

How to print Cards of Ambiguity?

Print out all the pages double sided and cut out the cards. To speed this up you can use a cutting machine and stack the A4's on top of each other and cut multiple cards at a time.

In total you will have a 102 cards:

- 5 Finale hand cards
- 20 purple problem cards
- 60 orange solution cards
- 5 problem card blanks
- 12 solution card blanks
- 1 double-sided manual



We're afraid that we might fail, so we'll be _____.

We deal with time pressure by _____.

How do we choose from multiple vague ideas?

We doubt whether it is good enough, so we'll be _____.

When iteration feels like we're restarting and wasting time, we're _____.

The challenge is too complex so we need to be _____.

What is this step for? Why do we do this? We have no overview in the process. Let's start _____.

If we ask another stakeholder, they share with us different information. What will help to make us see the bigger picture?



What helps if we don't know where to start the research?

What should we do when we don't know if we have done enough research.

We have no clue what the solution could be - we have no ideas. Maybe now we should go _____.

We have not done this before. What would help us if we're unsure if we can do this?



We don't know what we should do first. What could help us?

We miss the resources to move on in the project. We decide that we have to be _____.

How do we deal with knowledge gaps? By _____.

What helps when negative emotions come into the project?



What do we do when the information we have is too vague?

What helps when there are conflicting views in the group?

When we think we are moving through the project too slow, we can _____.

We can't do anything before we speak to the coach / teacher. Or should we try _____?







choosing to work on one specific interesting challenge



asking for feedback from experts



choosing a theory or a paradigm to guide the process



testing in a safe environment that allows failure



sparring with other teams



making a prototype



individual reflection on knowledge, skills and attitude



team reflection on knowledge, skills and attitude



organising a team activity



getting inspired by alumni / people in the field



consulting an expert



seeking information from literature





seeing the challenge as working on skills development



focusing on the process, not the result



looking for encouragement from coaches / teachers



asking for feedback from coaches / teachers.



asking for support from other students



trying to come up with new ideas



making a planning



visualizing the ideas



visualizing the the process



a team discussion



discussing with the coach / teacher



Looking for a similar situation and learn from that





seeing the challenge as working on skills development



focusing on the process, not the result



looking for encouragement from coaches / teachers



asking for feedback from coaches / teachers.



