



The Every1 card deck is a flexible tool designed to shape a shared Vision, Decide together, take Action, face Friction, to Navigate intentionally and move toward Union. The deck consists of six clusters: Vision, Decision, Action, Friction, Navigation, and Union. Each cluster contains prompt cards (questions to explore) and action cards (short group exercises).

There's no single way to use the deck — it adapts to your team's needs, timeframe, and the challenge you're tackling. You can work with one card, a cluster, or multiple clusters at once.

How to choose between clusters?

- **Define your goal**
 - Which aspect of team work or challenge do you want to explore?
- **Choose relevant clusters**
 - Vision → exploring future aspirations and shared purpose
 - Decision → focusing on alignment, commitment and direction
 - Action → defining immediate next steps
 - Friction → identifying obstacles, doubts, or conflicts
 - Navigation → engaging with complexity and adaptability
 - Union → building trust, care, and team cohesion
- **Play with 1, or mix 2 to 3 clusters for depth. Then, follow up with remaining clusters in later sessions.**

How to play?

- **Blind or open**
 - Lay cards face down for surprise, or face up to see what draws attention.
- **Prompt vs Action Cards**
 - Prompt Cards → reflection and conversation (quick or deep).
 - Action Cards → interactive exercises (10–20 minutes, hands-on).
- **Time-based guidance**
 - 5 minutes → warm-up, icebreaker
 - 30 minutes → focused mini-workshop
 - 1–2 hours → deeper dive
- **Flexibility**
 - Use one card, multiple clusters, or revisit clusters in follow-up sessions.



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EVERY1



Quick Warm-Ups (5 Minutes)

Use a single card to spark conversation or reflection. Perfect for starting a meeting, breaking the ice, or taking the team's pulse.

- **How to do it**

- Choose 1 Prompt Card from any cluster (common choices: Vision, Union, Navigation).
- Each participant answers quickly — a word, a sentence, or a short thought.
- OR: Lay several cards out with questions facing up. Let participants pick whichever they feel drawn to and respond.

- **Tips**

- Keep responses brief.
- Use it to open energy, not to solve a challenge.
- Can be used as a single, standalone 5-minute exercise or as a warm-up before a longer session.

Focused Sessions (30 Minutes)

Use one cluster or a small combination of clusters to explore a topic in depth. Great for focused strategy work or clarifying decisions.

- **How to do it**

- Guide the group through one card at a time. Explore it together before drawing the next. Or,
- Give each person a card to reflect on or share from. You can stay within one cluster or mix Prompt and Action Cards for variety.

- **Tips**

- Discuss Prompt Cards openly; encourage everyone to contribute.
- Combine Prompt + Action Cards for variety.

Deeper Dives (1–2 Hours)

Combine multiple clusters to explore challenges from different angles. Ideal for strategic workshops or moments of reflection and planning.

- **How to do it**

- Identify the theme or challenge you want to explore.
- Select 2–3 clusters relevant to that challenge.
- Mix Prompt Cards and Action Cards from each chosen cluster.

- **Tips**

- Avoid using all six clusters at once — it can be overwhelming.
- Plan follow-up sessions to explore remaining clusters for a full perspective over time.
- Encourage openness and curiosity; the cards are a lens, not a strict sequence.



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EVERY1

VISION

Exercise

Headline

Each person, individually, writes a future newspaper headline (10 years from now) celebrating the success of the energy community.

Then, come together for a plenary discussion and share your headlines with the group.

- » *How well do these headlines align with each other?*
- » *What would it take to make them real?*
- » *Do they feel achievable?*

VISION

Exercise



VISION

Exercise

Think backwards

In pairs, pick a future milestone.

** e.g. installing solar panels on a local school, setting up a first meeting with the municipality, or launching a social media account.*

Then, work backwards from your milestone to today.

List the key steps that would need to happen to make that milestone a reality.

Share your pathway with the group in a plenary discussion.

