FREE TOOL · 15 MINUTES

The Team Pattern Map



See how individual schemas meet under pressure, map one live pattern, and choose your next coaching move.

A free tool from the book **Schemas in Team Coaching**
For team coaches and leaders of intact teams

Daniela Aneva, MCC, ACTC
ICF MCC · ACTC · EMCC ESIA

THE ONE IDEA

Coach the pattern, not just the people.

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BEFORE YOU START

You are not meeting eight patterns. You are meeting the one they make together.

Every team coach knows the moment. The agenda is sensible, the people are capable, and still the same scene plays out again: the decision that gets escalated, the meeting where nobody says what they think, the project that is always almost done.

Schemas are deep, early patterns: lasting beliefs about safety, worth, power and belonging. Each person brings theirs into the team. Under pressure, those schemas do not stay private. They meet. One person's need for approval meets another's need for control. One person's fear of failure meets a colleague's unrelenting standards. Repeat that meeting often enough and it stops being about two people. It becomes the way *this team* works.

Individual schemas
What each person learned early about safety, worth and belonging.

›

Pressure
A deadline, a merger, a new leader, a failure, a hard conversation.

›

Interpersonal pattern
Two or more coping styles lock together in a repeating loop.

›

Team mode
The whole team slips into one recognisable state, again and again.

Here is the harder part. **The team will try to recruit you**: toward the leader, into a faction, into the role of rescuer or referee. Your own schemas decide which pull you feel most. You are not choosing a side; your patterns are choosing for you. So this map includes you.

How to use the map (about 15 minutes)

1 · Rate the team
24 statements about the last month. Hold one recent meeting in mind.

2 · Read the pattern
Score six team modes and see what the strongest one protects.

3 · Map one live pattern
Where two people's schemas meet, and the layers around it, including you.

4 · Choose a move
Walk the Six Movements: Notice, Name, Honor, Choose, Rehearse, Embed.

> **Coaching, not therapy.** This is a coaching and self-understanding tool, not a psychological assessment or treatment. Team modes are metaphors, not diagnoses: use them to see more clearly, never to label a team or a person in a report to a sponsor. When a pattern involves harassment, discrimination, bullying or safety concerns, it is not only a schema pattern; it needs the organisation's proper channels. If someone is struggling with their mental health, point them to a qualified professional.

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STEP 1

Rate the team

For the last month, score each statement: **0** never · **1** sometimes · **2** often · **3** almost always. Answer from what you have seen, not what you hope.

Team: _____ Date: _____ I am its: leader / coach / HR or L&D / member _____

#	IN THE LAST MONTH, IN THIS TEAM…	0–3
1	Meetings end in agreement, but decisions get reopened or quietly ignored later.	☐
2	Meetings stay on tasks, data and updates. Feelings rarely enter the room.	☐
3	The team describes itself as the best, or as the only part of the organisation that really works.	☐
4	When something goes wrong, the first question is who did it.	☐
5	Subgroups (by function, location, tenure or legacy company) tell different stories about the same events.	☐
6	People disagree openly and stay on good terms.	☐
7	People nod in the room and say what they really think afterwards, in smaller groups.	☐
8	After a big change, the team carried on as if nothing had happened.	☐
9	Problems are usually explained by other teams, the market, or “head office”.	☐
10	Reviews of mistakes are harsh, and people prepare their defence beforehand.	☐
11	Some voices are acknowledged and then quietly dropped.	☐
12	The team owns its decisions, including the ones that did not work.	☐
13	Open disagreement with the team leader is rare.	☐
14	When someone asks how people are doing, the conversation returns quickly to the agenda.	☐
15	Feedback from outside the team is defended against or dismissed.	☐
16	People copy others on emails to protect themselves.	☐
17	Alliances form before meetings, and the real decisions are made outside the room.	☐
18	Mistakes are discussed to learn, not to punish.	☐
19	The team looks relieved when a hard topic is postponed.	☐
20	Sessions feel flat, even when the stakes are high.	☐
21	Admitting a weakness in front of other teams feels risky.	☐
22	People hold back from trying something new in case it fails.	☐
23	Members talk about “us” and “them” inside the same team.	☐
24	Every subgroup is heard, and the team can name what it avoids.	☐

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STEP 2

Score it and read the pattern

Add the four scores for each mode (0 to 12). Each mode is a collective version of a familiar schema mode: the team, like a person, has a few go-to ways of coping when it feels threatened.

