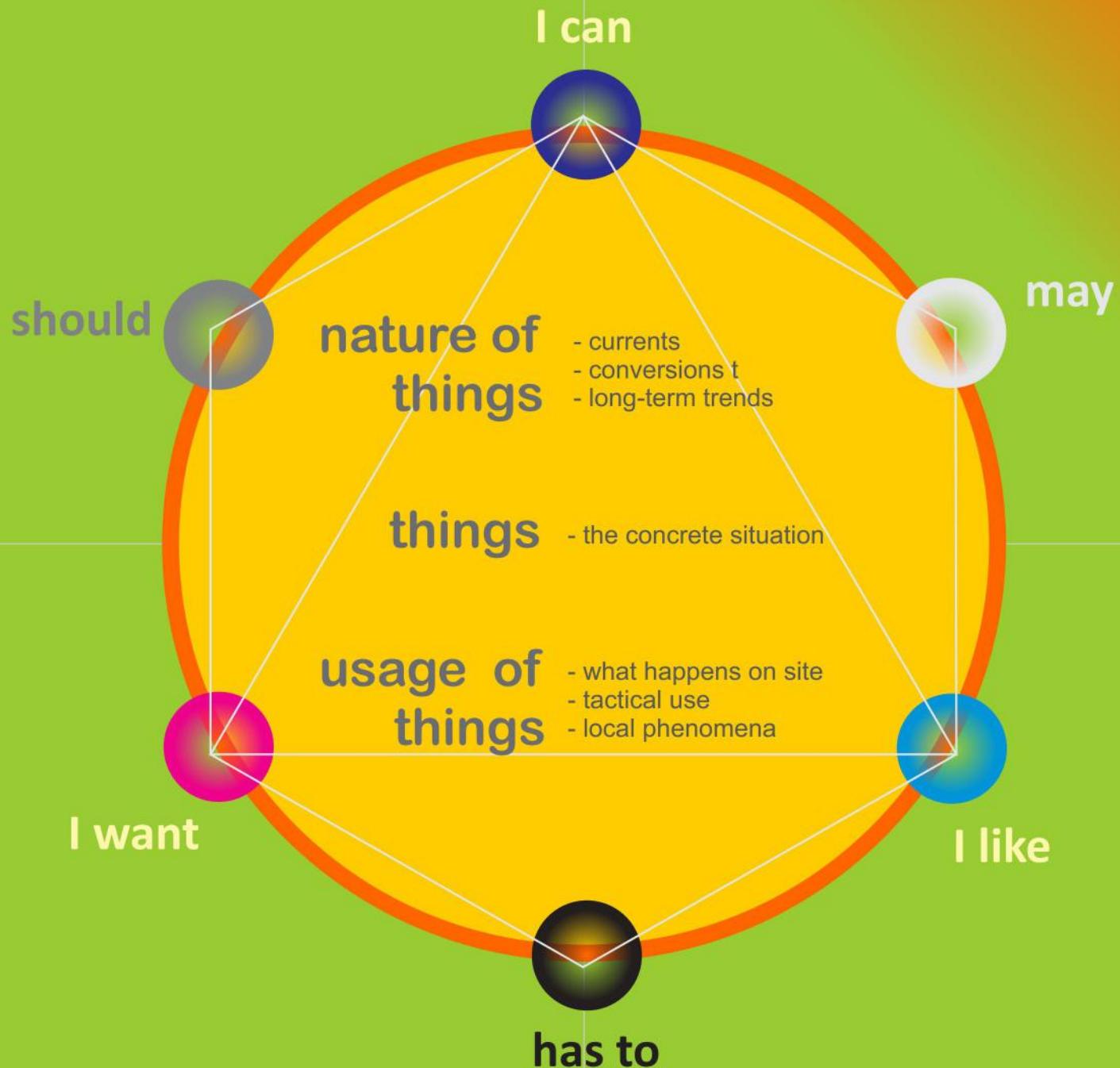
**Tool Card 2.2:** This card shows a tool for the second field of the Four-Step Circle (see Basic Cards B1 and B2, and System Card S3). This is why the circle and top right-hand corner of the card are coloured orange. The team uses the tool to describe the personal requirements that must be met by each individual in the system. These can be formulated as 'No-Gos' and 'Must-Haves'. What must be fulfilled for everyone, and what must not be fulfilled, in order to stay on board? The No-Gos and Must-Haves are collected at the start of the project. If we realise at this stage that no viable framework for the team can be established, then we have failed at the earliest and most favourable stage. The No-Gos and Must-Haves can also be updated if situations or people change significantly.

**Application:** We share our Must-Haves and No-Gos with each other. Are we all on board? Each person should name as few preconditions as possible that would cause them not to join or leave the project. It does not matter whether unfulfilled preconditions would lead to an internal or external exit.



