

# Leader's Guide

Leadership:

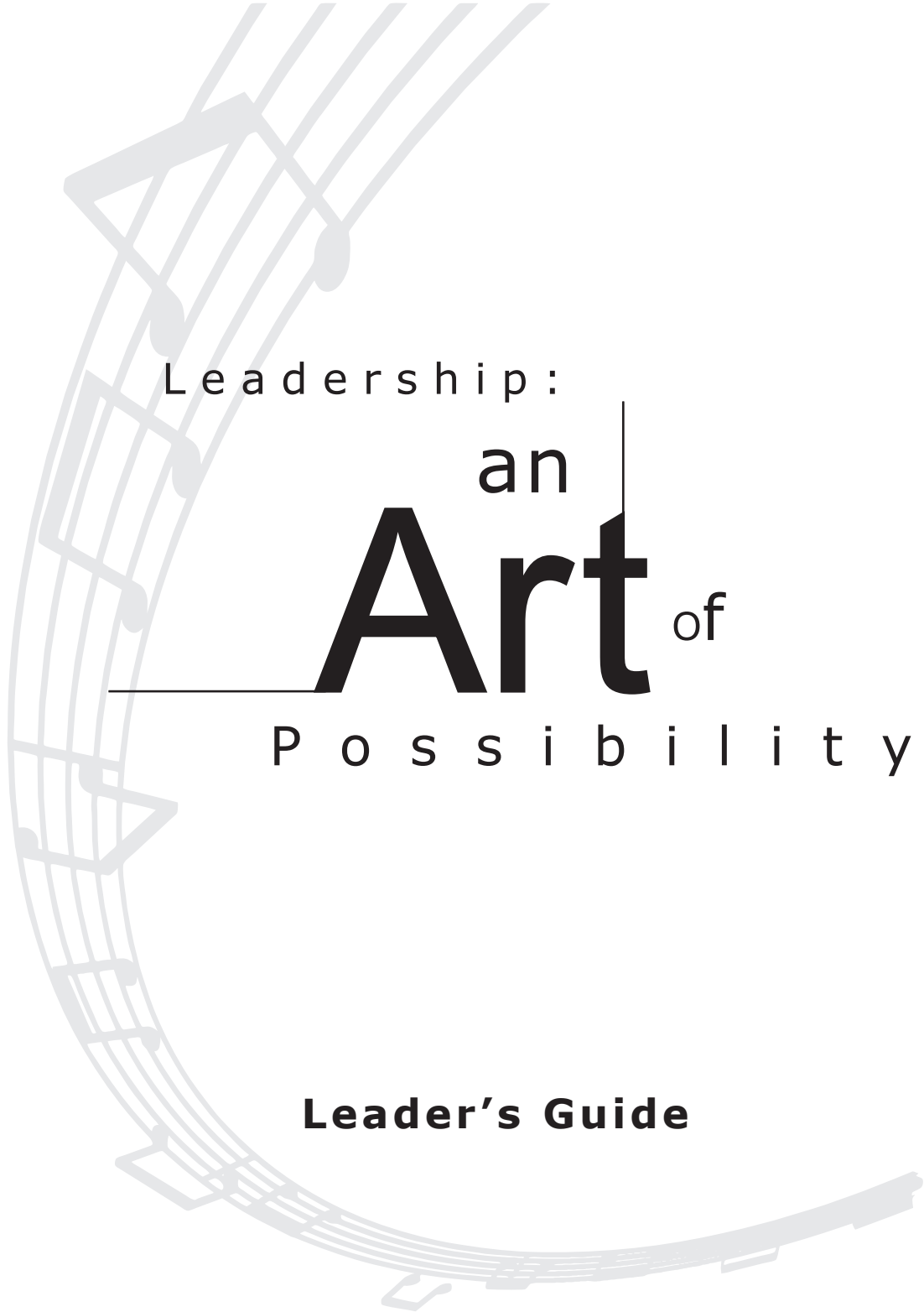
an

**Art** of

P o s s i b i l i t y

with Ben Zander and Roz Zander

Groh  
Productions  
It's your life. Invent the story.™



Leadership:

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**Art** of

P o s s i b i l i t y

**Leader's Guide**

**Groh**  
**Productions, Inc.**

**“When leadership is defined not as a position you hold but as a way of ‘being,’ you discover that you can lead from wherever you are.”**

**–Rosamund Stone Zander**

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## About the Series Real People, Real Stories™

Stories. What is it about a good story that makes us listen, laugh, participate and learn? What is it about a good story that makes us want to share our own? Good stories are vital to our lives. We have discovered that storytelling is an art, a new medium for learning. And it is not really new; it is actually the oldest way of learning there is. Although we can tell people what they might learn “this week” and preach lessons, offer analysis, and invent new jargon—when we invite them to discover a lesson within a narrative, they will remember it precisely because it was conveyed in a story.

The great teachers and leaders are often good storytellers. *Real People, Real Stories™* is a new series, created by Groh Productions, which is built on experiencing and discovering the people and the stories that celebrate transformation, change, and learning. These stories create new kinds of conversations and experiences. Most of all, these stories invite us to reflect, learn, and experience the lesson precisely because they make us think about our own stories. We can invent any future that we can dream, because life is a story we invent as we go. We all have a story to tell. This series explores the storytellers who understand the power of narrative.