VISION

Exercise



VISION

Exercise

Excites/Concerns

Draw a line with one end labelled '*very excited*' and the other '*very concerned*'.

Each person places a dot on the line to show how they feel about the future.

Then, discuss the range of perspectives:

» *What hopes, uncertainties, or strategic questions lie beneath the excites and concerns?*

VISION

Exercise



VISION

Exercise

No limits

As a group, imagine that funding, laws, and politics are all fully in your favour.

» *What actions would you take?
Dream big, think bold!*

Share and discuss your biggest, most exciting ideas together.

Discussion spark prompts:

- * *What kinds of renewable technologies would you prioritize?*
- * *What incentives would encourage maximum participation?*
- * *How could it possibly impact local economy and lifestyle?*

VISION

Exercise



VISION

Exercise

Ripple map

Draw three concentric circles:

- » *Centre: Dreamt-of milestones for your initiative*
- » *Middle: Expected impact on the local community*
- » *Outer: Broader impact (policy or cultural shifts)*

In pairs, list specific changes you hope to see in each circle.

Discuss in a plenary discussion:

- » *Which milestones or impacts do we value most?*
- » *Which feel more important than we expected?*

VISION

Exercise



VISION

Question

**What kind of future
do we want to build
in 10 years?**



Who do we want to build this for? Do we want to get social target audiences or businesses on board? Do we prioritize our local region, or do we aim to have a broader impact?

VISION

Question



VISION

Question

What does a thriving community look like to us?



How do we see ourselves growing as an energy community? Beyond just technical success or meeting energy goals, what cultural, social, or economic qualities define thriving?

VISION

Question



VISION

Question

How do we want to organize our community?



How do we involve members? Are people willing to support, volunteer, or contribute in other ways? How can we make participation more engaging and interactive?

VISION

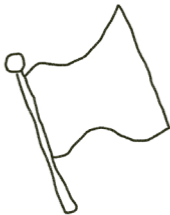
Question



VISION

Question

What is the boldest dream we have not said out loud?



How might pursuing these dreams challenge existing structures or assumptions? How can we evolve into an organization that turns these dreams into actions and results?

VISION

Question



VISION

Question

How would a radio host introduce us in 15 years?



Think about how they would describe our values, spirit, and impact? What key stories would they highlight? What reputation or legacy do we hope to have built by then?

VISION

Question



VISION

Question

What is our view on energy production, sharing, and use?



How could the technical and social aspects function to serve everyone? What role does innovative technology play? How do members participate in managing and using energy?

VISION

Question



VISION

Question

**Who benefits from
our efforts, and
who does not yet?**



Which individuals, social groups, or sectors currently gain most from our energy initiatives? Are there people or communities still excluded or marginalized in our successes?

VISION

Question



VISION

Question

What does energy justice mean to us in our context?



Beyond the concept, what does energy justice feel like in our energy community's context? How can we make it a meaningful part of our work? How do we (want to) practice it?

VISION

Question



VISION

Question

If nothing held us back, what would we do first?



What is the first bold move we would make with unlimited support and resources? What does this choice say about what we prioritize? Growth, impact, innovation, something else?

VISION

Question



VISION

Question

Which of our core values must never be compromised?



How can we reinforce and celebrate these core values regularly as a community? Are there emerging values we want to adopt or look into more deeply moving forward?

VISION

Question



VISION

Question

What is abundance in our community?



Think beyond just energy. What does abundance mean in terms of technical capacity, human energy, and social connection? What would it mean for our energy community?

VISION

Question



VISION

Question

What part of the future are we most excited to see?



What specific milestones, big or small, do we hope to celebrate in the next 5, 10, or 15 years? What stories of success do we want to tell about these achievements?

VISION

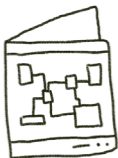
Question



VISION

Question

What would we do (differently) if we had full support?



With full financial and political support, how could unlimited backing reshape our plans or approach, while still staying grounded in what is realistically achievable?