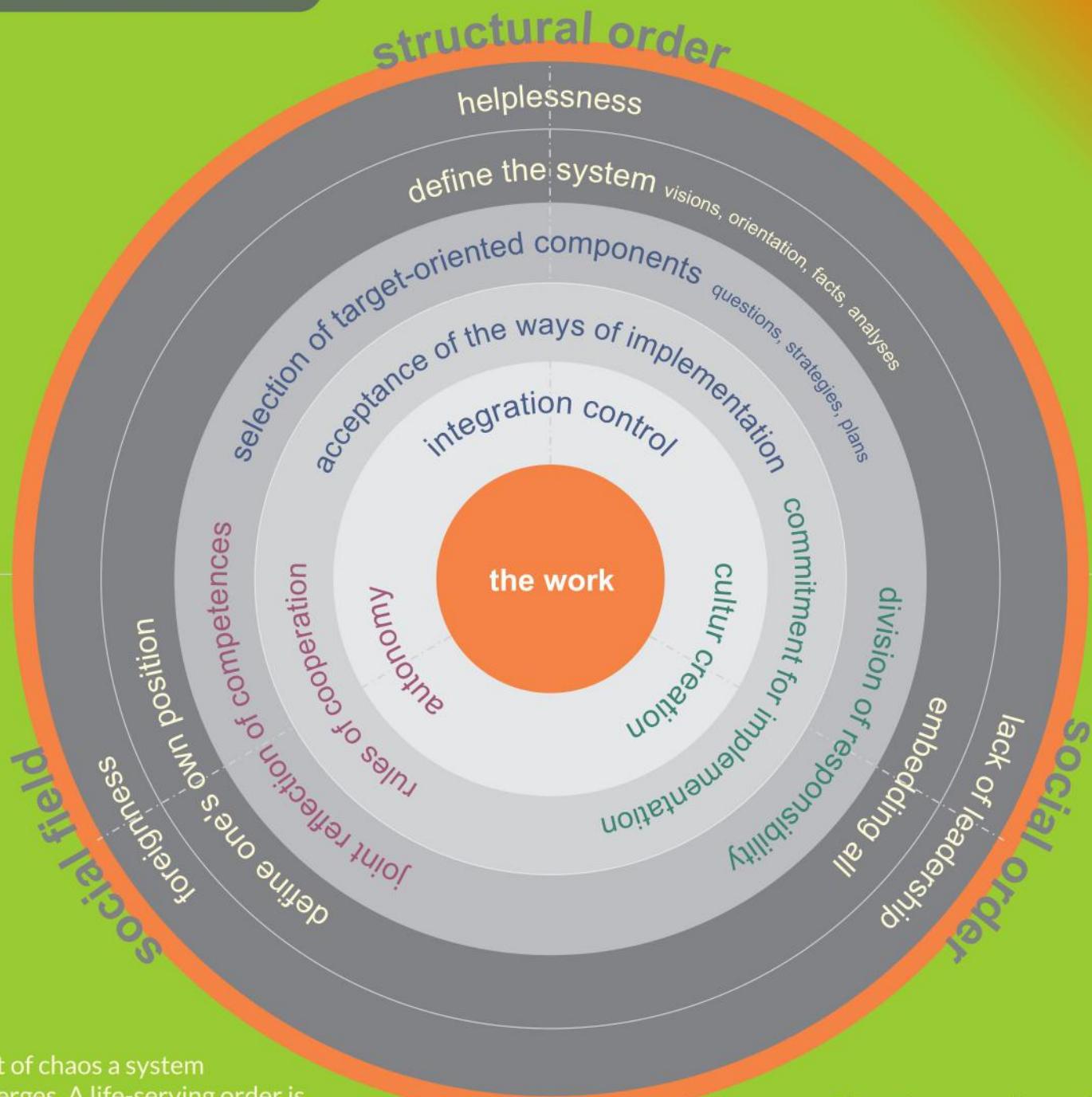
**Tool card T2.3:** This card reminds us that a system structure consists of several areas that are difficult to grasp in varying degrees. Consciousness is quite abstract, culture is somewhat clearer, especially the familiar, and the material structure can be calculated and measured according to the laws of physics. When we devise a suitable system structure, we should keep everything in mind. This is because our consciousness is already framed by our cultural and structural understanding, and so is our social environment. Our surroundings are also structured and designed. All of this opens up opportunities and obstacles. What needs to be done?

**Application:** We talk about the existing structures that seem relevant to us. What promotes our project and the utopias of individuals, and 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 desired as easy as possible and the undesired as difficult as possible?



**Toolcard T2.4:** This card reminds us that a system structure consists of several components that are difficult to grasp in different ways: The nature of things is rather abstract, whereas the things themselves are concrete and tangible. The use of these things—be they tools, materials, machines, or forms—may be a matter of practice, experience, or be sensibly regulated by agreements. (See, for example, the S5 method.) Such considerations open up the possibility of thinking comprehensively about a favorable structure and optimizing it step by step.

**Application:** We talk about the existing structures that seem relevant to us. What promotes our project and the utopias of individuals, and 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 desired as simple as possible and the undesired—such as mistakes and errors—as unlikely as possible?



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

The order serves the work to be created together.

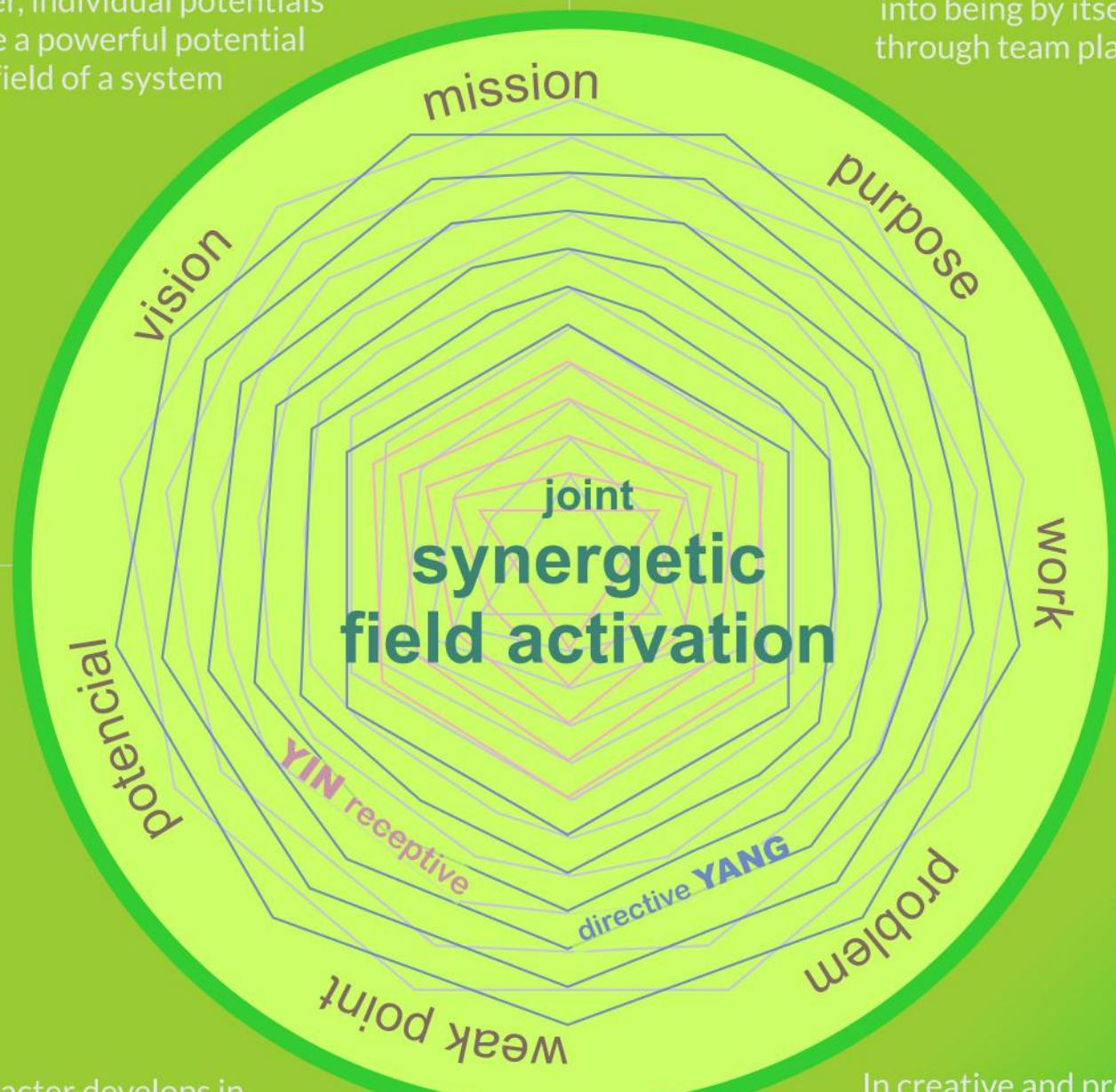
**Tool card T2.5:** The orbital model is the sister model to Robert Kana's pentagon model. We approach our project implementation from the outside in. At the beginning, we as a team find ourselves in the dark zone, where we are unable to achieve anything together. But section by section, we approach the innermost circle, where our work processes will run smoothly. However, this will not remain the case. With the help of this model, we can then also recognize the stage to which we have fallen back and subsequently feel our way back inwards together. Application: The model is used for the joint planning of suitable system structures. We sit down together and reflect jointly or consider individually how things stand in terms of common ground. This card is particularly valuable for diagnostic purposes. More information can be found in the book "The Pentagon Challenge" by Robert Kana and Jeanny Gucher.

