



ValueGame  
by ValueMatch

# MANUAL





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The drawings on the cards are by artist Marieke van der Velden, [www.mariekevandervelden.eu](http://www.mariekevandervelden.eu)

***Any reference in this publication to ‘she’ shall be taken to include ‘he’ as well.***





# 1. Introduction

This manual provides structures for working with the ValueGame cards. These cards can be used in a wide variety of situations, ranging from working with single coachees to working with large groups.

The game uses the Spiral Dynamics<sup>®</sup> value systems to define different organizational cultures. Spiral Dynamics is based on the work of Professor Clare W. Graves and further developed by Dr. Don Beck and Chris Cowan. Appendix A gives a short overview of how we define the different type of organizational cultures using Spiral Dynamics. More information on Spiral Dynamics can be found on <https://www.valuematch.net/en/en-spiral-dynamics>. ValueMatch provides various trainings to learn about the model and its applications: <https://www.valuematch.net/en/en-events>

## 1.1. Basic principle

The basic principle of the card game is that participants can choose from 6 different types of cards in 8 themes:

### Organizational culture

1. Leadership
2. Decision making proces
3. Humanity
4. Meaning of success

### Organizational structure

5. Organizational structure
6. Meeting structure
7. Accountability
8. Customer

When the participant chooses, she does not see which colour or value system her choice belongs to. That only becomes clear when she turns the card over.

For workshops you need a set of 48 cards for each participant, for some exercises you need up to double the number of sets. Sort the cards so that you can put 6 stacks of choices on the table for each theme, with the black and white image facing upwards. Participants are asked to choose a card first without turning it over. Only after everyone has chosen a card you can turn it over.





## 1.2. Target groups

In the structures provided in this manual, we identify the following target groups:

1. **Teams**, working on the team. This can be team building, team coaching or team development issues.
2. **Management teams**, working on the whole organization. Exploring change required in the culture and structures of the organization.
3. **Training & introduction groups**, consisting of people that don't know each other.
4. **Individual coaching**.
5. **Client Aquisition**.

## 1.3. General issues to consider

In many of the described exercises you can let participants choose cards from any of several topics at the same time. Consider that the more cards someone chooses, the less detailed the conversation will be. So if there is a need to discuss topics in detail have them either choose one topic at a time or a limited number.

### Context of choice of cards

When you ask participants to choose a card, the question you ask them is of course key to the outcome. For instance, you can ask them to choose what leadership style best fits them, what leadership style they experience currently in the organization or what leadership style they ideally prefer to work under.

If you work with management teams, make sure that when you ask them to choose a card you clarify whether they are choosing the current or desired situation for their management team, their own department or the whole organization.

### Number of decks of cards needed

In most exercises you need a deck of cards for each participant, as each needs to be able to choose any of the cards. In larger diverse groups you may work with less than one deck per person. If you choose an exercise in which participants choose both a card for the current and for the desired situation, you need two sets per person.



## 2. Working with teams

### 2.1. Roundtable conversation

<b>Goal:</b>	To get clarity about the desired culture and structures in the team/organization and/or the current situation. Identify what needs to be improved.
<b>Participants:</b>	Up to 12.
<b>Target group:</b>	Teams or management teams.
<b>Duration:</b>	Minimum 40 minutes to discuss one topic, can be much longer too.
<b>Assessments/SD:</b>	Participants have filled out a values assessment and know the basics of Spiral Dynamics.
<b>Card decks:</b>	1 or 2 decks per person.

The starting point is that participants have previously filled out a value profile and had an introduction to the Spiral Dynamics value systems.

From the themes you want to discuss, put the cards on the table in 6 stacks per theme, grouped by value system with the black and white drawing face-up. Make sure the order of the 6 stacks is random.

Per theme: Now ask everyone to take a card that fits how they experience the desired situation. Ask them not to make the back of the card visible until everyone has made their choice.

Have the team sit at a (round) table, each with the card in front of them, colored side up. Let each team member explain briefly why they made this choice. Others may ask questions to clarify, but may not yet comment or express an opinion.

After that, a discussion can take place in which the ideal form for this organisation or team is searched for. Members who change their opinion can exchange their card for another, so that consensus or differences quickly become visible.

Depending on the objective of the meeting, action points can eventually be formulated.

If you work with management teams, make sure that when you ask them to choose a card you clarify whether they are choosing the current or desired situation for their management team, their own department or the whole organization.

Alternative:

Let each team member take a card for the current situation and one for the desired situation. In this case you obviously need more cards, maximum 2 sets per person but 1.5 sets per person usually works as well. Team members who want both the current and desired situation the same need only one card.

First facilitate the conversation about the current situation as described above. In this case you do



not have to make a joint choice, this part is only to get a better view on what is going on in the organization. Then the conversation about the desired situation follows. This is where we look for a joint direction for the whole team, although that does not necessarily mean they have to agree on a single color/values system.