VISION

Question



ACTION

Exercise

Unstuck circle

Everyone stands in a circle.

One at a time, each person names one area where they feel stuck.

The group offers one small idea, action or perspective shift to encourage forward movement.

** e.g. "Could we ask the municipality for one small pilot approval instead of pushing for a full plan at once?" or "Could we try a short video instead of text, since people scroll past words faster?"*

ACTION

Exercise



ACTION

Exercise

Courage prompt

Each person writes down their answer individually:

» *What action are we currently avoiding out of fear?*

Then, share the answers and discuss as a group:

» *What would change if we acted with more courage, not more certainty?*

ACTION

Exercise



ACTION

Exercise

Action auction

As a group, list three to five important (but stuck) actions.

Each person gets 3 'bids' of energy/time to assign where they feel motivated to contribute.

Plan the action with the most collective energy:

- » *Decide on clear steps*
- » *Assign individual commitments*
- » *Agree on a feasible timeline*

ACTION

Exercise



ACTION

Exercise

90-day focus

Each person writes down their answer individually:

» *If we accomplish one thing in 90 days, what should it be?*

Share all answers during the plenary discussion and group similar suggestions together.

Finally, choose one to three short-term focus areas to prioritize.

ACTION

Exercise



ACTION

Exercise

Energy (drain)

Draw two columns:

» *Energising*

» *Draining*

As a group, identify and list what is giving energy and what is draining energy.

Then discuss:

» *How could we shift or improve the drainers?*

» *What changes could lighten the load or restore our energy?*

ACTION

Exercise



ACTION

Question

**Which
accomplishments
are we proud of?**



Accomplishments could be big or small, like launching a social media account or giving an interview. Which ones stand out? What are you proud of as an energy community? Why?

ACTION

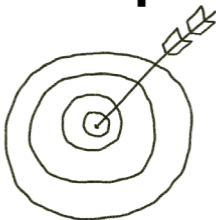
Question



ACTION

Question

**What action made
a bigger impact
than we expected?**



Think about small actions that spark big momentum, like a social media post that reaches beyond the usual audience, an event that connects to new members or partnerships etc.

ACTION

Question



ACTION

Question

Where are we stuck in endless discussing?



Are there topics that keep coming up in discussions but never seem to get resolved? Do we get caught in endless brainstorming or debates because we like exploring ideas?

ACTION

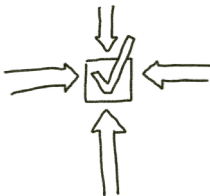
Question



ACTION

Question

**What is one step
we could take this
month/year?**



Try to get very specific, whether it is something emotional, technical, strategic, or related to networking. What is one doable action we can commit to next?

ACTION

Question



ACTION

Question

How do we turn our intentions into real outcomes?



What practical steps can help us move beyond ideas and plans to achieve tangible results that are seen and felt by our energy community?

ACTION

Question



ACTION

Question

**What is a task we
keep postponing,
and why?**



Is there something important we keep putting off, whether it is updating our website, organizing member info, or starting a newsletter, that we really need to tackle now?

ACTION

Question



ACTION

Question

**Where do we need
more courage
in our actions?**



Are there areas where uncertainty, fear, or other external dependencies (like authority approval) are holding us back? Where can we be bolder and how can we take action?

ACTION

Question



ACTION

Question

What do we do better than most organisations?



What strengths or qualities make us stand out (e.g. successful renovation projects or strong team dynamics). Recognizing these as part of our identity can guide our growth.

ACTION

Question



ACTION

Question

What small success could we repeat elsewhere?



It might be a small interview, a booth at a local event, or another awareness-raising activity. What is a simple win we can replicate to broaden our impact?

ACTION

Question



ACTION

Question

What barriers can we clear to move forward faster?



How can we creatively address or remove these obstacles? This might include things like ending a difficult partnership with a contractor, resolving tensions with stakeholders.