Step by step, everyone finds their way from alienation to their good position and from there to their interdependent autonomy. The initial lack of leadership gives rise to a culture that replaces the dominant leader, as long as we commit ourselves. The initial lack of planning was made feasible by selecting goal-oriented components and is verified by means of integration control.

Of course, this model may seem a bit technical for couples and families at first, but lack of planning, dependence on others, and lack of leadership are parameters that many people recognize.

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..

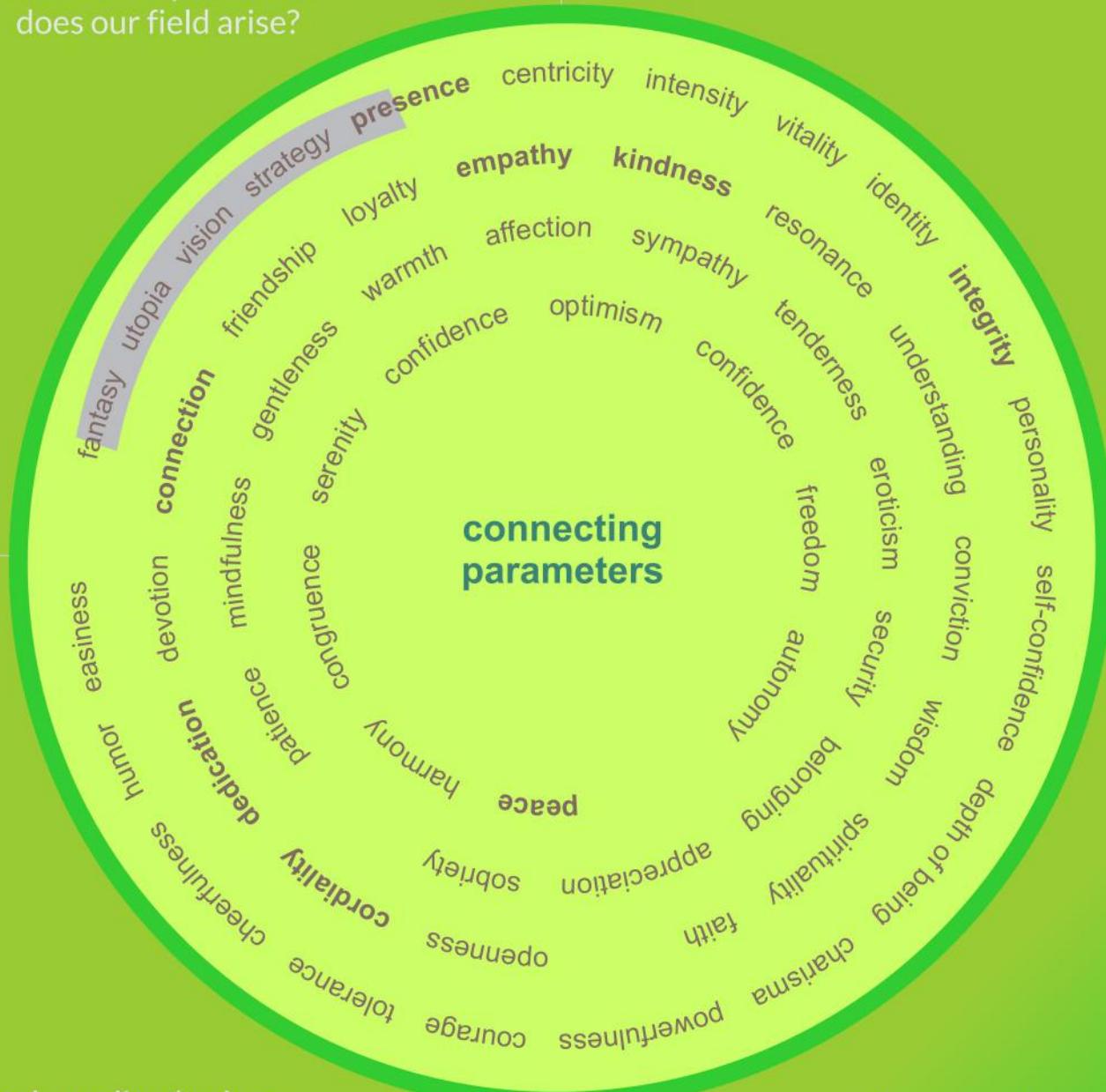
**Tool card T3.1:** A special force or potential field can arise within a system structure. It is formed by the entanglement of individual potentials and surrounding forces, such as the forces of nature, capital flows, or the market. This card shows the Yin and Yang field lines that make up the system field.

Yin is receptive, Yang is directive, and together they form communicative and interactive elements. Individuals should develop a shared vision here, which is also based on their individual utopias. The system field cannot be explained physically, but rather metaphysically or phenomenally. It is not created, but rather arises when the preconditions for its emergence are met. Inspiration, presence, and mindfulness resonate with each other.

**Application:** We come together as part of a project. Before we get down to business, we take a moment of silence. We try to train our sensitivity. When we listen more intently to the room instead of looking at it, it activates our presence. We could hold a tea ceremony or just close our eyes for a moment. We can either face each other or sit in a circle to arrive as a team. At some point, we feel the reality of a shared force field that we can use for inspiration or vision. It is the field of the meta-organism that we form as a living and conscious team.

How can we reinforce the field?