**Katalina Groh, Writer and Executive Producer, Groh Productions Inc.**

Katalina Groh has written, produced, and directed documentaries and independent feature films for the past fifteen years. As Senior Producer, she helped launch New World Entertainment's educational division New World Knowledge, where she developed, wrote, and produced award-winning educational programming. Her research at New World began to focus more on the adult learning, new narrative structures for educational programs, and the development of the new models for content structure that would create new kinds of conversations and experiences.

**Real People, Real Stories™ • Groh Records Inc. • Groh Publishing LLC**

Groh Productions Inc. produces and distributes learning programs, documentaries, books, feature films and live learning experiences in more than eighty-eight countries. In 2000, the writing, film and music collaborators at Groh Productions launched the original educational series, *Katalina Groh Presents, Real People, Real Stories™*, specifically designed to focus on the power and practice of storytelling and its potential to teach, transform, and inspire.

In 2006, Katalina launched Groh Records Inc., and Groh Publishing LLC to bring the storytelling experience of music and songwriters to a growing global audience, believing nothing can inspire more than great music that tells a story.

**Visit Our Online Global Community**

For more information about the power of storytelling, to see and hear film clips from global customers sharing knowledge and best practices, to view our educational film clips, or to hear original music visit us at [www.grohproductions.com](http://www.grohproductions.com)

Join our online community and receive special introductory film and record discounts made available to Possibility Members.

We look forward to hearing your reactions to our films or music . . . and to hearing your own stories.





# About the Authors

## ***Benjamin Zander***

Ben Zander has been the conductor of the Boston Philharmonic since its foundation in 1979. He has appeared as a guest conductor with orchestras around the world, giving regular performances with the Philharmonic Orchestra of London, with whom he is recording the complete cycles of Beethoven and Mahler symphonies for Telarc Records. He has taught at the New England Conservatory in Boston for more than thirty years, runs music programs for young performing artists at the Walnut Hill School, and conducts and tours with the New England Conservatory Youth Philharmonic Orchestra. Born in England, Zander began composing at age nine, studied under Benjamin Britten and Imogen Holst, and trained as a cellist in Italy and Germany with cello virtuoso Gaspar Cassado. He received a degree from University College, London, and pursued postgraduate studies at Harvard and in New York on a Harness Fellowship.

For the past ten years, Zander has become a highly sought-after speaker to major organizations worldwide for his presentations on leadership, attitude and creativity. In 1999, he received the Crystal Award at the World Economic Forum in Davos, Switzerland, which honors internationally recognized artists who have also made an outstanding contribution to cross-cultural understanding.

## ***Rosamund Stone Zander***

Rosamund Stone Zander, an executive coach and family systems therapist, develops models for leadership, relationship, and effective action. She proposes a theory of human development that promotes creativity as an essential adult capacity. Ms. Zander has designed programs for corporations as well as government agencies, and has conducted workshops in a variety of settings, including the Aspen Institute, the British Civil Service, Public Radio, and the World Economic Forum. A native of Cambridge, Massachusetts, her professional studies include a B.A. from Swarthmore College, graduate studies at the Bank Street College of Education, and an M.S. S. from Boston University's School of Social Work. She has held positions as a child therapist at the celebrated Master's Children's Center in New York City and as a supervisor and instructor in family therapy at the Kantor Family Institute and The Family Center in Somerville, Massachusetts. Ms. Zander is currently in private practice in Cambridge and runs an Accomplishment Program that enables people to complete major projects. A gifted artist, she had her first one-person exhibition as a landscape painter in 1981.

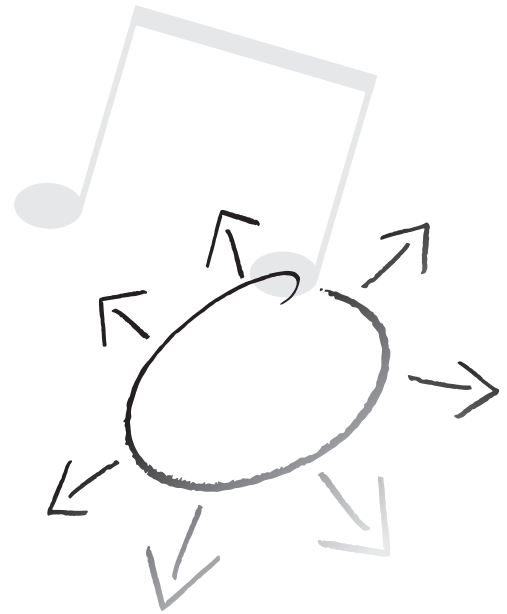


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**“Motivational ideas are like Chinese food...it’s very good and you just love it when you are having it, but then an hour later you find that you are hungry again.”**



**“This is NOT a motivational idea that merely excites people with a short burst of energy. This is a shift in focus about a new way of being, a new way of seeing and a new way of contributing to the world around us.”**

**-Ben Zander**



# Prologue

Artists—musicians, performers, painters, and poets—have rarely been in a position to speak directly to those engaged in business or government. For most of human history, artists have been employed merely to serve the authoritative institutions, usually by bringing emotional truth to established principles. The general truths held by the leading institutions of relatively closed societies were historically sufficient, overall, to maintain order and provide direction. In our new global society, however, there is no guiding institution that speaks compellingly to the majority of the people. Markets have replaced governments, religion, and other institutions as the regulating force and the highest authority, and markets are not conversant in a human tongue.