ACTION

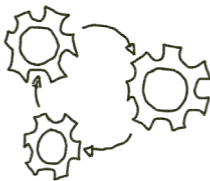
Question



ACTION

Question

What tools or technologies really help us?



Which ones do we use effectively? And where can we improve or develop new skills? Think about community engagement, renovation, networking, administration, or any other areas.

ACTION

Question



ACTION

Question

What is a next step no one wants to do, but must be done?



Sometimes there is a task no one is excited about, like updating records, doing admin work, or fixing something on the website. What is ours, and how can we tackle it together?

ACTION

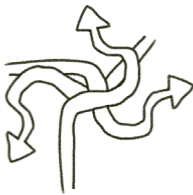
Question



ACTION

Question

How can we stay focused when distractions come?



Unexpected challenges, requests, or competing priorities, like a sudden funding opportunity, can require our immediate action. How do we keep focus during chaotic times?

ACTION

Question



FRICITION

Exercise

Stakeholder circles

Draw three concentric circles and group stakeholders:

- » *Centre: Define your core stakeholders (team members, community members, ...)*
- » *Middle: Define external but connected stakeholders (contractors, municipalities, ...)*
- » *Outer: Define external observers (media, general public, ...)*

Then reflect as a group:

- » *Where could we connect better or build new types of relationships?*

FRICTION

Exercise



FRICITION

Exercise

Media reality check

As a group, explore how the media portrays energy (communities) by identifying narratives it shares, including the parts it overlooks or misrepresents.

Then, consider and discuss *three opportunities* that the media could highlight more to better include important stories about your organization's work in public narratives.

» *Are there ways that you could share those stories more proactively?*

FRICTION

Exercise



FRICITION

Exercise

Funding filter

As a group, list potential sources of funding and explore each source of funding during a plenary discussion:

- » *What outcomes or values do they care about?*
- » *What might we gain or compromise by working with them?*
- » *Does this source of funding strengthen or shift our mission?*

FRICTION

Exercise



FRICITION

Exercise

Decoding “no”

As a group, think of three times when stakeholders have said “no”, whether directly or indirectly.

For each one, discuss:

- » *What is that “no” really about?*
- » *What concerns, needs, or values could be behind it?*
- » *Next time, how can anticipate it in a connective way?*

FRICTION

Exercise



FRICITION

Exercise

Sceptical persona

In pairs, imagine the character of a sceptical but potential energy community member.

» *What are their challenges, beliefs, fears and needs?*

Then come together for a plenary discussion.

Share ideas on how you could reframe your message to speak a language that resonates with sceptical people in ways that makes them feel heard and understood.

FRICTION

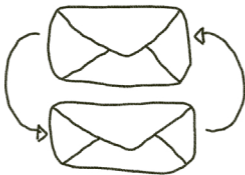
Exercise



FRICITION

Question

How do we respond when our legitimacy is questioned?



Our role can be questioned due to scepticism, fear of change, or simply misunderstanding. How can we respond, and what strategies help us build trust and clear up confusion?

FRICTION

Question

1. A block of mass m is pushed up a rough inclined plane of length L and height h . The coefficient of friction is μ . Calculate the work done by the applied force.

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4. A block of mass m is pushed up a rough inclined plane of length L and height h . The coefficient of friction is μ . Calculate the work done by the applied force.

FRICITION

Question

Have we had bad experiences with externals?



Difficult interactions with organizations or individuals can be discouraging, but they also offer important lessons. How can we learn from these experiences to become more resilient?

FRICTION

Question



FRICITION

Question

When have we felt misunderstood, or invisible?



Due to competing interests, our work can be overlooked or dismissed. Have we experienced this? How did it affect us, and what can we do to navigate those situations?

FRICTION

Question



FRICITION

Question

When do laws or policies limit us?



Are there times when regulatory or political frameworks have held us back? How can we better understand and navigate these frameworks to find opportunities rather than obstacles?

FRICTION

Question



FRICITION

Question

What regulation or policy feels like a dead-end?



