Culture Work



Facets of Leadership

30 Leadership Types: Bold, Unconventional, with a Playful Twist.

Inspiration Manual & **Step-by-Step Guide**

for

Facilitators, Coaches, Trainers, and Team Developers

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1 Introduction

The *Facets of Leadership* card deck brings 30 diverse expressions of leadership to life – from *Vision Pilot* to *Trust Cultivator*, *Fear Conqueror*, and *Culture Designer*.

Each card represents a quality that shapes how people lead, collaborate, and influence others.

This manual is designed to help facilitators, coaches, trainers, and team developers apply the cards in flexible, creative ways. It offers **nine experiential methods** to use the deck in workshops, coaching sessions, or team dialogues.

Use them to:

- Foster **reflection, appreciation, and connection**
- Deepen **leadership awareness and team dialogue**
- Bring **energy, play, and insight** into group settings

2 Preparation & Facilitation Mindset

Before You Begin

- Display all cards so participants can freely browse or select intuitively.
- Invite openness – there are no right or wrong cards.
- Encourage curiosity and storytelling.

Your Role as Facilitator

Hold space for discovery rather than instructing. The cards are metaphors – let participants find their meaning through dialogue and reflection.

3 The Nine Facilitation Methods

3.1 Perspective Shift – Leadership Reflection

Objective:

Reflect on your leadership role by comparing your self-perception with how your team sees you, in order to define concrete actions that strengthen your leadership culture.

How It Works:

- Participants select three cards that represent leadership qualities they believe their team expects most from them.
- Team members then share their own perspective on these qualities and choose additional cards that reflect the traits they would like to see more of in their leader.
- Together, participants reflect on where these perspectives align and where they diverge.
- The insights are used to develop and implement targeted actions to foster a stronger leadership culture.

Facilitation Tips:

- Encourage curiosity over judgment.
- Use open-ended questions like, “What surprises you?” or “Where might these perspectives meet?”
- Ideal for leadership teams or development programs.

3.2 Appreciating Leadership – The Kudo Card

Objective:

Foster recognition and appreciation within the team to boost motivation and reinforce positive leadership behavior.

How It Works:

- Each participant selects a card that reflects a leadership quality they particularly appreciate in a colleague.
- The card is then given to that colleague personally, along with a short explanation of why it was chosen.
- As a group, reflect on how this kind of recognition influences collaboration and leadership behavior. The discussion focuses on both individual insights and the overall impact on team culture.

Facilitation Tips:

- Encourage personal storytelling to make recognition authentic.
- Allow emotional moments – they strengthen connection.
- Works beautifully as a closing activity or morale booster.

3.3 Leadership in Action – Spotlight on Your Facet

Objective:

Actively develop and test leadership roles in a real-time setting supported by targeted feedback to deepen the learning process.

How It Works:

- Each participant selects a specific leadership facet they want to consciously embody and experiment with throughout the workshop. This creates a dynamic learning environment where leadership is experienced in action.
- Have a real-time feedback on the successfully embodied leadership facet during the workshop and a final group reflection to promote targeted further development.

Facilitation Tips:

- Reinforce learning through feedback circles or journaling.
- Ideal for ongoing programs where participants can revisit facets over time.
- Keep the focus on experimentation and curiosity, not perfection.

3.4 The Leadership Mosaic – Team Strength Mapping

Objective:

Create a collective picture of the team's leadership strengths and diversity.

How It Works:

- Each participant selects one card that represents their unique leadership contribution.
- Place all cards in a shared space to form a "mosaic" or gallery.
- Reflect as a group: *What do we notice about our collective strengths? Where are our gaps or untapped facets?*

Facilitation Tips:

- Use physical placement (e.g., on the floor or wall) for visual impact.
- Encourage participants to title their mosaic – it helps anchor shared identity.
- Great as a team kick-off or culture-mapping exercise.

3.5 Facets of Feedback – Safe and Constructive Reflection

Objective:

Make feedback conversations more constructive, grounded, and psychologically safe through metaphor.

How It Works:

- In pairs, each person selects one card representing the other's strength and one representing a potential growth area.
- Exchange and discuss the chosen cards, using them as conversation anchors.
- Explore what each facet means in practice and how to amplify or balance it.

Facilitation Tips:

- Emphasize respectful language and curiosity.
- Cards depersonalize feedback – use that to invite openness.
- Perfect for performance reviews, mentoring, or retrospectives.

3.6 From Tension to Transformation – Navigating Conflict

Objective:

Help individuals and teams navigate conflict by identifying leadership behaviors that support transformation.

How It Works:

- Invite participants to reflect on how they typically respond to conflict and choose cards that represent those default behaviors.
- Then select alternative facets that could help them respond differently or more effectively.
- Discuss what shifts might emerge from embodying new facets.

Facilitation Tips:

- Normalize tension as a natural part of leadership.
- Frame conflict as a source of growth and learning.
- Works well in trust-based teams or mediation settings.

3.7 Leadership Journey Map – Storytelling Through Time

Objective:

Encourage storytelling and reflection on leadership development over time.

How It Works:

- Participants lay out cards that symbolize their past, present, and desired future leadership qualities.
- Have them share their journey – key turning points, lessons, and evolving strengths.
- Invite reflection: *Which facets have been constant? Which are emerging?*

Facilitation Tips:

- Encourage visual storytelling – maps, drawings, or timelines.
- Works beautifully in coaching or retreat contexts.
- Use it to link personal growth to organizational evolution.

3.8 Peer Coaching Circles – Shared Learning in Triads

Objective:

Enable collaborative learning through dialogue and reflection.

How It Works:

- Divide participants into small groups of three.
- Each participant brings a current leadership challenge or question.
- Peers select cards that represent insights or advice for the coachee.
- Discuss the meaning behind each card and potential actions.

Facilitation Tips:

- Encourage listening before interpreting.
- Keep time balanced – each person should have equal space.
- Great for leadership programs or cross-functional peer groups.

3.9 Future Leadership Lab – Envisioning What's Next

Objective:

Envision and co-create the leadership culture needed for the future.

How It Works:

- Invite participants to imagine the leadership qualities their organization will need in 3–5 years.
- Each chooses 3–5 cards that represent those essential future facets.
- Discuss patterns and priorities as a group.
- Identify which qualities need nurturing today to prepare for tomorrow.

Facilitation Tips:

- Use this as a strategic foresight or visioning exercise.
- Combine with creative tools like storyboarding or world cafés.
- Ideal for executive teams or transformation workshops.

4 Closing & Integration

Encourage participants to continue engaging with their chosen cards – on desks, in journals, or as reminders during leadership moments.

Invite the team to:

- Start meetings with a “Facet of the Day.”
- Reflect quarterly on which facets are most present.
- Revisit their mosaic as the team evolves.

5 Final Thought

Leadership is a living process – fluid, complex, and human.

The *Facets of Leadership* cards celebrate this richness by transforming reflection into conversation, and conversation into culture.

Each card opens a door.

Each dialogue strengthens connection.

Each insight moves us one step closer to the kind of leadership our world needs.

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