This radical shift in the structure of the world begs for creativity; it asks us to rethink who we are as human beings, since the assumption that we are self-managed individuals does not seem to match up with what is happening, and may even undercut our ability to have a say in the way things go. It may be that writers, painters, and musicians have an unprecedented opportunity to be cocreators with society's leaders in setting a path. For art, after all, is about rearranging us, creating surprising juxtapositions, emotional openings, startling presences, flight paths to the eternal.

Rosamund Stone Zander

## Now New Bonus Content Material!

In addition to the award-winning original film *Leadership: An Art of Possibility* on this new dvd ~ don't miss the all-new bonus content learning experiences filmed especially for this re-mastered newly digitized dvd!

Under the bonus section discover:

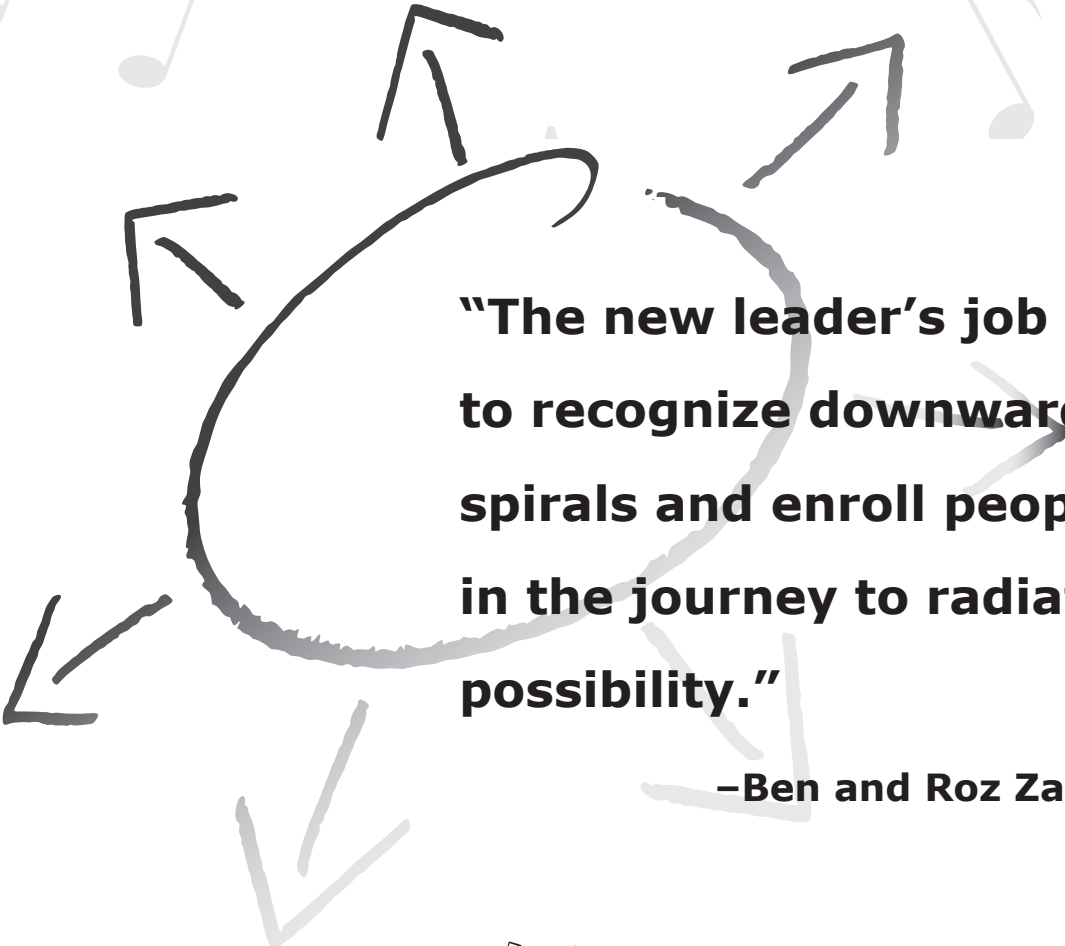
- The Art of Practice
- Who am I being?
- Possibility is always one sentence away
- Vision: The guiding force
- Create





**“Music is the most-powerful language ever devised by human beings. We’ve tamed music so that it is comfortable. Beethoven intended the fifth symphony as an attack—on complacency, on status quo, on the way people see things. He was shaking his fist at humanity. I want to wake people up to that spirit.”**

**-Ben Zander**



**“The new leader’s job is to recognize downward spirals and enroll people in the journey to radiating possibility.”**

**-Ben and Roz Zander**





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**Preparation Materials**

## A Message to the Facilitator

This product was created to take the participant on a journey of discovery. It is important for the facilitator to realize that this is not a program where the facilitator has to be an expert in the subject matter. The facilitator will act as a conduit to help participants discover a new definition of leadership. To help participants on their journey, we highly recommend you send a copy of the Program Overview (page 14) to participants when you invite them to the training. This will help participants understand the message behind ***Leadership...an Art of Possibility***.

A powerful part of this program is that each participant will walk away with a renewed sense of ownership in his or her own behavior. This program is going to reignite passions within your participants. It is your job as facilitator to create an environment that will help participants feel as though they can think out loud and share their thoughts, their own stories, experiences, and ideas freely.

