

Possibility Team Handbook

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(Revised: 13th July 2014 by Nicola Neumann-Mangoldt)

FORMAT:

Possibility Team is a weekly two or three hour transformational-meeting of 4 to 9 people with a spaceholder. The purpose of *Possibility Team* is to learn more about Possibility Management and to create possibilities for the participants. If you haven't yet been in touch with the context it is a great opportunity to get to know what Possibility Management is about. If you have already been to an *Expand The Box* Training or *Possibility Labs* the *Possibility Team* provides you with more distinctions about the context.

Possibility Team is complementary to *Expand The Box* and *Possibility Labs*, since it delivers content that goes beyond what you learned in one of the other trainings. Thus visiting the *Possibility Team* regularly is recommended to obtain the best results for yourself.

PURPOSE:

Creating possibility for each other and for learning and practicing Possibility Management. Possibility Team is a laboratory for members of PMCP to experiment with and practice the seven core skills of Possibility Management:

- 1) Being Unhookable
- 2) Being Centered
- 3) Holding Space
- 4) Contact
- 5) Going Stellar
- 6) Creating Possibility
- 7) Self Marketing

For participants Possibility Team is a place to get possibility. For you it is a laboratory. Do not confuse this. Participants are not there to learn Possibility Management. If you want them to learn Possibility Management, send them to Expand The Box Training – there they will learn the tools and techniques of Possibility Management. Your job is to create possibility together.

For the participants the value is:

- To practice the principles of Conversation Technology.
- To use the Go! Feedback! Shift! Go! Model.
- To experience Beep! as a valuable way to get coaching.
- To discover exactly how we are creating the conversations in our lives that we are creating, and exactly how to create new conversations, using the coaching and wisdom from the group.
- To learn the value of playing as one team so that winning is happening.
- To create clarity and possibility for the conversations in our work and in our lives.

SETUP:

Group sits in big circle.

INTRO / BACKGROUND:

1. OPERATING AGREEMENTS

- No drugs or alcohol.
- No blood.
- No snacking. (This is not a tea party!)
- Confidentiality.
- Drink lots of water.
- Keep time agreements.

2. EQUIPMENT

- Flip chart board with unlined paper
- Large fat flip chart pens in 4 colors
- Cushions or chairs
- Tissues
- Stopwatch
- Glasses with names written on tape
- Drinking water
- Paper tape (masking tape) for glasses and flip charts
- Scissors
- Nametags
- Medium sized black felt tipped pens for nametags and glasses

3. HOW TO INVITE PEOPLE

The process of inviting your Possibility Team together to work is called Selling Possibility. Selling Possibility is Possibility Manager skill number seven. There are four conditions for Selling Possibility, meaning that there are, in general four, conditions that must be met before a person will want to participate in a Possibility Team. The four conditions are:

- 1) Legend Making
- 2) Creating Present Value
- 3) Creating Future Value
- 4) Signing The Contract

1) Legend Making

Legend Making means to create an invisible shockwave impulse that sparkles on its own and precedes speaking with people about Possibility Team. Legend Making is a subtle but conscious and powerful long-term effort that grows bigger and bigger like a snowball free-rolling downhill until people who you never met contact you directly to get involved in Possibility Team. Do not overdo Legend Making. Do not exaggerate. Do not lie. That is marketing, not Legend Making. Legend Making is best done indirectly through inference, gesture, implication, pause, and silence, all elegantly understated just at the right time.

Here are some legends about Possibility Team:

Possibility Team is a special opportunity, but it is not an “Us vs. Them” exclusive club. Possibility Team is a chance to experience Winning Happening. Most of our past team efforts have been based on the goal of “I win and you lose.” We have almost never been in a group of people dedicated to our success. We have almost never gotten to play full out and do everything we can so that another person succeeds.

Possibility Team is about taking action with opportunities that were previously invisible. Other people make it possible for us to see and try the new actions. We make it possible for other people to see and try new actions. This is called High Level Fun. The new actions are intended to produce more effective results. The action steps themselves are not strange. They were simply not visible to us before because they were outside of our Box.

For several years now people are deriving valuable benefits from Possibility Teams that will last for the rest of their lives. We are excited about this and want to give the same opportunity to others.

