

The Course Rules of the Game

1. The course began with your engagement with the first of nine pre-course readings, and will not end until you leave the building at the end of the last day of the course.
2. At the beginning of each session, select the front-most, center-most seat and sit next to someone you have not sat next to previously. Be seated and attentive at the announced start time of each class session, that is, actually ready to begin.
3. Be present both physically and mentally for each class session of the six days of the course.
4. Do not be an observer; rather participate actively in the course.
5. Regarding your name badge and tent card (if applicable):
 - a. Pick up your name badge each morning from the tables outside of the course room.
 - b. At all times, remember to have your name badge visible.
 - c. Leave your name badge in the designated area each night before leaving for the day.
6. If during class you need to use the restroom, please return as quickly as possible.
7. Water will be available in the course room. You may bring bottled water to your seat, or you may bring water to your seat in whatever container is offered at the water station in the course room. Please do not bring any other beverages into the course room except water.
8. Please hold any private comments between yourself and another participant until a break. If you have a comment, put your hand up and we will call on you.

9. When you have a question or comment, or something you want to share, please raise your hand, and raise it high so that we see you as soon as possible. If we call on you, please stand up immediately and go to the nearest microphone stand. (Note that we often call on more than one person at a time to stand up.) Please don't stand up unless we call on you.
10. To manage the progress of the course, from time to time we may ask those with their hands still raised who we haven't called on (or even those standing that we have called on) if they have a question about the content of the course, or if their hand is raised (or they are standing) because they have a comment or something they want to share. Given how much there is to cover in this course, we cannot answer questions that are not germane to the course, and sometimes we won't have time for further comments or sharing.
11. If you simply want something read again, just shout out "Please read (the whole slide, the last paragraph, or the last sentence) again".
12. So that we include everyone in the conversation (a critical aspect of this approach), from time to time we will call on people who do not have their hand raised. When we call on you, please stand up immediately and go to the nearest microphone stand.
13. During class sessions, refrain from doing any non-course work. (For example: reading non-course material or writing anything that isn't course related.)
14. Cell phones, smart phones, tablets, Personal Digital Assistants, iPads, Voice and/or Video recorders, any type of camera and the like must be turned off, and not even in airplane mode during class time. Before the beginning of each class session please confirm for yourself that you have done this.
15. No open computers or tablets during class time. If you find it necessary, you may make hand written notes.

16. Do not take a photograph of any individual who has not explicitly given you permission. Do not take a photograph of a group of people without the explicit permission of each person in the group.
17. While you may not use computers or other devices during class time, please bring your computer and/or other electronic devices so that you can download Break Assignments during breaks and so that you will be able to review the slides presented during the course in the evenings if you wish.
 - a. The instructors and the instructors' assistants will use their computers during the course in the conduct of the course and for making notes regarding the development of the course.
18. In this course, take the opportunity to demonstrate leadership by empowering and enabling your classmates – especially when things are difficult for them.
19. Be open to being empowered and enabled by your classmates. In order to be a leader, you must master being an effective follower.
20. During the class when another participant is speaking, do whatever you have to do to be engaged with what they are saying – this is an exercise of leadership, and is a critical aspect of the power of the course.
 - a. Experience has shown that, to the degree that you work to find elements of yourself in what others share about themselves, you will have important insights about yourself, even though you are doing no more than listening. Moreover, you will be learning what leaders need to know about listening and about human nature.
 - b. Don't let yourself get “bored” when we are working with others – put yourself in their place and you will realize value for yourself. Or at the very least, you will learn something important about developing leadership in others, a critical aspect of being an effective leader. By the way, being bored is often a non-conscious cover-up (or a conscious ruse) to avoid looking at something about yourself.

21. If you need to stand during the Course for any reason, including if you find yourself falling asleep, please stand up and walk to the designated section of the room, which will be identified on the first morning of the Course. We ask that you stay standing in the designated section and that you engage yourself fully in the course while you are standing. As soon as you have handled the issue for which you are standing, please return to your seat.
22. Honor confidentiality regarding what other participants share during the course.
 - a. With people who are not in the course you may share what has been shared by participants in the class, **but do not ever mention the name of the person who shared it, or any company or other institution name, or the names of anyone else who was involved in that sharing.**
 - b. You are responsible for managing this request; obviously we are not able to guarantee it. You should know that in our years of doing this work, we have not heard of people violating this request.
23. You are welcome to share anything that we, the instructors, share about ourselves.
24. We invite you to share with others anything about yourself or the material that we cover in this course – and, because of the value you will create for yourself out of that sharing, we encourage you to do so.
 - a. We also encourage you to share the insights that you produce for yourself out of your participation.
25. While we encourage you to share freely, do not solicit other participants for your personal or professional financial gain.
26. The following is critically important: Don't walk out of the course at the end of the day upset or stuck with anything, or upset with any instructor or participant. Get anything that you are stuck with or upset about complete for

yourself before you leave for the day. To accomplish this, see one of the instructors any time before you leave the course for the day.

27. In this course it is vitally important that you come prepared to each class having fully completed the break and overnight assignments requested of you so that you can effectively engage in the classroom work we will do based on those assignments.
 - a. Complete each of the break assignments before the next class session. You will have assignments on every break including meal breaks and overnight. Since completing each of these assignments is required for you to realize the promise of the course, do not schedule personal engagements or obligations for yourself during the breaks, meals, and evenings for the duration of the course.
 - b. This course will not be easy, and in order to fulfill on the promise of the course your participation both in the classroom and in having done the preparatory work is required. The course gets done through your participation.
 - c. About one-third of this course will involve deep personal introspection on your part and the part of your classmates to identify and relax those personal ontological constraints that must be dealt with for you to be free to be a leader and exercise leadership effectively as your natural self-expression. This kind of sharing will create a level of openness that may be unfamiliar for you or perhaps occur as unusual. Doing this is an exercise in authenticity, and authenticity is one of the four factors that comprise the foundation on which leadership is built.

28. Given the phenomenological as-lived pedagogical discourse (methodology) used in this course, some people will choose to share what they have discovered about the way they wound up being and the limits it imposes on their ways of being and acting when being a leader or in the exercise of leadership.

- a. If you are personally unwilling to participate in such deep reflection, you should not be in this course.
- b. While you may choose not to share your experience of doing so, if you are unwilling to be present when others share their experience of doing so, you should not be in this course. And, in making this decision, you should be aware that from time to time such sharing may include participants authentically sharing crucible-like deeply personal incidents from their lives, and expressing various emotions in the process.