## 2.2. World Café structure

<b>Goal:</b>	Various goals that require larger groups to explore changes in culture and structures Also to get people in the organization engaged in change projects.
<b>Participants:</b>	20 to 80.
<b>Target group:</b>	Teams or management teams.
<b>Duration:</b>	Minimum 1,5 hours, can be longer.
<b>Assessments/SD:</b>	Participants can have knowledge of SD and have filled out assessments, but this is not required.
<b>Card decks:</b>	1 per person (for larger groups this can be slightly less).

Create up to 8 tables, each table has a conversation around a specific topic. If you want to further explain each of the topics, you can put some sheets with information about the topic on each table.

Next to each table there is a table with the cards that describe the topic, the cards placed with the coloured side down.

Formulate the question that participants have to explore, this can for instance be:

- What is the ideal (theme name) for our organization. I.e. , ‘What is the ideal organizational structure of our organization”.
- I would work best in an organization that has (theme name). I.e. ‘I would work best in an organization with the structure of...”

Each table is attended by 4 to 10 participants. They first choose a card, then sit at the table. Participants keep the black and white part of the card up, while they start their conversation. After about 15 minutes, they turn their cards around. If anybody changes their opinion during the conversation, they put their own card back and collect the card that now fits best their opinion on the topic while the conversation continues.

After another 15 minutes the round ends. One participant stays at the table, collects the cards and writes the key points of the conversation on a A1 sheet of paper. Cards and the sheet of paper are put in the middle of the table in a manner that others can't see what is written on them.

The other participants leave to attend another table (freely choosing which table to go to), leaving the participant above at the table. The new participants choose their cards, again leaving the black and white side up. After 15 minutes they reveal the color side of their cards and also the cards in the middle of the table are made visible. (Optionally, the summary of the previous group can also be made visible, the participant that stayed at the table can explain the outcome of the previous group). The conversation continues for another 15 minutes, after which the same procedure of changing tables as described above is followed.





Times can be altered, depending on the group and depth of conversation. You can choose the number of rounds that works best for your group.

At the end of the process the results can be harvested in various ways:

- The summary sheets are collected, put on the wall. Someone makes an overall summary for each topic.
- One person from the last group makes a summary, and shares this verbally with the whole group.
- Graphical recording can be used.
- The last group makes a graphical representation of the conversation on a large sheet, that is then put on the wall.

For more information on the World Café structure, see also <http://www.theworldcafe.com>

If you work with management teams, make sure that when you ask them to choose a card you clarify whether they are choosing the current or desired situation for their management team, their own department or the whole organization.

## 2.3. Working with floor space

<b>Goal:</b>	To get clarity about the desired culture and structures in the team/organization and/or the current situation. Identify what needs to be improved.
<b>Participants:</b>	Up to 10.
<b>Target group:</b>	Teams or management teams.
<b>Duration:</b>	Minimum 40 minutes to discuss one topic, can be much longer too.
<b>Assessments/SD:</b>	Participants have filled out a values assessment and know the basics of Spiral Dynamics.
<b>Card decks:</b>	1 or 2 per person.
<b>Additional requirements:</b>	Something to represent the 6 value systems on the floor, ValueMatch provides floor mats for this via the web shop on <a href="http://www.valuematch.net">www.valuematch.net</a>

The starting point is that participants have previously filled out a value profile and had an introduction to the Spiral Dynamics value systems.

From the themes you want to discuss, put the cards on a table in 6 stacks per theme, grouped by value system with the black and white drawing up. Make sure the order of the 6 stacks is random.

Per theme: Now ask everyone to take a card that represents how they experience the desired situation, ask them not to make the back of the card visible until everyone has made their choice. Then let everybody turn their card around and ask them to put the card on the corresponding color on the floor. Let them stand next to it.





Let each team member explain briefly why they made this choice. Others may ask questions to clarify, but may not yet comment or express an opinion. After that, a discussion can take place in which the ideal form for this organisation or team is searched for. Members who change their opinion can move to another color.

Depending on the objective of the meeting, action points can eventually be formulated.

You can repeat this procedure for other topics, in this exercise you work with only one topic at a time.

If you work with management teams, make sure that when you ask them to choose a card you clarify whether they are choosing the current or desired situation for their management team, their own department or the whole organization.



## 3. Spiral Dynamics introductions

Either in teams or with groups that don't know each other.