Some rules can block our progress. Should we continue to push back and advocate for change, or is it sometimes better to find alternative paths forward?

FRICTION

Question

1. A block of mass m is pushed up a rough inclined plane of length s and height h . The block starts from rest and reaches the top with a speed v . The work done by the applied force is W . The work done by friction is W_f . The work done by gravity is W_g . The work done by the normal force is W_N . The work done by the applied force is W . The work done by friction is W_f . The work done by gravity is W_g . The work done by the normal force is W_N .

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FRICITION

Question

What is our blind spot when facing resistance?



Resistance can be tough, but it also reveals where we might be overlooking something important. What blind spots might we have when encountering pushback?

FRICTION

Question



FRICITION

Question

How do we navigate bureaucratic fog?



How do we keep track of changing rules and responsibilities? Who takes charge of managing these complexities, and how can we streamline the process?

FRICTION

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FRICITION

Question

**When should we
persevere? When do
we need to adapt?**



It is not always easy to know whether to push through challenges or change course. What criteria or experiences help us find this balance? Have we done this successfully before?

FRICTION

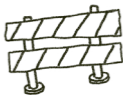
Question



FRICITION

Question

Which barriers challenge us most?



What obstacles, whether technical, social, political, or financial, have been the toughest to overcome? How do they impact our progress, reach and overall morale?

FRICTION

Question



FRICITION

Question

**Have we ever
wanted to give up?**



Every community faces moments of doubt. How did we pick ourselves up and keep going? Can you recall a time we felt ready to quit but found the strength to continue? What helped?

FRICTION

Question

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FRICITION

Question

What are the early signs of overload or fatigue?



Stress, overload or burnout can sneak up on us. How do we recognize when team members become overwhelmed, and what support systems do we have in place to help?

FRICTION

Question

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4. A block of mass m is pushed up a rough inclined plane of length L and height h . The coefficient of friction is μ . Calculate the work done by the normal force.

FRICITION

Question

When has pushback helped us grow or adapt, how?



Sometimes resistance pushes us to improve or change for the better. What moments when facing criticism or obstacles made our energy community actually stronger?

FRICTION

Question



FRICITION

Question

Which stakeholders feel out of reach, why?



There may be important partners or groups we struggle to connect with. Are the barriers between them and us real or perceived? What actions could help us bridge those gaps?

FRICTION

Question



NAVIGATION

Exercise

Top priorities

Each person, individually, lists what they think are the 3 most important strategic focuses.

Share the answers during the plenary discussion.

Use the insights from the discussion to find a concise answer to the question:

» *What strategic focuses do we need to sharpen our collective aim?*

NAVIGATION

Exercise



NAVIGATION

Exercise

Imagining success

Imagine your community is facing policy or legal barriers.

In pairs, define what success could still look like despite those obstacles.

Describe:

- » *the impacts,*
- » *the outcomes, and*
- » *the progress that would still feel meaningful.*

Come back for a plenary discussion and share your insights with the group.

NAVIGATION

Exercise



NAVIGATION

Exercise

Timeline

Draw a timeline looking two years ahead.

As a group, define three key turning points that could shift your path.

For each turning point, brainstorm as a group:

» *How can we help make that turning point a success?*

NAVIGATION

Exercise



NAVIGATION

Exercise

Replicate wins

As a group, pick one small win your organization has achieved.

** e.g. a successful info event*

Then brainstorm collectively:

» *What are practical ways to repeat, replicate, or scale that achievement?*

Focus on approaches that avoid burnout and that make use of your resources wisely.

NAVIGATION

Exercise



NAVIGATION

Exercise

Power mapping

Make three groups, each group lists key actors or stakeholders within the ecosystem of the energy community:

- » *Group 1: Who knows us?*
- » *Group 2: Who supports us?*
- » *Group 3: Who might block our progress, directly or indirectly?*

During the plenary discussion, share your findings and identify actions based on these questions:

- » *Which steps can we take to strengthen relationships, build support, or reduce resistance?*

NAVIGATION

Exercise



NAVIGATION

Question

What is one strategic challenge we face?