It is very important that the concepts of the program be effectively modeled for participants. Here are a few things to keep in mind when you are preparing your program:

- Make sure when you are facilitating this program that you speak from the realm of possibility.
- Distinguish “downward spiral speaking” throughout your discussions and encourage people to speak creatively from the mode of possibility.
- Remember Rule # 6! as you are preparing for this program. It is easy for facilitators to fall into the trap of taking themselves too seriously. Lighten up!
- During your program make sure you are enrolling every person in the vision.
- As your program progresses, check to see if the participants eyes are shining. If not, you ask yourself the following:
  - o “Who am I being that their eyes are not shining?”
  - o “What distinction can I make that will enroll people in inventing their lives for themselves?”

# Suggested Agendas

Two session agendas have been provided to help guide you through your training session. You can modify these agendas to meet the needs of your participants. A blank agenda sheet is also provided if you wish to create your own agenda.

## **2+-Hour Agenda**

	<b>Time</b>	<b>Page</b>
Introducing the Session to Participants	10	16
Leadership Frameworks	10	18
View and Discuss the Video	45	19
Break	10	
Speak Possibility	25	23
Everyone Gets An "A"	15	30
Session Debrief	10	31

## **4-Hour Agenda**

Introducing the Session to Participants	10	16
Leadership Frameworks	10	18
View and Discuss the Video	45	19
Break	10	
A New Way of Being	15	21
Speak Possibility	25	23
Remember Rule #6!	15	24
Break	15	
Enroll Each Voice in the Vision	20	25
Look for Shining Eyes	25	27
Voice in the Head	20	29
Everyone Gets an "A"	15	30
Session Debrief	10	31

### **Note to Facilitator:**

If you don't have time to do the four-hour agenda, we highly recommend using the self-study workbooks. These workbooks contain all of the exercises found in the four-hour agenda. Having the workbooks will allow participants to continue the learning and complete the exercises on their own.

# Trainer's Personalized Agenda

You may wish to plan a session that is different from the agenda provided on page 11. Below is a blank agenda to assist you in outlining your session.

	Activity	Time	Page
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			



# Facilitator's Checklist

Use this checklist to help you gather all necessary materials for the training session. The Zanders encourage you to have the students see the film first without writing implements so that they have a direct emotional experience, then to have them see it again in the setting where they can take notes.

## **Meeting Preparation**

- Determine your training objectives.
- Send the Program Overview (page 14) to participants prior to the program.
- Choose different ways to train to ensure transfer of information.

## **Location**

- Create a relaxed environment.
- Make sure all seats have a good view of the visuals.
- Make sure there is enough light to take notes when participants view the video.
- Provide an adequate writing surface for participants.
- Check for good acoustics.
- Verify that your room is accessible and equipped for participants with disabilities.

## **Equipment**

- Make sure the VCR is properly connected to the monitor.
- Make sure overhead is in proper working order.
- Test the VCR, and check monitor for proper picture, color, and volume.
- Make sure the tape is rewound and ready to play before beginning your session.
- Check all other equipment for proper operation.

## **Materials**

- Facilitation Guide
- Videotape ***Leadership...An Art of Possibility***
- Paper and Pencils
- Additional Equipment

# Program Overview

There are hundreds of programs built in and around the concept of leadership. Scholars have been studying the characteristics of leaders for centuries. Unfortunately there is no easy 12-step program on how to be an effective leader. There are countless definitions of leadership and even more interpretations. Most of these programs take an outside-in approach to leadership. They focus on what a leader should do instead of who the leader is.

Ben and Roz Zander have a new definition of leadership where everyone can “become part of the song.” This definition takes an inside-out approach to leadership. It provides an opportunity to discover how to transform oneself *into a new way of being*. It defines the leader’s job as a job of possibility. It does not present the leader as all-powerful, but as one who seeks to lead in order to make others powerful. It provides you with an opportunity to change your perception of yourself and those you lead. It also teaches us to rediscover that we ALL can lead no matter what our position.

This is not a typical training video. You will not walk away with a five-step process that claims to make all your problems disappear, but instead you will have the opportunity to discover from within a new way of being.

**Ben and Roz maintain that life is a story we tell, so we can invent our own story and tell it in a new way.**

During this program you will learn about the following concepts:

- The art of leadership is about a new way of being
- Speak possibility: Recognize conversations in the downward spiral and enroll people in the journey to radiating possibility
- Look for shining eyes
- Enroll every voice in the vision
- Lead by making others powerful (The conductor of an orchestra doesn’t make a sound!)
- Quiet the voice in the head that says, “I can’t do it”
- Everyone gets an “A”
- First rule of leadership...remember rule #6!
- Plus, remember to discover the five new content points in the bonus section!

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## Facilitator's Materials

### Icon Key:



Ask and Discuss



Flip Chart



Read or  
Paraphrase



Overhead



Video



Worksheet

# Introducing the Session to Participants

## Trainer's Instructions:

**Time Required:** 10 minutes

**Materials Needed:** Overhead 1 and 2, Program Overview

**Objective:** To emphasize the importance of the topic and introduce participants to each other in order to set the stage for the training session.