### 3.1. Introducing Spiral Dynamics

<b>Goal:</b>	Introducing participants to Spiral Dynamics. Focus can be on their own preferences or on the culture in which they work.
<b>Participants:</b>	Limited by the number of card decks you have.
<b>Target group:</b>	Groups that don't know each other, teams or management teams.
<b>Duration:</b>	Minimum 45 minutes up to the amount of time you want to spend on it.
<b>Assessments / SD:</b>	Participants have no prior knowledge of SD.
<b>Card decks:</b>	1 per person (for larger groups this can be slightly less).
<b>Further requirements:</b>	Presentations that explain Spiral Dynamics, based on the different topics.

Put the cards with black and white side up in piles on the table. Let participants choose a card for one or two topics *that best fits how they see life and themselves*, for instance start with Human image and Leadership.

Ask the participants to sit in pairs, put the two cards on the table, black and white side up. Then each person takes 10 minutes to explain their choice, why this is important to them.

Now you let participants turn the cards over. Then you present Spiral Dynamics, based on these topics. For instance, explain for each value system how they see humanity and how this translates in different leadership styles.

If you like you can do a second round, in which you let them pick cards for two other topics and do a further presentation on how these topics are seen by the various value systems. Optionally: you can change the pairs.

After one or two rounds, ask the participants if anyone would like to share some outcomes or insights out of the discussions.





## 3.2. Intro workshops – exploring Spiral Dynamics

<b>Goal:</b>	Introducing participant to each other, Spiral Dynamics and/or giving insight in their own team's development level.
<b>Participants:</b>	Limited by the number of card decks you have.
<b>Target group:</b>	Training and introduction groups – participants don't know each other
<b>Duration:</b>	Minimum 30 minutes up to the amount of time you want to spent on it.
<b>Assessments/SD:</b>	Participants have no prior knowledge of SD.
<b>Card decks:</b>	1 per person (for larger groups this can be less).

Put the cards in piles with black and white side up on the table. Let the participants choose cards, depending on the depth and time you let them choose from 2 up to 8 topics at once.

Depending on the purpose of the exercise, you can let them choose the cards differently:

1. To have a general introduction to Spiral Dynamics and each other, ask them to choose the card that best fits themselves.
2. To get more insight in the level of complexity in their organization, ask them to choose the cards that best fit their current team.

In pairs the participants put their cards on the table, black and white side up. They take turn in interviewing each other, why did they make these choices?

Then ask if they want to change their choices, let them change the cards if required.

Now turn the cards around, see if there is a dominant color. Walk around, see other people's choices. Take a photo to record the outcome.

Now in the workshop you can introduce the essence of the value systems and different colors, on a personal level and/or on the level of organizational culture.

## 3.3. Intro workshops – exploring desired change

<b>Goal:</b>	Introducing participant to the power of SD in analyzing organizational change
<b>Participants:</b>	Limited by the number of card decks you have.
<b>Target group:</b>	Training and introduction groups – participants don't know each other
<b>Duration:</b>	Minimum 30 minutes up to the amount of time you want to spent on it.
<b>Assessments/SD:</b>	Participants have no prior knowledge of SD.
<b>Card decks:</b>	2 per person (for larger groups this can be less).

Put the cards in piles with black and white side up on the table. Let the participants choose cards, up to a maximum of 4 topics. Ask them to choose one card for the current situation and one card for the desired situation.

In pairs the participants put their cards on the table, black and white side up. They take turn in interviewing each other, what is the current situation? What does not work? What do they want to change?



Now turn the cards around, see if there is a dominant color in the current or desired situation. Walk around, see other people's choices. Take a photo to record the outcome.

Now in the workshop you can introduce the essence of the value systems, levels of complexity of organizations etc.





## 4. Coaching

Working one on one.

### 4.1. Coaching – finding the right workplace

<b>Goal:</b>	To get the coachee to find a place of work that fits her best.
<b>Participants:</b>	1
<b>Target group:</b>	Coachee.
<b>Duration:</b>	10 minutes or longer.
<b>Assessments/SD:</b>	Coachee has filled out a values assessment and knows the basics of Spiral Dynamics.
<b>Card decks:</b>	1

Put the cards of one of the topics black and white side up on the table. Let them choose the card that best fits their current place of work and one that best fits their desired place of work.

If they choose the same card, let them explain what is important about this for them. Then turn the card over. See if there is a link with their personal values profile.



If they choose two different cards, let them explain what they no longer want concerning the current situation and what is important about the desired situation. Then turn the cards over. Discuss how their choices relate to their personal values profile.

You can repeat the same procedure for other topics.

### 4.2. Coaching – how to fit into the current place of work

<b>Goal:</b>	To get the coachee to find a place of work that fits them best.
<b>Participants:</b>	1
<b>Target group:</b>	coachee.
<b>Duration:</b>	10 minutes or longer.
<b>Assessments/SD:</b>	Coachee has filled out a values assessment and knows the basics of Spiral Dynamics.
<b>Card decks:</b>	1

Choose the topics that best relate to the person's coach question.