A strategy is very broad and comes with all kinds of challenges. Which key hurdles must we overcome, and do we have a clear plan to tackle them?

NAVIGATION

Question



NAVIGATION

Question

Who are our most strategic allies, and why?



Do we know who our key partners are, such as energy houses, contractors, municipalities, or other stakeholders? How do these relationships benefit us, and how are they true win-wins?

NAVIGATION

Question



NAVIGATION

Question



NAVIGATION

Question

Which partnership should we end, or strengthen?



Are there partnerships that no longer serve us, like a contractor causing repeated issues, or partnerships that deserve deeper commitment, such as our connections with volunteers?

NAVIGATION

Question



NAVIGATION

Question

How do we know if we are growing for the right reasons?



How do we avoid pursuing growth just for the sake of growth and instead focus on making a meaningful impact? What impact do we truly want to achieve? What is driving us?

NAVIGATION

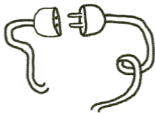
Question



NAVIGATION

Question

What would make us indispensable in our region?



Our region is where we operate. How can we become essential, perhaps through strong ties with local authorities or by fulfilling unique community needs?

NAVIGATION

Question



NAVIGATION

Question

How do we define meaningful impact?



What is our meaningful impact? Are we prioritizing social inclusion, carbon reduction, or other goals? What are our unique selling propositions? How do we want to measure our success?

NAVIGATION

Question



NAVIGATION

Question

Which assumptions do we act on, that might be wrong?



We all hold assumptions, for example “only affluent people want solar panels”. This can shape our approach or who we include. What unexamined beliefs could be holding us back?

NAVIGATION

Question



NAVIGATION

Question

What definitions of success guide us?



Success could be a strong community, environmental impact, or empowering citizens through energy education. How do we define success? Do we have KPIs?

NAVIGATION

Question



NAVIGATION

Question

What would we sacrifice to reach our biggest goals?



Growth often means making tough choices and letting go of some things. How can we ensure that what we let go of frees up space and energy for what truly matters?

NAVIGATION

Question



NAVIGATION

Question

How can we act strategically, not reactively?



How do we move from putting out fires to acting with purpose and staying true to our core mission? What structures, habits, or mindsets do we need to act with intention?

NAVIGATION

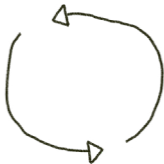
Question



NAVIGATION

Question

What routines or rituals do we feel good about?



Could a weekly or monthly check-in or reflection deepen our connection and clarity? Do we have tools, meeting formats, or communication habits that could help us stay synchronized?

NAVIGATION

Question



NAVIGATION

Question

What is an inconvenient truth about us?



Facing uncomfortable truths is part of growing stronger together. What challenges or gaps, like gender balance, diversity, amongst others, might we be overlooking or avoiding?

NAVIGATION

Question



UNION

Exercise

Gratitude circle

Form a circle.

Going one by one, each person answers the same question:

» *What is a specific quality or action you appreciate about the person to your right?*

Do this until everyone has shared their answers.

* *What do you value, admire, appreciate? Can you share a time when you saw them show that quality? How does that make your work together more meaningful?*

UNION

Exercise



UNION

Exercise

Silent spectrum

One person selects a statement

* e.g. *"I feel truly heard here"* *"I am clear about my role and responsibilities"* or *"There is trust among team members"*.

Without speaking, everyone positions themselves along an imaginary line from strongly agree to disagree.

Next, people share one by one:

» *Why did you position yourself the way you did?*

UNION

Exercise



UNION

Exercise

Our story

Form a circle.

Each person shares how they think and feel about one to three of the following questions:

- » *How do you feel within the group?*
- » *What do you hope to contribute?*
- » *What do you hope to receive in return?*

Do this until everyone has shared one of these questions.