1. Ask participants to introduce themselves and then introduce yourself.
2. Have the Key Learning Concepts on a flipchart or overhead and read or paraphrase the following to participants:

**This session provides you with an opportunity to discover how to transform yourself into a new way of being. It defines the leader's job as a job of opening up possibility for others. It does not present the leader as all-powerful, but as one who seeks to lead in order to make others powerful. It provides you with an opportunity to change your perception of yourself and those you lead. It also teaches us to rediscover that we ALL can lead no matter what our position.**





During this program you will learn the following concepts:

- The art of leadership is about a new way of being
- **Speak possibility: Recognize conversations in the downward spiral and enroll people in the journey to radiating possibility**
- Look for shining eyes
- Enroll every voice in the vision
- Lead by making others powerful  
(The conductor of an orchestra doesn't make a sound!)
- Quiet the voice in the head that says, "I can't do it"
- Everyone gets an "A"
- First rule of leadership...  
remember rule #6!



3. Distribute a copy of the Program Overview to each participant.



# Leadership Frameworks

**Time Required:** 10 minutes

**Materials Needed:** Leadership Frameworks Worksheet, Flipchart

**Objective:** To identify how leaders are currently perceived in order to understand the necessity of a new way of being.

## Trainer's Instructions:



1. Distribute the Leadership Frameworks Worksheet to participants.
2. Read or paraphrase the following to participants:  
**Before we take a look at the video, let's review some commonly held perceptions, images, and frameworks about leaders. Take just a moment and think of some commonly held beliefs about leaders and write them down on your handout.**
3. After participants have had two minutes to write down their own thoughts, have them partner with another participant and share their lists.
4. Ask one person from each group to share several of their perceptions about leaders.
5. Note to the Facilitator: It is important not to make any value judgments on participants' feedback at this point. After the video you will have an opportunity to compare and contrast the commonly held perceptions and frameworks with the images that are shared by Ben and Roz Zander.

# View and Discuss the Video

**Time Required:** 45 minutes

**Materials Needed:** Video Discussion Questions Worksheet, Video: *Leadership...an Art of Possibility*

**Objective:** To gain a better understanding of the key learning concepts and observe how they have been applied by Ben Zander.

## Trainer's Instructions:



1. Distribute the Video Discussion Questions. Ask participants to review the questions before they watch the video. Tell participants they will have time after the video to fill out the answers to the Video Discussion Questions.
2. View the video, *Leadership...an Art of Possibility*.
3. After viewing the video, give participants several minutes to fill out the answers to the questions then discuss the following as a large group:
  - **Why do Roz and Ben say that leadership is an art of possibility?**
  - **Why does the music metaphor work to help us understand a new way of being?**

- During the video, Mats Lederhausen said, "It's the end of the hunting season in the human experience." What did he mean by that? What were we hunting and what would serve us better to be focusing on now?
- What does Ben Zander mean by "shining eyes"?
- Roz stated that giving everybody an "A" is a possibility to live into, not a standard to live up to. What does she mean by that statement?
- What does recognizing the downward spiral mean?

# A New Way of Being

**Time Required:** 15 minutes

**Materials Needed:** Leadership Frameworks Worksheet, Overhead 3

**Objective:** To identify and understand what is meant by “a new way of being.”

## Trainer's Instructions:



1. Show overhead 3 to participants.
2. Ask participants to refer back to their Leadership Frameworks Worksheet.
3. Read or paraphrase the following to participants:  
**Review your Leadership Frameworks Handout and note the differences between how we were perceiving leadership and the message that Ben and Roz shared with us.**
4. After participants have had two minutes to write down their own thoughts, have them partner with another participant and share their lists.
5. Ask one person from each group to share how they have distinguished between the old paradigm or perception of leadership and the new perception presented by Ben and Roz.

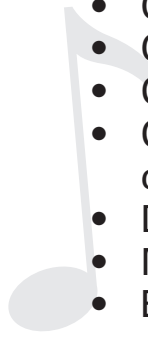
Note to Facilitator: Make sure the following items are brought up during discussion; you may want to write the responses on a flipchart. The

New Leader:

- Is about relationships.
- Focuses on conversations as the medium of change.



- Creates a connection instead of a division.
- Calls up passion rather than fear.
- Operates under a vision that has no limits.
- Offers him or herself in a role of service that dignifies the spirit of man.
- Doesn't take himself or herself too seriously.
- Makes others powerful.
- Enrolls others in the vision.





# Speak Possibility

**Time Required:** 25 minutes

**Materials Needed:** Speak Possibility Worksheet, Overhead 4 and 5

**Objective:** To identify downward spiral conversations and how to shift from the downward spiral into a conversation for possibility.

**Trainer's Instructions:**



1. Show overhead 4 and 5 and distribute the Speak Possibility Worksheet to participants.
2. Read or paraphrase the following to participants:  
**Ben and Roz talk about how the new leader's job is recognizing the downward spiral and enrolling people in the journey to radiating possibility. In the space provided, write down at least five common downward spiral conversations that you have experienced.**
3. Give participants 5 minutes to write down their five downward spiral conversations.
4. Read or paraphrase the following to participants:  
**Now that you have identified your downward spiral conversations, choose a partner and have a conversation for possibility.**
5. Give participants 15 minutes to explore new pathways to the future.
6. Be sure to have some participants share their insights with the group.

