

## Participant Guidelines

The following guidelines will contribute to your group having the best experience possible, getting the most from your discussions with your colleagues and from the content of the book. Keep in mind these are guidelines. They can be followed specifically for a successful experience or each group can diverge from them based on the group's experience and needs.

### First Meeting:

- The Champion for the group facilitates the first meeting.
- Start with introductions by each group member. Consider also sharing a fun/interesting fact about yourself.
- Everyone then shares their hopes for the group:
  - What do you want to achieve by participating in a discussion on this topic?
  - How can the group hold you accountable in achieving this?
- *Note:* You can change your trajectory as you experiment in the group meetings.
- Create a **Group Charter** that reflects agreements group members make to create a valuable experience together. Recommendations and discussion points for creating the **Group Charter** are included on Page 2. Have a volunteer jot down what the group decides and share with the rest of the group verbally then typed up following the meeting.
- Choose the next date and who will facilitate. Have someone send the meeting request (champion or next meeting's facilitator) to get it on everyone's calendar. Do your best to hold this time as "sacred."
- Best practice: bring calendars to each meeting to facilitate more easily scheduling the next date and time.
- Book the meeting space right then so you have it reserved.

### Subsequent Meetings:

- Start group discussions with overall updates from each member about what they are working on and how they are feeling about it, or one big thing that is happening in their life that is taking a lot of energy and how they are feeling about it. This practice helps each person get focused on the discussion group experience, leaving the rest of work behind, and get connected to the group.
- Share any overall thoughts on the assigned chapter and exercises.
- Discuss the exercises completed and any insights, a-ha moments, or reactions.
- Leave time at the end of each meeting for the biggest take-aways from the assigned chapter.
- Schedule the next meeting and choose a facilitator, if the role is rotating amongst members.
- Strive for discussing one chapter per meeting and meeting once per month. Each group can adjust this time if desired - if your group wants to meet every three weeks or more often, then by all means, go for it!

### Tips for the Best Meeting Experience:

- Listen deeply and stay in the moment as best that you can.
- Be curious: ask clarifying questions to deepen your and the group's understanding when discussing exercises, insights, and a-ha moments.
- As you get to know your fellow group members, consider sharing observations to help deepen their learning, serving as a mirror for them, reflecting back what you are noticing. For example, "I've noticed that you have a knack for galvanizing large groups." "Many times I've heard you speak about being comfortable discussing really tough topics with others." "In many of your examples you seem to be great at persuading others to take action." Let the other person decide when this insight rings true for them and whether they want to own your observation.
- Bring your phone for scheduling but keep it put away unless urgent--research shows that when phones are out and visible, the owner is slightly distracted vs. when it is completely out of sight.

Group Charter Example	
	<b>Recommendations:</b>
<b>Meeting Length</b>	Start with 1 ½ hours for each meeting to allow plenty of time for discussion.
<b>Discussion Content</b>	Strive for working through the curriculum suggested by Linda Ginzel. (below)
<b>Connecting Between the Group Meetings</b>	Identify a learning partner before the second meeting (to share any insights between meetings, hold each other accountable for specific tasks, etc.)
	<b>Discussion/Decision Points for each group:</b>
<b>Best Meeting Times</b>	In general, what are the best times when group members are least likely to have conflicts?
<b>Meeting Facilitation</b>	Does the group want to rotate the role and give everyone an opportunity or would a few members like to do it more often? Ideally, the role will rotate to allow everyone the development opportunity, but the decision is up to the group members.
<b>Scheduling Conflicts after Meeting is Set</b>	If a member is unable to attend at the last minute, does the group reschedule the meeting or meet without the group member with a conflict (and he/she connects with their learning partner instead)?
<b>Anything Else That's Important to the Group</b>	

### Curriculum:

There are many exercises to complete and questions to answer in the workbook. We encourage you to read each chapter, completing as many activities and answering as many questions as you can. Professor Linda Ginzel recommends the following “curriculum” as a foundational set of activities and questions to complete and discuss:

Potential Curriculum to Strive For		
Activity # or Question/Chapter	Description	Page #
Activity 1.1	Earliest leadership story	13
Activity 2.1	Juxtaposing leadership and management	28
Activity 2.3	What makes you an effective follower?	41
Activity 2.4	First-draft leadership definition	43
Activity 3.1	<i>This I Believe</i>	50
Question, Chapter 3	What is your personal definition of success?	52
Activity 4.4	The best advice	90
Activity 5.1	Most recent leadership experience	94
Question, Chapter 5	What defining moments or crucible experiences have pushed you outside your comfort zone?	97
Activity 6.1	Strengths data	118
Question, Chapter 7	What myths have you heard about leadership – or chosen to believe – that might not be true?	129-130
Activity 7.3	Current definition of leadership	141

As with other development opportunities and most things, you will get out of this experience what you put into it. Fully engage in each chapter of the book, the exercises, the questions, and the discussions with your colleagues. Learn together and from each other as you build your courage, capacity, and wisdom!