UNION

Exercise



UNION

Exercise

Energy check

Each person rates, in silence, their current energy for the work on a scale from 1 to 10.

Without speaking, everyone positions themselves along a line from 1 to 10.

People then share why people positioned themselves the way they did.

After everyone has shared, discuss as a group:

» *What are ways to receive or give support to each other?*

UNION

Exercise



UNION

Exercise

Conflict compass

Each person writes down on paper how they usually deal with conflict.

** (e.g. avoid, confront, use of humour)*

Collect the responses and share them anonymously in a plenary session to discuss:

- » *How do these different conflict styles influence team interactions?*
- » *Where can we explore ways to foster healthier dynamics?*

UNION

Exercise



UNION

Question

When do we feel most like a team?



Think of moments when we have hit milestones or overcame challenges, times when the hard work really paid off. Have these experiences brought us closer?

UNION

Question



UNION

Question

**Who brings us back
to our purpose
when things drift?**



Are there people in the group who re-energize us when motivation is low? What do we need in those moments? Encouragement, a bonding activity, or maybe some chocolate?

UNION

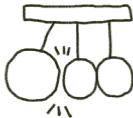
Question



UNION

Question

Are roles, officially or indirectly, defined in our team?



Do we understand our responsibilities because they are clearly assigned, or are they just implicitly expected? How well does this structure work for us?

UNION

Question



UNION

Question

When have we handled conflict well, and how?



Reflect on times we have managed disagreements constructively. Is there open communication? Can we speak freely? How could we improve conflict resolution within the team?

UNION

Question



UNION

Question

What is unspoken, but felt by all?



Are there feelings or tensions beneath the surface that we can sense but do not openly discuss? How does this affect our resilience and trust?

UNION

Question



UNION

Question

How do we make space for rest, play, or celebration?



Do we intentionally carve out time for relaxation and fun? How important is this to us, and can we think of ways to integrate it more naturally into our routine?

UNION

Question



UNION

Question

What can help us feel safer giving honest feedback?



Do we have a culture where open communication and feedback are welcomed? What would make it easier to share honestly without fear?

UNION

Question



UNION

Question

What energizes our meetings or gatherings?



Are our meetings energizing or dull? What format or activities help us feel engaged? Are meetings mostly one-way updates, or do they foster open dialogue and creative input?

UNION

Question



UNION

Question

What makes us resilient as a team?



What qualities, skills, or resources help us recover from backlash and move forward? Can we improve or resilience? Do we need better conflict resolution tools or methods?

UNION

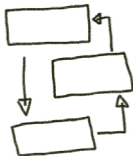
Question



UNION

Question

What makes a good newcomer experience?



Do we create social opportunities, like informal meet-ups, team lunches, or virtual coffee chats, or a welcome packet that introduces them to our mission and ways of working?

UNION

Question



UNION

Question

What keeps us showing up when things are hard?



Reflect on moments when challenges felt overwhelming, what helped us push through? Can we intentionally nurture these sources of motivation to sustain us during future challenges?

UNION

Question



UNION

Question

What norms or habits might be holding us back?



What small changes in collaboration could help us break old habits? For example, does fear of conflict hinder feedback or addressing tough issues? Or is decision-making too slow?

UNION

Question



UNION

Question

What would help us grow without fracturing?



Can we establish communication channels and feedback loops that keep everyone connected and heard? Do we organise regular team-building activities to help maintain cohesion?

UNION

Question



DECISION

Exercise

Reversibility

Pick a big decision your group faces. Discuss together:

» *Is this decision reversible (a two-way door) or final (a one-way door)?*

If reversible, brainstorm how you might treat this as an experiment or learning opportunity.

If final, list what alignment or preparation is needed before moving forward.

DECISION

Exercise



DECISION

Exercise

Right priorities

Each person writes down their answer individually:

» *What is our energy community currently prioritizing?*

Collect the responses and share them anonymously in a plenary session.