# Remember Rule #6!

## Trainer's Instructions:



**Time Required:** 15 minutes

**Materials Needed:** Overhead 6

**Objective:** To identify the importance of Rule #6!

1. Show overhead 6, and read or paraphrase the following to participants:

**Ben tells a wonderful story about a prime minister who had the opportunity to observe the positive effects of Rule #6! What problems occur when people take themselves too seriously?**

2. After several minutes of discussion, ask and discuss the following with participants:

- **Can anyone think of a time when you were taking yourself too seriously? What happened?**
- **If you were going through that same situation now, how would you handle it differently?**
- **What are some ways we can remind ourselves about Rule #6!?**

Note to the Facilitator: The last question should lead into the next exercise. Part of not taking yourself so seriously is enrolling others in the vision. The next exercise will help participants implement the concepts.

# Enroll Each Voice in the Vision

**Time Required:** 20 minutes

**Materials Needed:** Enroll Each Voice in the Vision Worksheet, Overhead 7

**Objective:** To identify ways to enroll people in the vision.

## Trainer's Instructions:



1. Show overhead 7 and distribute the Enroll Each Voice in the Vision worksheet to participants.
2. Read or paraphrase the following to participants:  
**When Ben told us about Rule #6!, he also gave us an example of how he implements Rule #6!  
What does Ben do to remind himself of Rule #6!  
that also enrolls his musicians in the vision?**

Facilitator's Note: Ben puts a blank sheet of paper on the stand of every musician at every rehearsal. That paper is an invitation to the players to express or ask for anything that would enhance their playing. Ben is leading by making others powerful. He is giving them a voice. Remember, the conductor of an orchestra doesn't make a sound! Putting out white sheets also reminds him that he is not the center of the universe.

3. Ask participants the following:  
**In what vision does putting a white sheet of paper on the music stand enroll the players?**



4. After several minutes of discussion, read or paraphrase the following to participants:

**On your Enroll Each Voice in the Vision worksheet, identify ways you might use this concept in your work environment.**

5. Give participants several minutes to generate ideas. Then, have each participant share ideas with the group.

6. You may wish to capture all of the ideas on a flipchart.



# Look for Shining Eyes

**Time Required:** 25 minutes

**Materials Needed:** Look for Shining Eyes Worksheet, Overhead 8

**Objective:** To identify actions or behaviors that reinforce shining eyes in employees.

## Trainer's Instructions:



1. Show overhead 8 and distribute the Look for Shining Eyes worksheet to participants.
2. Read or paraphrase the following to participants:  
**The practice of leadership has to do with relating to people in a new way. It has to do with being committed to the “aliveness” of people and helping them to create possibility for themselves, so that everyone brings all of themselves into the game. All of this means paying attention to people differently. It means paying attention to how people are receiving what you have to say. Are their eyes shining, or are they merely accepting what you have to say? It means factoring yourself into the equation. Is your presence enlivening others or shutting them down? Let’s take a moment to identify some behaviors that shut others down. On your worksheet in the left-hand column**



**identify some behaviors you have observed or experienced that shut people down.**

3. Give participants five minutes to brainstorm their own ideas and then share them as a group. You may want to put these ideas on a flipchart.
4. Read or paraphrase the following:  
**Now get into small groups and in the right-hand columns identify behaviors that enliven others. For every behavior that shuts people down try to come up with a behavior that enlivens them.**
5. Give participants five minutes to brainstorm. If time allows, you may want to give each group a piece of flipchart paper and have them generate their list on the flipchart paper. Then after each group has created their list, have one person from each small group present their list to the large group.
6. Ask the following questions of participants:
  - **Which behaviors would you prefer to see in your boss? In yourself? Which behaviors are you currently exhibiting?**
  - **What behaviors are you going to adopt for yourself and why?**
  - **What differences might it make?**

# Voice in the Head

**Time Required:** 20 minutes

**Materials Needed:** Voice in the Head Worksheet, Overhead 9

**Objective:** To turn the negative voice in your head into a voice of Possibility.

## Trainer's Instructions:



1. Show overhead 9 and distribute the Voice in the Head worksheet to participants.
2. Read or paraphrase the following to participants:  
**Everyone is familiar with that voice in the head that makes us doubt ourselves. This exercise is going to help you to change what that voice is saying. Review the sentences on your handout and rewrite them so they open up possibility.**
3. Give participants 10 minutes to complete the worksheet.
4. Have participants share how they changed the thoughts on the worksheet.
5. Ask participants the following:
  - **How will you benefit from speaking to yourself in the language of possibility?**
  - **How might you help others to override “the voices in their heads?”**

# Everyone Gets an "A"

**Time Required:** 15 minutes

**Materials Needed:** Overhead 10

**Objective:** To identify ways to give people a possibility to live into, not an expectation to live up to.

## Trainer's Instructions:



1. Show overhead 10, and read or paraphrase the following to participants:

**On the first day of class in September, Ben asks the students to imagine that they have gone through the whole year with an A, and he gives them an assignment to write him a letter dated May of the following year detailing all the things they did to get their A. The students learn the distinction "a possibility to live into, not a standard to live up to."**

2. Have participants think about ways to make this distinction for their employees. Ask them to brainstorm how to create an "environment of the A" in which employees feel free to imagine a life of possibility. List the ideas on a flip chart.