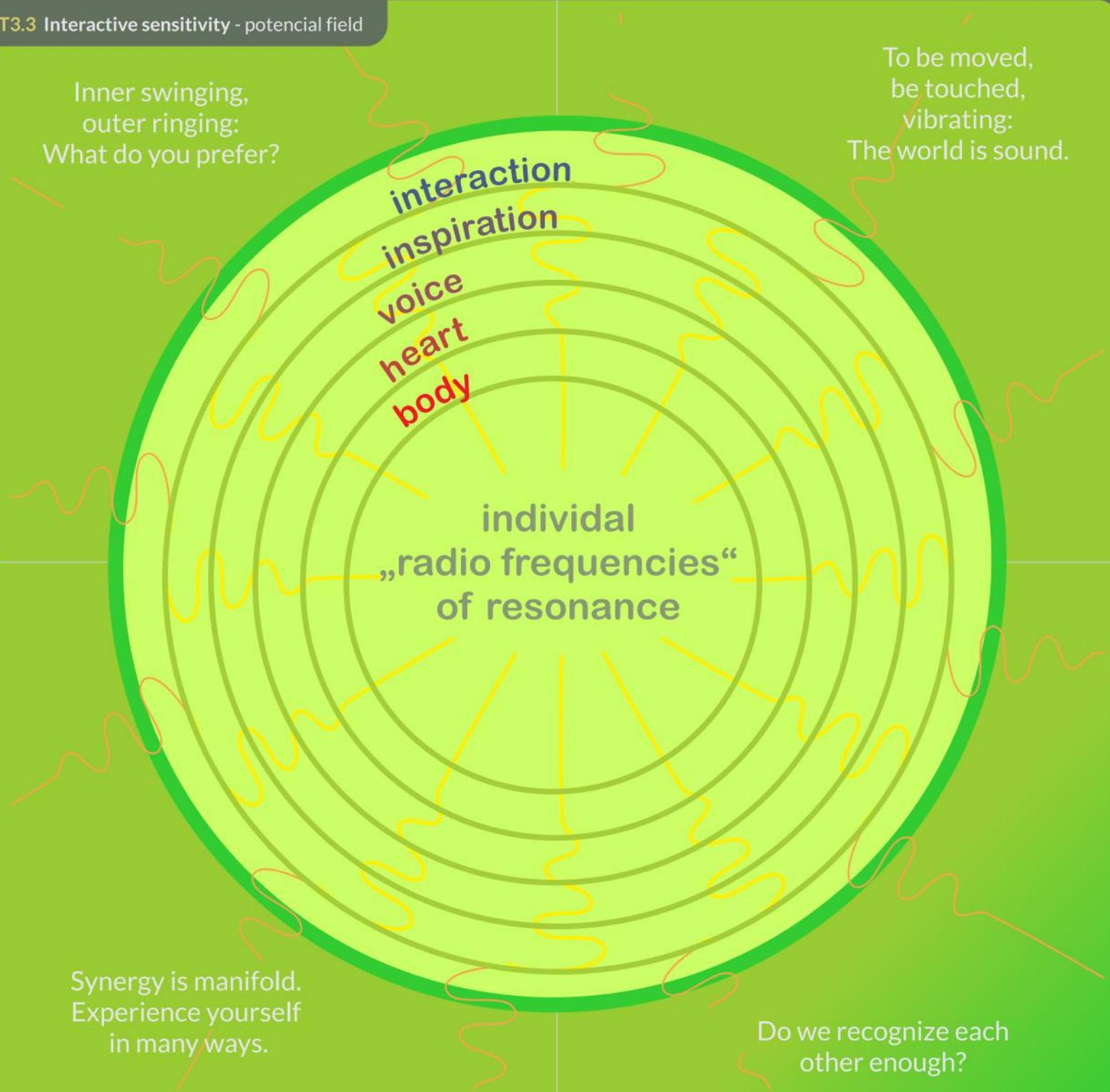
Out of which parameters does our field arise?

Need, requirement,  
ideal or quality?

**Tool Card 3.2:** This is the first card for the third field of the Four-Step-Circle. The circle and lower left corner of the card are therefore colored green. These needs words are a simplified form of the needs list from the appendix of the book “The Team is the Boss”. They can also be found in the download tool repository on the website. Words are necessary to talk about what is relevant. Without the appropriate terms, the mind cannot access the information explicitly, and intuition cannot find the words to communicate it.

**Application:** We read the words and check which parameter resonates with us. What is still missing? Which adjustment screw should we turn? We may be able to refer to the more detailed list of needs in the appendix and add missing words and technical terms.