Put the cards of one of the topics black and white side up on the table. Let them choose the card that best fits their current place of work and one that best fits their desired place of work.



If they choose the same card, let them explain what is important about this for them. Then turn the card over. See if there is a link with their personal values profile.

If they choose two different cards, let them explain what difficulties they experience in the current situation and what is important about the desired situation. Then turn the cards over. Discuss how their choices relate to their personal values profile.

Now you see if you can give them any guidance on how to deal with the current situation. Keep in mind that the cards they choose show their perception of the current situation; possibly the reality is different. In some situations they may be able to find a way to create more of the desired situation, although caution should be taken as a single person can not change the culture of a team or organization obviously.

You can repeat the same procedure for other topics.





## 5. Client acquisition

Goal:	To get your potential customer convinced of the power of working with Spiral Dynamics (and possibly ValueMatch assessments).
Participants:	1-3
Target group:	Prospective customers.
Duration:	10 minutes or longer.
Assessments / SD:	No previous knowledge required.
Card decks:	1 per person (for larger groups this can be slightly less).

Prepare yourself by studying the question the customer has and pick out two of the topics of the cards that come closest to the question of the customer.

During the acquisition conversation, put the cards related to one of two topics with black and white face up on the table. Let them choose the current situation and their desired one. Turn the cards over and now you can explain the values shift they want. Then you can open the conversation, explaining the difference between working on behavior and working on values, how Spiral Dynamics links the organization's culture and structure with the inner values of people.









PERSONAL	CULTURE	STRUCTURE
<b>Entrepreneurship &amp; results</b>		
<b>Orange - The winner</b>		
<p><b>Creed:</b> 'The result is all that counts'</p> <p><b>Attitude:</b> 'I grab every opportunity and I excel in order to win'</p> <p><b>Team vision:</b> 'Competition and performance reward are the conditions for success'</p> <p><b>Qualities:</b> Vision, innovative, earning power</p> <p><b>Pitfalls:</b> Cold and business-like, the result is all that counts, push, without emotions, bad loser</p>	<p>We believe there is always room for improvement, and enjoy helping to make this happen. Our image is important, and we surround ourselves with successful people. We are looking for new products and services that improve our market position. We demand that you perform well and know what you're doing in your work, and if necessary enforce it. Some people can't keep up with our pace and level, and shy away from our drive to perform. Not everyone can match our level.</p>	<p>Our organization is constantly looking for new solutions, and finds them by making proper analyses, tapping our creativity, taking advantage of opportunities and demonstrating entrepreneurship. We operate in a strategic way, and our decision-making is based on the best arguments. We assess the needs of our users, and aim to exceed their needs and expectations.</p>
<b>Connection and harmony</b>		
<b>Green - The community</b>		
<p><b>Creed:</b> 'You can't force grass to grow'</p> <p><b>Attitude:</b> 'The path is the destination'</p> <p><b>Team vision:</b> 'Everyone is equal and equivalent'</p> <p><b>Qualities:</b> Process-sensitive, empathic, idealist</p> <p><b>Pitfalls:</b> Vague, sentimental, Involve everybody, slow decision making</p>	<p>We realize that everything is human work, and that this should be respected. Make efforts to communicate with us, and involve us in changes and decision-making. We demand that there is room for everybody to be different, otherwise we will not join in. Communicating with us is time consuming, and we can be slow in making decisions. We are not concerned if that makes you impatient; the fact is that participation takes time.</p>	<p>In our organization, the development and welfare of employees is a priority. We involve everyone in the creative process so that everyone feels joint ownership. We solve problems by entering into dialogue with each other. In decision-making, everybody is respected and included as much as possible.</p>
<b>Autonomy and synergy</b>		
<b>Yellow - Self-management</b>		
<p><b>Creed:</b> 'Think global act local'</p> <p><b>Attitude:</b> 'I fulfill the role that the situation asks me to fulfill'</p> <p><b>Team vision:</b> 'A collaboration of largely autonomous professionals'</p> <p><b>Qualities:</b> Autonomous, deal with conflicting Value Systems, feeling for timing</p> <p><b>Pitfalls:</b> Unfathomable, opinionated, complicates things</p>	<p>We have no management but work in self-managing teams where everyone is fully committed and shares accountability. The creation process is extremely dynamic, with unexpected twists. The joint mission is the primary concern, other aspects such as contracts, team composition, decision-making, etc. are secondary. What we change will not be attributable to one single party, and this is also irrelevant.</p>	<p>Our organization fulfills a co-creating role with us. It prefers an integrated approach, where we are expected to self-manage and have an attitude which transcends our own self-interest. Transparency and trust are fundamental elements which remove the need for layers of management. Our partnerships are almost fluid; they seem to be bound to each other like loose sand.</p>