# Session Debrief

**Time Required:** 10 minutes

**Materials Needed:** Blank Sheet of Paper, Posttraining Assessment, and Session White Sheet

**Objective:** To evaluate the effectiveness of the training.

## Trainer's Instructions:



1. Read or paraphrase the following to participants:  
**Ben gives all of his students a blank piece of paper before each rehearsal. Here is a blank sheet of paper for you. I would like you to write down three areas of your life where possibility has opened up for you. Ben also invites his students to share anything that will help them to realize their commitments and dreams. I'm going to provide you with a White Sheet so that you can make requests and share how this course might be useful to you in getting started on a new path. I also have a Post Training Assessment form through which you can see your own progress.**
2. Distribute the Blank Sheet, Posttraining Assessment, and Session White Sheet to participants. Answers to the Posttraining Assessment are provided.



## Answers to Posttraining Assessment

1. How does Ben relate leadership to a symphony?  
**A symphony is about getting all of the voices sounding together, which is what leadership is really about. It is not about winning or losing but about sounding together.**
2. Complete the following sentence:  
Leadership is about transforming oneself into a **new way of being.**
3. What is Rule #6!?  
**Don't take yourself too seriously!**
4. What does Ben do in rehearsals to give everyone in the orchestra an opportunity to express themselves in a conversation with the leader?  
**Before each rehearsal he puts a blank sheet of paper on each music stand. This sheet of paper is an invitation to each musician to make requests that will enhance his playing and to express anything that will increase his passion and commitment.**
5. What is a downward spiral?  
**A downward spiral is a conversation of no possibility.**
6. According to Ben Zander, where does power come from?  
**Power comes from making other people powerful.**
7. What is the new leader's job?  
**Recognize the downward spiral and enroll people in the journey to radiating possibility.**
8. Why does everyone get an "A" in Ben's class?  
**Ben gives everyone an "A" so that they have a possibility to live into, not an expectation to live up to.**



Leadership:

an

**Art** of

P o s s i b i l i t y

**Participant's Materials**

# Program Overview

There are hundreds of programs built in and around the concept of leadership. Scholars have been studying the characteristics of leaders for centuries. Unfortunately there is no easy 12-step program on how to be an effective leader. There are countless definitions of leadership and even more interpretations. Most of these programs take an outside-in approach to leadership. They focus on what a leader should do instead of who the leader is.

Ben and Roz Zander have a new definition of leadership where everyone can “become part of the song.” This definition takes an inside-out approach to leadership. It provides an opportunity to discover how to transform oneself *into a new way of being*. It defines the leader’s job as a job of possibility. It does not present the leader as all-powerful, but as one who seeks to lead in order to make others powerful. It provides you with an opportunity to change your perception of yourself and those you lead. It also teaches us to rediscover that we ALL can lead no matter what our position.

This is not a typical training video. You will not walk away with a five-step process that claims to make all your problems disappear, but instead you will have the opportunity to discover from within a new way of being.

**Ben and Roz believe that life is a story we tell, so we can invent our own story and tell it in a new way.**

During this program you will learn the following concepts:

- The art of leadership is about a new way of being
- Speak possibility: Recognize conversations in the downward spiral and enroll people in the journey to radiating possibility
- Look for shining eyes
- Enroll every voice in the vision
- Lead by making others powerful (The conductor of an orchestra doesn’t make a sound!)
- Quiet the voice in the head that says, “I can’t do it”
- Everyone gets an “A”
- First rule of leadership...remember rule #6!

# Leadership Frameworks

**Instructions:** Write down some commonly held perceptions or frameworks of leadership.

**Commonly Held Perceptions and Frameworks of Leadership:**

---

**Ben and Roz Zander's Framework of Leadership:**

# Video Discussion Questions

**Instructions:** After you watch the video, write your answers in the space provided.

1. Why do Roz and Ben say that leadership is an art of possibility?
2. Why does the music metaphor work to help us understand a new way of being?
3. During the video, Mats Lederhausen said, "It's the end of the hunting season in the human experience." What did he mean by that? What were we hunting and what would serve us to be focusing on now?
4. What does Ben Zander mean by "shining eyes"?
5. Roz stated that giving everybody an "A" is a possibility to live into, not a standard to live up to. What does she mean by that statement?
6. What does recognizing the downward spiral mean?

# Speak Possibility

**Instructions:** Write down at least five common downward spiral conversations that you have experienced in the last few weeks.

## Downward Spiral Conversations:

1.

2.

3.

4.

5.

---

## Possibility Conversations:

1.

2.

3.

4.

5.

# Enroll Each Voice in the Vision

**Instructions:** Brainstorm ways you might enroll each voice in the vision.



# Look for Shining Eyes

**Instructions:** In the left-hand column, identify behaviors that shut others down. Then, in the right-hand column, alter the behaviors to inspire shining eyes in your employees.

**Behaviors That Shut  
Others Down:**

**Behaviors That Inspire  
Shining Eyes:**

# Voice in the Head

**Instructions:** Rewrite the sentences below and change them around to focus on the Possibility, not on the negatives.

1. This new project is too big; I'll never make the deadline.
2. I haven't made a sale all day.
3. My employees aren't getting their work done on time.
4. I don't have a solution to the problem.
5. I just can't do it.
6. There are not enough hours in the day to get everything done.
7. I don't have time to meet with my employees.
8. My boss doesn't think I do a good job.