### T3.3 Interactive sensitivity - potential field

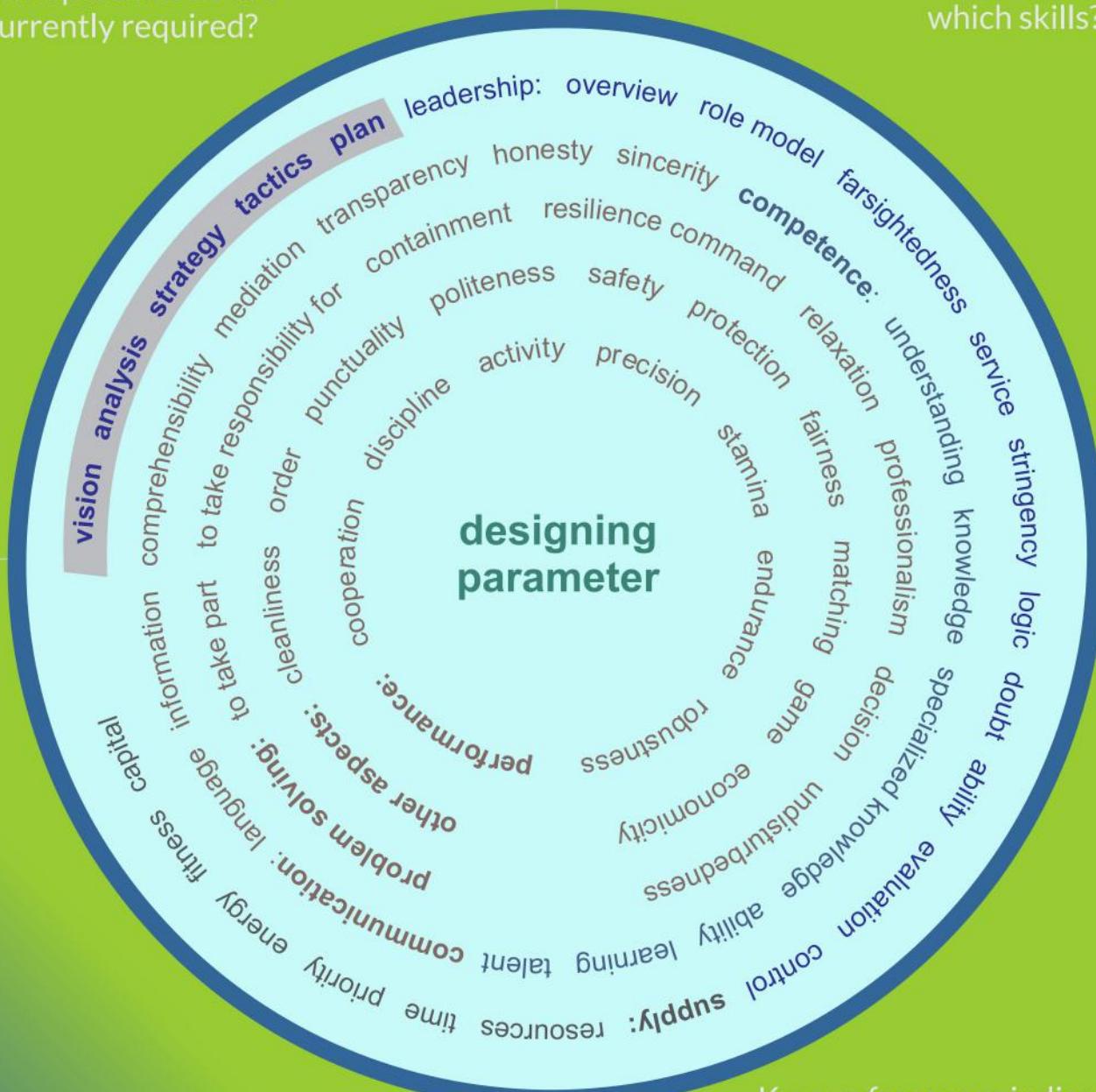


**Tool card T3.3:** On which frequency do we transmit into the field, and on which frequency are we most easily reachable? This card shows that the shared field is composed of different radio frequencies. If we do not listen and transmit on all frequencies, some things will inevitably fall by the wayside.

**Application:** What does everyone respond to? What touches and what frightens us? What passes us by? If we are familiar enough with each other, we can talk about it or try to guess how others “tick.” How does the head person reach the gut or heart type? Interactive sensitivity must also be developed for this.

## Which parameters are currently required?

## For which parameters we need which skills?



## Need or requirement?

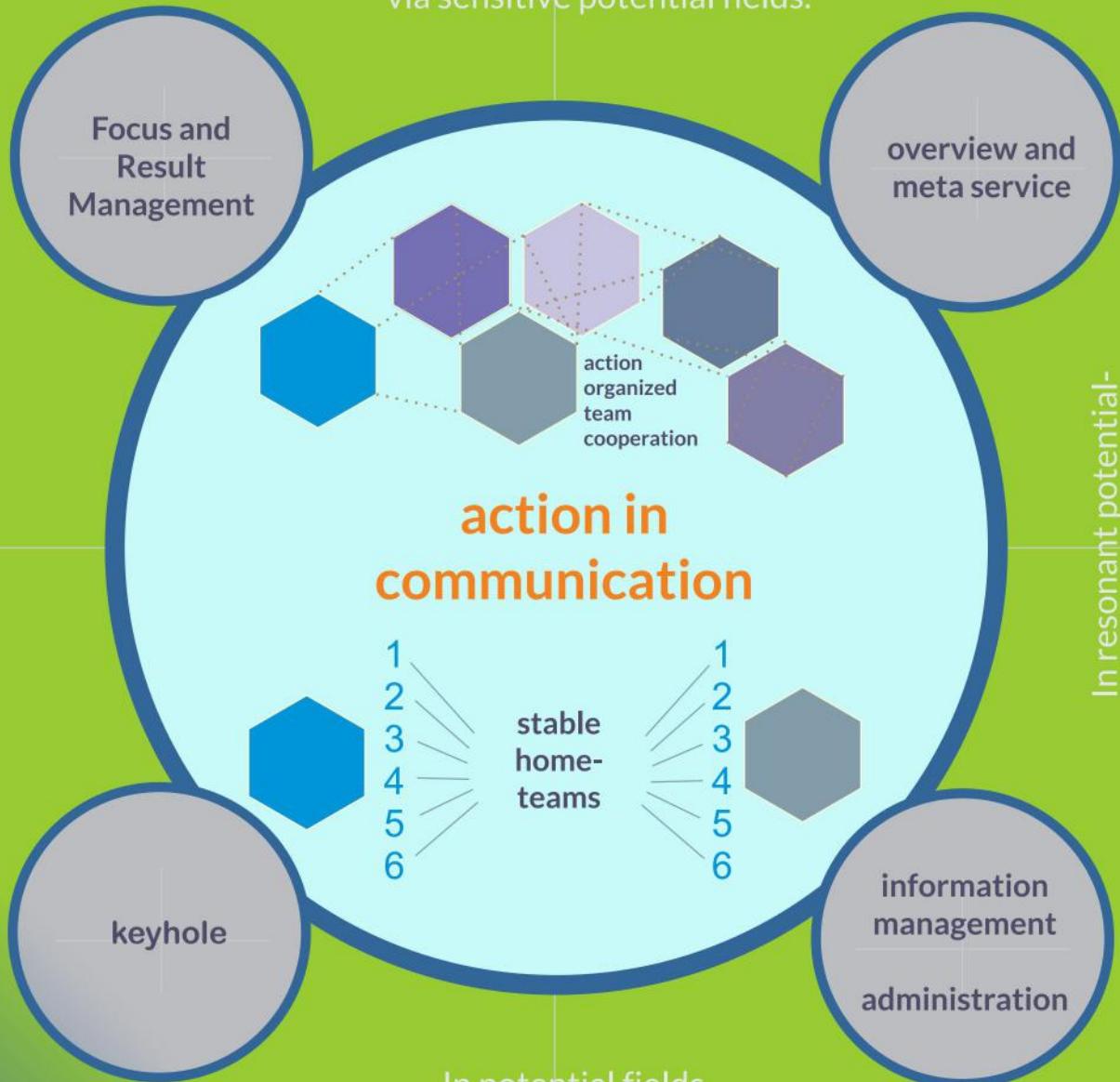
Key performance indicators show problems and success - they are not problems or success on their own.

**Tool card T4.1:** These needs words represent a simplified form of the needs list from the appendix of the book “The Team is the Boss” (The Team is the Boss). The list can also be found in the download tool repository on the website. Words are necessary in order to talk about what is relevant. Without words, the mind cannot comprehend and grasp.

**Application:** We read the words for the fourth field of the Four-Step-Circle and check which parameter resonates with us. What is still missing? Which adjustment should we make? We may be able to refer to the more detailed list of needs from the appendix and add our own terms.