TEAM MODE	ITEMS	SCORE	WHAT IT LOOKS LIKE	WHAT IT OFTEN PROTECTS AGAINST	WHAT YOU MAY BE PULLED TO DO
A · Polite harmony collective Compliant Surrenderer	1, 7, 13, 19		Easy agreement; no visible conflict; decisions that do not stick.	Fear of conflict, of the leader, or of breaking the team apart.	Enjoy the calm. Take agreement at face value.
B · Business as usual collective Detached Protector	2, 8, 14, 20		Tasks, data and process; little emotion; sessions feel flat.	Grief, anxiety or tension, often after a merger, layoffs or a failure.	Stay in the content. Offer more tools and frameworks.
C · The fortress collective Overcompensator	3, 9, 15, 21		"We are the best"; outsiders are to blame; feedback is resisted.	Shame about weaknesses; fear of being exposed.	Challenge hard and trigger defence, or collude with the self-image.
D · Blame culture collective Punitive Critic	4, 10, 16, 22		Finger-pointing; harsh reviews; people protect themselves.	Anxiety about failure; fear of punishment from above.	Hunt for the "real culprit". Become harsh, or over-protective.
E · Two tribes subgroup split	5, 11, 17, 23		Factions and coalitions; different stories about the same events.	Unmet needs for fairness, recognition or belonging.	Side with one faction. Mediate endlessly. Avoid naming the split.
F · The working team collective Healthy Adult	6, 12, 18, 24		Honest disagreement; shared ownership; learning from mistakes.	Nothing. This is the healthy base.	Notice it, name it, and step back.

Reading your scores

- **Your highest score among A to E** is the team's most likely mode under pressure. 8 or more is a strong signal; 5 to 7 is worth watching.
- **Two high scores often travel together.** Polite harmony in the room and two tribes outside it is a common pair.
- **F tells you what you can build on.** At 8 or more, the team already has a working base to strengthen.
- **Every mode protects something.** The pattern made sense once. Read the middle column before you act.

The team's strongest mode is:

What it might be protecting this team from:

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STEP 3

Map one live pattern

A team mode is built from smaller loops. Pick **one recent moment** when the mode showed up, and the two people (or two subgroups) whose reactions fed each other. Describe behaviour, not character.

Person or subgroup A

Under pressure, A tends to...

The belief underneath might be...

⇄

Person or subgroup B

In response, B tends to...

The belief underneath might be...

The loop, in one sentence

For example: “The more the leader frames every decision, the quieter the newer members become, and the quieter they become, the more the leader fills the space.”

Now widen the lens, and include yourself

LAYER	LIKELY PATTERN OR SHARED ASSUMPTION	HOW IT SHOWS UP	WHAT IT PULLS FOR
The organisation around the team			
The team as a whole			
Subgroups or factions			
The team leader			
You (coach or leader)			

Four questions about your own pull

- Who on this team am I drawn to? Who do I avoid?
- Who does the team want me to be: rescuer, referee, ally, or expert?
- What would happen if I disappointed the team leader?
- Am I having the team's argument somewhere else: with a co-coach, a sponsor, or in my own head?

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STEP 4

Choose your move: the Six Movements

In *Schemas in Team Coaching*, change moves through six movements. You do not need all six in one session. Write a line or two for each, then circle the movement this team is ready for **next**.

01

Notice

What exactly did you see and hear? Facts first: who spoke, who went quiet, what was postponed.

02

Name

Say the pattern to yourself in one tentative sentence. Then draft how you might offer it to the team, as a question, not a verdict.

03

Honor

What has this pattern protected? Polite harmony may be keeping the team from breaking apart. Say that out loud before you ask for change.

04

Choose

One small, structural experiment. For example: a round where each person names one thing working and one not, quieter voices first, the leader last.

05

Rehearse

Practise the new behaviour where stakes are lower, and rehearse your own sentence for the moment the pull on you is strongest.

06

Embed

What agreement, ritual or meeting rule keeps the change alive when you are not in the room? When will you review it?

A sentence you can borrow

"We've noticed the team is very aligned in our sessions, and we're hearing there is more going on outside them. We'd like to understand that better."

Notice the shape: an observation, not an accusation; curiosity, not a conclusion; and the whole team, not one person, as the subject.

My one move before the next session:

I will review how it went on: _____ with: _____

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WHERE TO GO NEXT

Take this map further

This map uses a small part of a larger model. If it showed you something about a team you work with, here are three ways to go deeper.

START HERE · THE AFFORDABLE ENTRY POINT

Schemas in Team Coaching Dynamics

Five live sessions on reading how individual schemas turn into team dynamics, and what to do in the room when they do. Small group, practical, built on the book.

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FREE · 60 MINUTES LIVE

Schemas in Team Coaching open house

Bring your map. See the model in action and ask your questions.

Thu 5 November
5:00 AM ET

Thu 10 December
11:00 AM ET

Register: https://danielaaneva.com/open-houses/

THE FULL PROGRAMME

Schemas in Team Coaching

Team coaching training at ICF ACTC level, 61 hours. Learn to read a team's belief structures in real time, notice the part of you the team recruits, and bring the pattern into the room with care and structure.

Starts Fri 18 Dec · Fridays 11:00 AM – 2:00 PM ET, live online
$3,200 · early bird **$2,900** to 27 Nov · payment plan 4 × $850

THE BOOK

Schemas in Team Coaching

Daniela Aneva's model for seeing and shifting the hidden patterns that shape how teams think, feel and perform: five Core Team Needs, eighteen Team Schemas, ten Team Modes, six Interpersonal Patterns, the Six Movements of change, and thirty-two practical tools.

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