# Posttraining Assessment

**Instructions:** Review the questions below and place your answers in the space provided.

1. How does Ben relate leadership to a symphony?

2. Complete the following sentence:

Leadership is about transforming oneself into a

\_\_\_\_\_.

3. What is Rule #6!?

4. What does Ben do in rehearsals to give everyone in the orchestra an opportunity to give him feedback on how he is doing?

5. What is a downward spiral?

6. According to Ben Zander, where does power come from?

7. What is the new leader's job?

8. Why does everyone get an "A" in Ben's class?

# Session White Sheet

Please circle the number that best describes your experience of the training session.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This training program opened up possibility for me.	5	4	3	2	1
This training program helped me understand the importance of giving people a possibility to live into, not an expectation to live up to.	5	4	3	2	1
As a result of this program, I am more confident in my ability to make others powerful.	5	4	3	2	1
I had the time and space to ask all the questions I wanted.	5	4	3	2	1
I was supported by how the session was organized.	5	4	3	2	1

The part of the program that meant the most to me was: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What was missing for me, as a possibility, was: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Additional comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I would recommend this session to others (circle one).      Yes      No



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**Overheads**

# Key Learning Concepts:

- The art of leadership is about a new way of being
- Speak possibility:  
Recognize the downward spiral and enroll people in the journey to radiating possibility
- Look for shining eyes
- Enroll every voice in the vision

## Key Learning Concepts, continued:

- Lead by making others powerful (Remember, the conductor of an orchestra doesn't make a sound!)
- Quiet the voice in the head that says, "I can't do it"
- Everyone gets an "A"
- First rule of leadership...  
Remember rule #6!

**Leadership...**

**A New Way of  
Being**

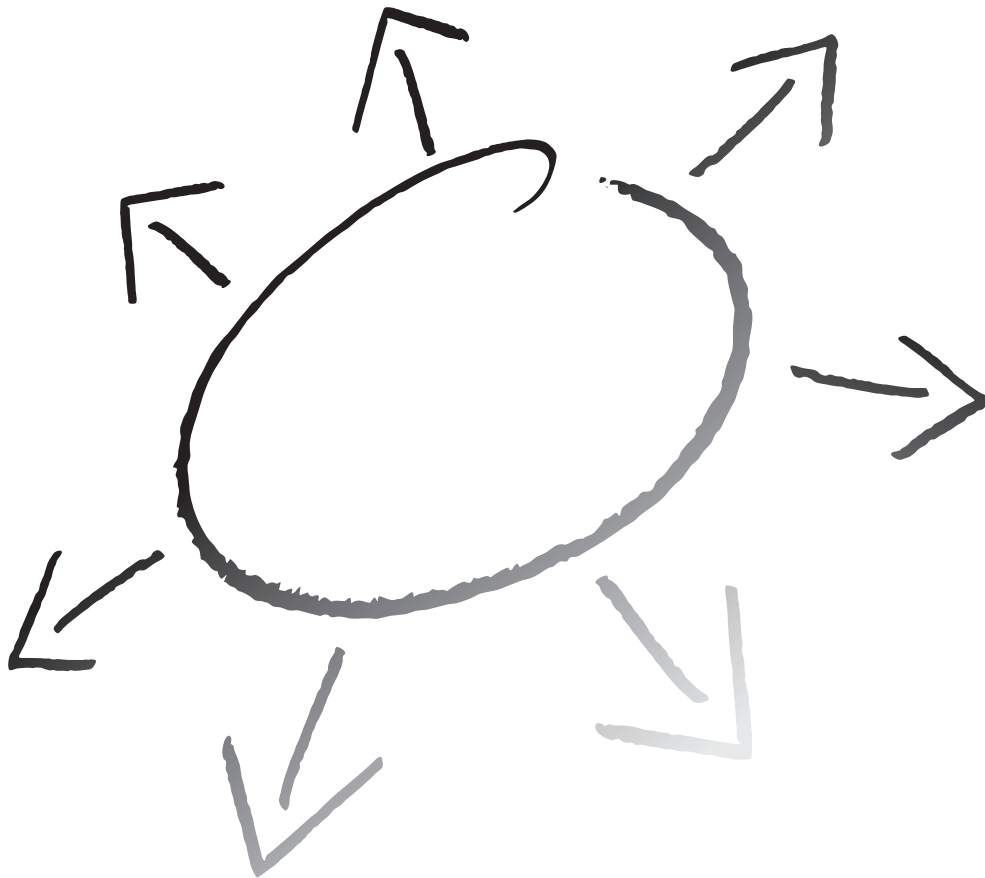


# Speak Possibility:

**Recognize the downward  
spiral**



**and enroll  
people in  
the journey  
to radiating  
possibility**



# **Remember Rule #6!**

**(Don't take  
yourself too  
seriously!)**

# **Enroll Each Voice in the Vision**

## **Lead by Making Others Powerful**

**(Remember, the  
conductor of an  
orchestra doesn't  
make a sound!)**

# **Look for Shining Eyes**

**Is your presence  
enlivening others  
or is it shutting  
them down?**

**Quiet the  
Voice in the  
head that says  
“I can’t do it!”**

# **Everyone Gets an "A"!**

**Give people a  
possibility  
to live into,  
not an expectation  
to live up to**

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**Every human being**  
is brought into the world  
Radiating Possibility,  
the trick is to **keep that song going.**

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