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

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

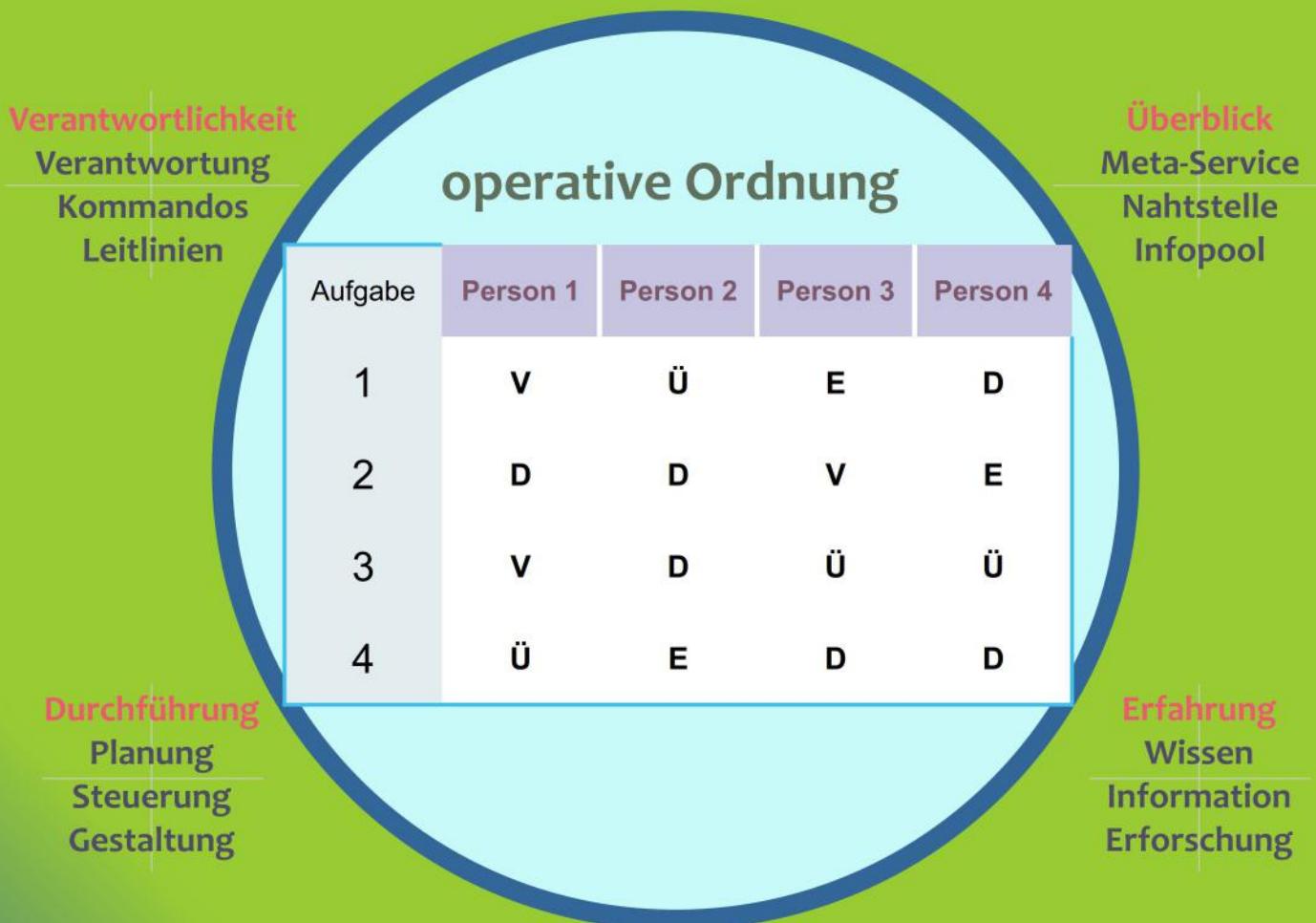


**Tool card 4.2:** This card shows possible team structures that we can form as part of a broader collaboration. The home teams are permanent, so the team members soon understand each other blindly. In addition, there are also action-based team compositions that dissolve as soon as the respective project is completed. If you stick to small cells of six to a maximum of ten people, communication between them is easily possible. There are three positions in the basic structure of each team: one that keeps an eye on the big picture and team management, one that focuses on results, and one that handles internal and external administration and communication management. After all, the results should also be available to others, and the relevant information currently needed for networked collaboration should be exchanged. Outsiders can participate in teamwork to a certain extent via the “keyhole” position. This position ensures that the team does not cultivate a watertight secrecy and thus stagnates internally, as is the case in a partnership without friends.

**Application:** The system members organize themselves in a team structure that best suits the respective project tasks. For more complex projects and larger contexts, specially tested cooperative team divisions can be used, for example, according to the concept of the “living organization” (Guido Fiolka), the “collegial enterprise” (Bernd Oesterreich/Claudia Schröder), or the Viable System Model (Stafford Beer). However, it is also possible to do it completely differently. Further information is available on request.

Die RACI-Matrix verbindet Aufgaben mit Personen.

Wer ist: a) responsible, b) accountable, c) to be consulted, d) to be informed?