Compare answers and discuss any differences between what is prioritized and what should be prioritized instead.

DECISION

Exercise



DECISION

Exercise

Group discussion

As a group, agree on the key decision to focus on.

In pairs, imagine three possible futures based on that decision:

- » *What happens if we move forward with the decision?*
- » *What happens if we do not?*
- » *What is an alternative or unexpected option we have not considered?*

Come together for a plenary discussion and share insights.

DECISION

Exercise



DECISION

Exercise

Silent debate

Clearly state the decision at stake, loud and clear.

Each individual then writes, in silence, their opinion about it on a large sheet of paper for about 10 minutes.

Come together for a plenary discussion and share opinions.

Discuss what surprised you.

DECISION

Exercise



DECISION

Exercise

Decision impact

Write down the key decision your group needs to make.

Create three columns:

- » *Opportunities*
- » *Challenges*
- » *Risks*

In pairs, share your thoughts for each column.

Then come together for a plenary discussion to compare the findings, discuss differing perspectives.

DECISION

Exercise



DECISION

Exercise

What makes an opportunity worth our action?



Does it move us closer to a long-term vision, creating quick visible wins, or does it strengthen relationships? How do we decide if the opportunity is worth time, energy, and resources?

DECISION

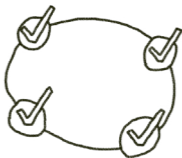
Question



DECISION

Exercise

Do we always need consensus? When not?



Some decisions might need the whole team's full agreement, like adopting a new mission statement, while others could be handled by a smaller team, like ordering materials.

DECISION

Question



DECISION

Exercise

What helps us prioritize well under pressure?



When time is short, we could lean on a focus groups tackling a specific themes. What structures, roles, or habits could help us make the right calls efficiently and quickly?

DECISION

Question



DECISION

Exercise

What trade-off are we least willing to make?



This could be about protecting core values, refusing to compromise on transparency, or keeping a project community-led even if it slows things down. What is our collective 'red line'?

DECISION

Question



DECISION

Exercise

What makes people feel heard in decision-making?



Does we have a space to share insights and input, or knowing how the final choice was reached? What helps everyone to feel included, even if they do not fully agree with the outcome?

DECISION

Question



DECISION

Exercise

Are we making decisions too fast or too slow?



Do we rush decisions without enough input or missed perspectives? Or do we get stuck in endless discussions and delays, losing momentum and frustrating team members?

DECISION

Question



DECISION

Exercise

How do we handle differences when it is time to act?



Sometimes disagreement comes from different timelines, priorities, or risk comfort levels. How can we move forward on shared ground while testing other ideas in parallel?

DECISION

Question



DECISION

Exercise

What would we choose without fear of backlash?



Imagine we had full public support, or no one could push back for a year. Which choice would feel bold and right and why are we not taking it now? Are there ways around?

DECISION

Question



DECISION

Exercise

Is our need for certainty holding us back?



Are we waiting for every variable to be clear before acting? What could we try that is small, low-risk, and still moves us forward without full certainty?

DECISION

Question



DECISION

Exercise

What are the consequences of not deciding?



Indecision is also a choice that could cost us opportunities, momentum, or credibility. How can we break the cycle of endless discussion? And what do we need to actually decide?

DECISION

Question



DECISION

Exercise

What assumptions and beliefs are we acting on?



Think about past experiences, cultural norms, technical constraints, or hopes for the future? How might these beliefs or assumptions influence what we prioritize or overlook?

DECISION

Question



DECISION

Exercise

If we choose this path, what are we saying no to?



Every decision closes some doors. What are the trade-offs involved? Could saying no to some options affect certain members or future decisions differently?

DECISION

Question



DECISION

Exercise

What values do we want this decision to be guided by?



Values are the compass that directs how and why we do things. What are our most important ones? Inclusivity? Community? Innovation? How do we keep these values front and centre?

DECISION

Question