asking for support from other students



trying to come up with new ideas



making a planning



visualizing the ideas



visualizing the process



a team discussion



discussing with the coach / teacher



looking for a similar situation and learn from that





**following a process
or a method**



**linking your previous
experiences to the
current challenge**



**putting trust in the
team: "We can do
it!"**



**looking at other
teams**



**taking ownership
and responsibility**



**adopting a can-do
attitude**



**taking a break,
taking our mind off
of it with the team**



**thinking about the
original challenge in
a new way, reframing**



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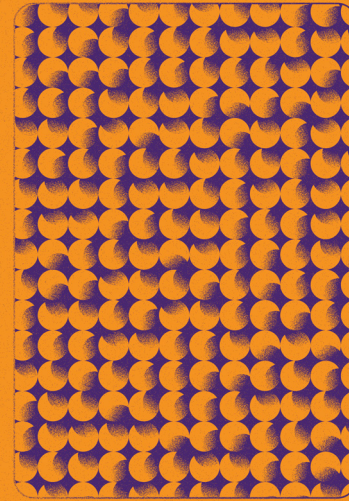
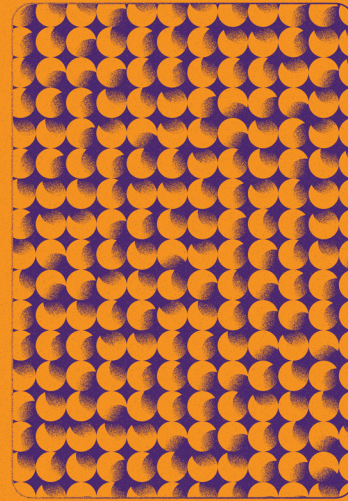
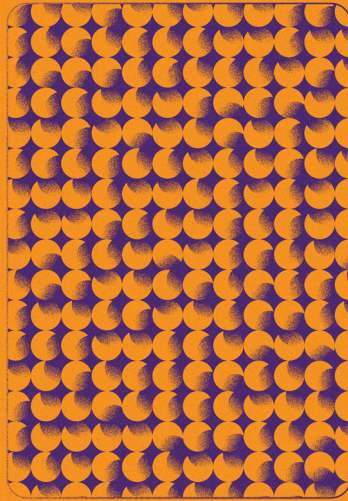
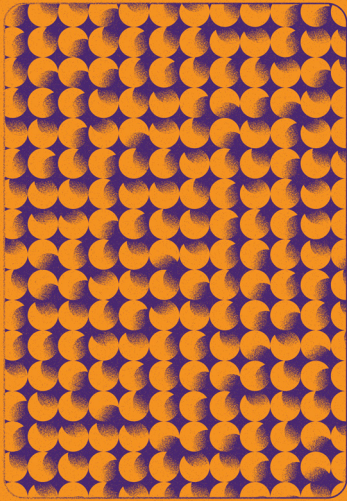
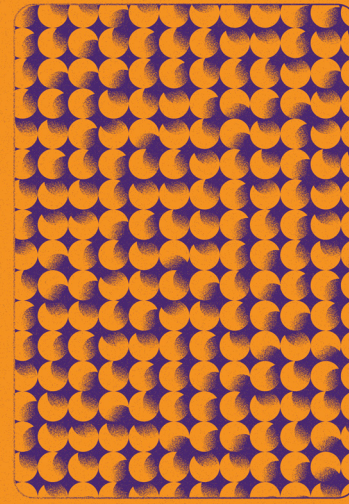
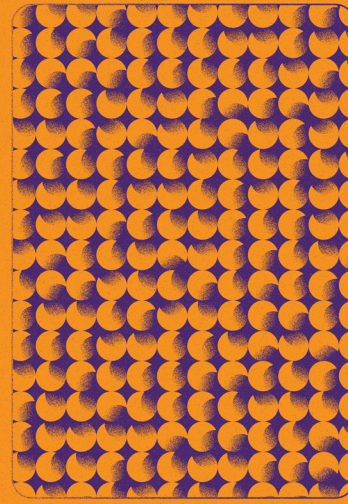
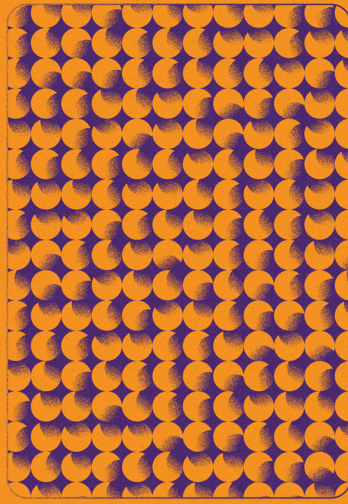
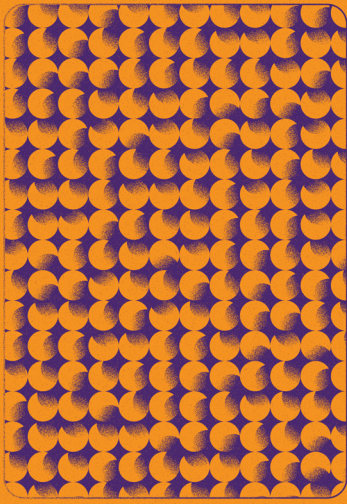


**taking a break,
taking our mind off
of it with the team**



**thinking about the
original challenge in
a new way, reframing**





CoA player's manual

Cards of ambiguity allows you to learn as a team how you deal with complex problems that do not have a clearly defined solution. By each pitching different solutions you can experience how others approach the same problems differently.

What do you need?

- minimum of 4 players (and one finale-hand card for each player)
- 20 problem cards
- 65 solution cards
- stopwatch
- *for advanced players:* 15 blank cards

Good to know

This rule book is not set in stone. The game was developed to open up a team discussion about how to deal with ambiguous problems. Feel free to adjust any of the rules to you liking.

Quick guide

The game consists of two rounds: one round in which you gather problem-solution pairs, and one (finale) round in which you can steal these pairs from each other. The player with the highest number of problem-solution pairs wins at the end.