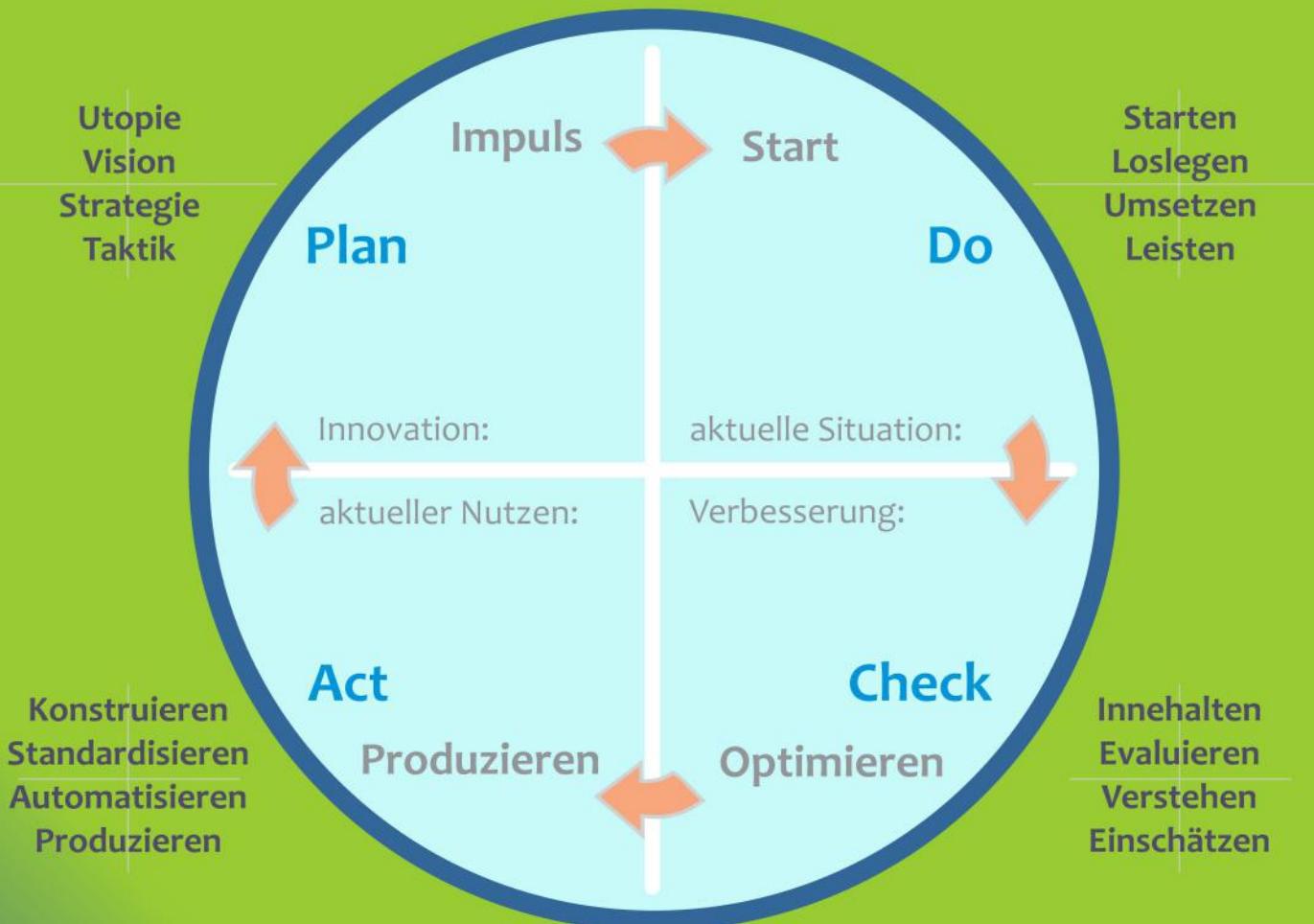


Gestaltet eure RACI-Matrix so, dass sie euch im Team, im Unternehmen und für das Projekt sinnvoll erscheint.

**Tool Card 4.3:** The RACI matrix is a common tool in management. In its basic form, four different aspects are assigned to individuals within the scope of individual tasks:a) Responsible (responsible for implementation),b) Accountable (commercially and legally responsible),c) To be Consulted (to be consulted),d) To be Informed (to be informed). There are also other forms of the matrix that use different parameters. Application: A team will use the RACI matrix where it makes sense to do so. Transparency at the handover points is particularly important for the teams. Who has an overview of what? Who is responsible for what? Who carries out what? Who is an expert in what? Who should be contacted for information?

**Application:** Wherever it makes sense, responsibilities are made transparent. Especially when the team, being the boss, has taken over the management of the project, it must be clear who is responsible for which tasks in what form and what the team members are capable of individually and collectively. The matrix can be applied both “locally” to individual tasks and “globally” to the project. This makes it clear when team members are overworked or underworked.

## Der PDCA-Zyklus (Plan-Do-Check-Act)



Erst mal gut genug starten, dann kontinuierlich verbessern.

**Tool Card 4.4:** The PDCA cycle is another common management tool. It is about the continuous improvement of procedures and processes. The four terms a) Plan, b) Do, c) Check, and d) Act are somewhat unfortunate choices, but they have become established as the standard terminology. However, the team or company can also come up with new terms. The idea remains the same: How can we start simply and continuously improve the processes until they run safely and automatically?

**Application:** A PDCA cycle is triggered by a predetermined impulse. This starts either during planning or during pausing and checking. Example: If a machine is unplanned downtime for more than two hours, a PDCA form is automatically created and submitted for processing. The processes are then examined and improved if required. The goal is gradual standardization and automation to achieve stable and solid production. How can mistakes, errors, and carelessness be prevented in the future? How can processes be made more efficient and effective?

additional cards

## Helpful considerations

## 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-Goess, they do not have to be considered.

**Additional Card 1:** A pain point is not an objection; it is a hint. This card highlights the importance of identifying pain points and is largely self-explanatory. A pain point is not a No-Go that needs to be addressed. However, it indicates that we are moving together into a person's border areas, far away from their comfort zone.

When this is clearly identified by the person, it gives others the opportunity to navigate more mindfully.

While a pain point should be acknowledged, it does not entail any obligations; one is not responsible for the weaknesses and idiosyncrasies of others. However, it would not be wise to ignore them in many cases.

Some people may initially need support or time to gain clarity on their pain points. This enables the team to gradually receive the emotional GPS data it needs for mindful navigation.

## Optimizing stress points

Working together not only reveals personal pain points, but also factual stress points. These are specific processes that lead to stress in the system or in the workflows of a project. Resources can become scarce, delivery bottlenecks can arise, waste can increase, or occupational safety may need to be improved. Of course, the problem can also become personally stressful, but unlike pain points, this is less due to individual idiosyncrasies and peculiarities and more to do with factual circumstances.

If someone perceives a relevant stress point, they fill out a PDCA request, for example. PDCA stands for the Plan-Do-Check-Act cycle, which is already widely used in companies. It is used to respond to structures and processes that one wants to actively optimize. The Four-Step-Circle or the Utopia Magic Circle are also applicable tools for such a case. At the next team meeting, an optimization is then initiated and an attempt is made to find a standard or rule for avoiding this stress point.

**Additional card 2:** Stress points are deficiencies in procedures and processes. They indicate that we should work together to adjust structures and standards in order to avoid recurring, avoidable mistakes, recognised errors, and diagnosed weaknesses. If we don't do this, they act like a pebble in our shoe - they permanently cause stress.

Stress points and pain points should be distinguished from each other and be addressed differently. A stress point is neither an individual pain point nor a personal No-Go. It is not rooted in a person's needs, but in unfavorable facts. To effectively identify and address these stress points, we can introduce routines such as the PDCA cycle (see Tool Card 4.4).

*The Team is the Boss*

**active togetherness**

**passive togetherness**

**coexistence**

side by side coexistence	passive togetherness	active togetherness
<ul style="list-style-type: none"><li>• No-Goess+Must-Haves</li><li>• „house rules“</li></ul>	<ul style="list-style-type: none"><li>• No-Goess+Must-Haves</li><li>• pain points</li><li>• „house rules“</li><li>• classic NVC</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><li>• system-/project</li></ul>

### **Additional card 3: Togetherness has three qualities:**

1. Coexistence
2. Passive togetherness
3. Active togetherness

Coexistence does not require much effort to ensure that people do not disturb each other. Everyone does their own thing and goes their own way within the same system (family, team, company, project group, etc.). A few rules and good conflict management are all that is needed. In passive togetherness, something is done together, but it does not have to be organized on a large scale, as everything runs as usual. The word “passive” here refers to the organizational requirements. Here, too, a few rules, so to say “house rules,” and a good conflict management are sufficient.

However, you should know and understand the usual procedures and be willing to participate.

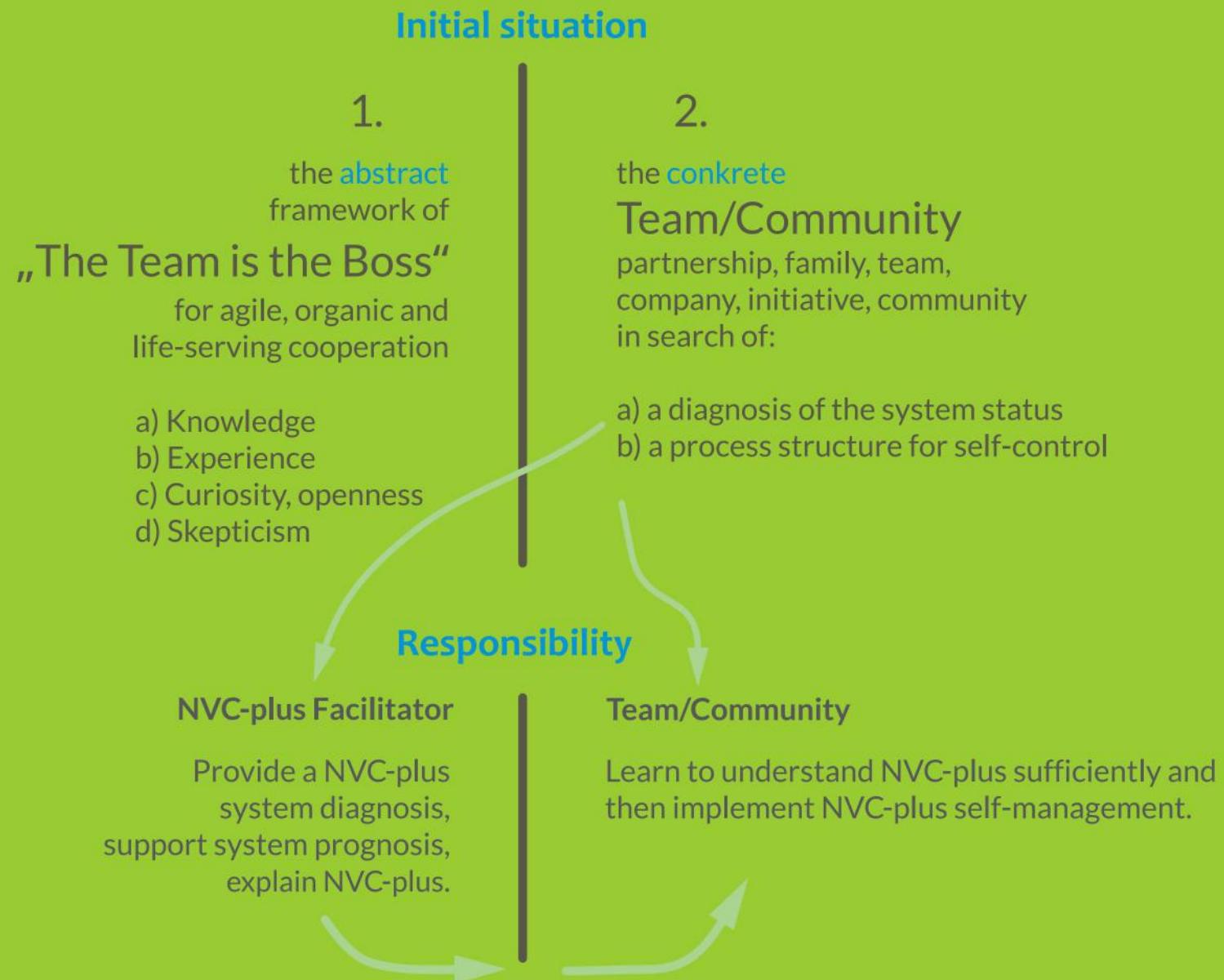
Active cooperation requires our attention because our project brings something new into our lives. Instead of the usual plans, our shared inspiration and creativity are now in demand. New things will happen in new ways. Now we need good methods, such as those found in “The Team is the Boss.”

In a good collaboration, there is room for all three qualities. However, a system degenerates over time if active collaboration is not practiced enough.

**Supplementary Card 4:** This card shows the distribution of responsibilities in the implementation of “The Team is the Boss.” Process facilitators, who are brought in as consultants to temporarily support the team during the transformation, are tasked with diagnosing a system based on the six hurdles and models of “The Team is the Boss.” They should also support the team in its initial practical experiments to enable it to gain necessary experiences for the start.

The team members, on the other hand, have the task of training their self-management skills. To do this, they must develop a sufficient understanding. If the team only wants a diagnosis, then it is the consultant's job to provide this and then, if necessary, go through various options with the team. However, it cannot be the goal to work against the emotional resistance of the team or individual members, even if this resistance is cloaked in seemingly rational resistance. The team must decide for itself which path to take. Does it want to be a boss team? If not, then others or circumstances will decide for it. However, this is not a problem that the process facilitator has to solve.

**Application:** Be aware of your responsibility as a coach or team member and take it on with a clear commitment. Be aware of the responsibilities of others and leave them to them. Clear words are always helpful here, so that everyone knows who is responsible for what.



# 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.

**Additional card 5:** This additional card is largely self-explanatory. We can also train functional abilities and reflexes without any specific purpose. As with goalkeeper training, for example, you jump to the left or right depending on where the ball is coming from. The more complex the functional interaction becomes, the less it can be trained and drilled as a whole. If mental qualities such as creativity, awareness, fulfillment of purpose, and so on are also required for success, then we need skills that a purely functional training can no longer teach us. We are also called upon to be mindful of each other within the framework of our project. Strengths, weaknesses, skills, and expertise need to come together. We will reassess and understand the situation together, we will learn, practice, and pass on our knowledge. But this remains a living and constantly evolving process.



**Your own tool:**



For a team selforganization, six hurdles need to be taken into account. The team should prepare for these, as it may take some training to overcome them with ease. These six hurdles are:

- 1. Team culture:** Establishing a caring team culture
- 2. Emotions and intuition:** gaining an interactive sensitivity
- 3. Conflicts:** freeing each other from divisive tensions
- 4. Self-organization method:** learning the connections
- 5. Toolbox:** Knowing how to help yourself at all times
- 6. Integral management:** letting several teams act as bosses