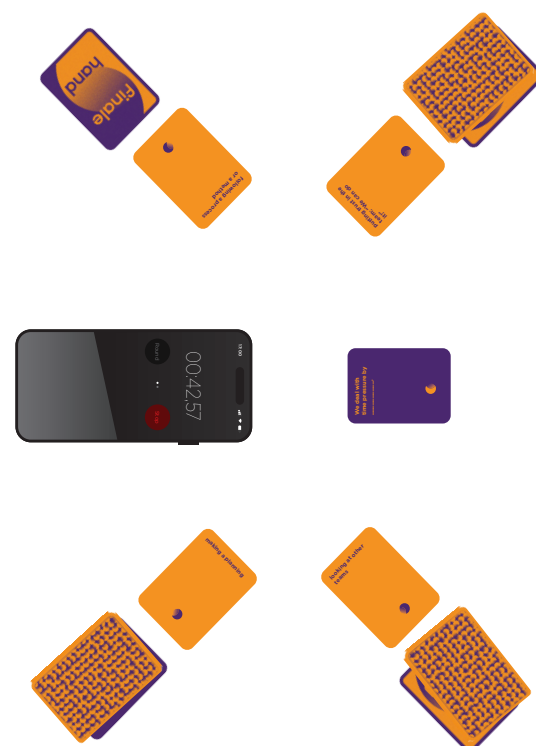
To start the dealer hands every player 7 solution cards except for themselves, and they each have the option to lay one of them top-down on their FINALE HAND stack. The dealer then draws a problem card and pitches their solution in 1 minute while the dealer times them.

One-by-one players then pitch their solution, and at the end they vote for the best answer by pointing at once to their pick. The winner lays their problem-solution pair in front of them. They become the next dealer.

Once 5 rounds have been played, players pick up their finale hand and attempt to steal problem-cards by each pitching a better solution than the original one.



Situation before the game starts: The four players place the cards they pick for their finale hand on top of the FINALE HAND-cards that you can see.



Situation after every player picked their solution card: You can see that every player has chosen a solution card for their finale hand. They also laid down their solutions for the problem card that's in the middle. Player's will now vote for the best solution.

A detailed guide on how to play Cards of Ambiguity

Before you start it is important that you make two piles of cards. Shuffle and lay down one pile with the 20 problem cards (purple), and do the same with another one with the 65 solution cards (orange). Also, every player should place their FINALE-hand card in front of them. This will be where they stack the solutions they want to take into the finale. The youngest person will receive the role of the dealer in the first round.

So now we can start. The game consists of two parts:

Part 1 - *scramble for pairs*

The goal in part 1 is to gather as many problem-solution pairs as you can by providing the best solution according to the team vote. Every round in part 1 consists of the following steps:

1. The dealer shuffles the cards and hands out **7 solution cards** (orange) to every player except for themselves.
2. Each player **may pick one solution card for their final hand** and places it face-down on their FINALE HAND-card. This stack will become your hand in the finale round in which you can steal problem cards from other players. IMPORTANT: It is not possible to swap this card anymore.
3. The **dealer draws a problem card**, reads it out loud and lays it out in front of everyone.
4. With the problem card in the middle of the table, the person left of the dealer picks one of the solution cards from their hand and place it in front of them. They have **one minute to explain why their solution solves the problem**.
5. Clockwise **every player repeats the last step and pitches their solution** while the dealer times them.
6. The players then **discuss together what the best solution is**. Players can defend their solution, but be careful not to discuss for too long. It might be wise to have the dealer time this step using the stopwatch.
7. After the discussion players vote for the solution + explanation they think won. **On a countdown from 3 everyone points to the player they choose**. You cannot vote for your own card. If the vote is inconclusive the dealer chooses the winner.
8. The **winner receives the problem card and the solution card** as a problem-solution pair and lays them in front of them in such a way that the rest of the players can read them.

9. Every player gives their hand to the **winner, who becomes the next dealer**.

Repeat these steps for 4 rounds, after that you play the finale. Players have now got all the problem-solution pairs they won in front of them.

Part 2 - *FINALE*

In the finale you play using the cards that you selected for your final hand. You may use this hand to steal problem-solution pairs from other players.

1. Every player **picks up their final hand**.
2. The player that won the last round of part 1 can **attack someone else's problem-solution pair** that they have in front of them. You again have one minute to explain why your solution is better. As there is no dealer role in the finale, the rest of the players time them.
3. The player that is being attacked may counter with another solution card and a one minute pitch. This "showdown" can keep going for as long as the two players have solution cards in their hand. After this the group votes for the best solution. **Only if the attacker has a majority vote they can take the problem-solution pair** and lay it in front of them, otherwise it stays with the other player.
4. The person to the left may now challenge other players for their problem-solution pairs.

The person who has the most problem-solution pairs in front of them after the game ended is the winner.

Feel free to adjust the amount of rounds you play in Part 1. This will both increase the amount of problem-solution pairs you can play for the finale, as well as solutions you have in your FINALE HAND.

Blank cards

If you've played the game a few times and you have a good grasp of how it works, you can choose to use the 5 blank problem cards and 10 blank solution cards to write down your own problems and solutions, and add them into the decks before you start.