But we may minimize the opportunity if we share about Possibility Team only with people who create smaller gameworlds than we do. We can see their problems, and we can argue that if they learn the tools and techniques of Possibility Management then they can solve their problems better.

Here is a distinction: telling people that Possibility Team will solve people’s problems is called having a problem conversation. Possibility Team is NOT a problem conversation. Possibility Team is a possibility conversation. This is TOTALLY different. If you say that Possibility Team is for problems then you can only talk to people who have problems. Most people do not think that they have problems. The common view is that if a person has problems then something is wrong with them and they should be having psychotherapy.

Possibility Team is not a problem conversation. Possibility Team is a possibility conversation. If you speak about Possibility Team as a possibility conversation, everybody wants to talk with you because everyone wants more possibility! To tell people about Possibility Team, all you need to do is listen for what they are committed to. Listen for what they want more possibility for. Then you can speak to people about how they can learn to create more possibility for themselves and their projects through Possibility Team.

When you speak of Possibility Team in a possibility conversation, you can speak with people who create and play in gameworlds that are the same size as yours, and also with people who create and play in gameworlds that are *bigger than yours*. They will be very excited to learn about the tools and techniques of Possibility Management because everybody needs more possibility! Try it!

2) Creating Present Value

Creating present value means creating value for a person in the moments when you are speaking with them about Possibility Team. Value is determined by the client. If a person experiences something as valuable, then it is

valuable. If they do not experience the value, then no matter how valuable it may be to you, it is not valuable to them. There is no arguing about taste. Your job is to find what is valuable to them. You have about five seconds to do it.

Creating present value assumes that you are speaking with people, either individually in person or by telephone, in a group. In order to speak with people you must arrange to get yourself in contact with people to speak with. There are several ways to arrange such a conversation.

First you can speak with people who you already know. Inviting your friends and family to Possibility Team has its advantages and disadvantages. An advantage is that your friends already know you and may trust your invitation. All you would have to tell them is, "Possibility Team starts Thursday night at 19:00 at my place. Be there ten minutes early." A disadvantage of inviting your friends to Possibility Team is that they know best how to disbelieve you. If you want to behave differently, your friends and relations may be a force that does not want you to change your behavior. Speaking with them can be disconcerting, to say the least.

To find strangers whom you can speak with to invite to Possibility Team you may need to contact friends of friends, go to networking meetings, visit other groups and clubs, and in those other groups speak about what you are doing. Remember, you only need three other people to start Possibility Team.

You can also print up simple posters and hang them in store windows (if you ask permission of the store owner first) or on public bulletin boards. This is your project. You are building a laboratory out of a group of people for the purpose of practicing Possibility Management skills. You can be as linear or as nonlinear as you like.

Once you are speaking with someone directly about Possibility Team then you must know and use the secret to creating present value so that they enjoy the experience of talking with you and want to continue. The secret to creating present value is to find a subject that the person is absolutely interested in talking about. This subject is always easy to find because it is always the same. The subject is *them*. People are most interested in talking about themselves. If you navigate the conversation so that you both are conversing about them, then you are already both on the same team. You are both interested in the same thing. You have immediately found a common interest. It is far easier to be interested in the other person than to try to be interesting enough to get them to be interested in you!

To create present value, use the Possibility Management tools of active listening and Possibility Listening. Commit to what they are committed to. At some moment in your listening you may discover that you can actually create possibility for the other person. Creating Possibility for them happens when you land a distinction that creates new clarity for that person, and gives them the possibility to take action steps that were previously invisible. That is present value! When they perceive the value, then you can mention that this is what they could have every week at Possibility Team. That takes us to step 3.

3) Creating Future Value

Creating future value means creating images about what would happen for the other person if they were to join Possibility Team. Creating images happens in the imagination. To be most effective those images must be whole body experiences. An image must first be clear in *your* imagination before it can be clear in someone else's imagination. You can actually transfer the experience of the clarity of your vision to another so that they have an experience of it with you. To make the transfer you must enter a nonverbal reality.

We have been taught to think and communicate within the boundaries of a verbal reality. In verbal reality, the words lead us. To enter and communicate from a nonverbal reality we must at first avoid the words and let the experience lead us. Then when we are having an experience of the future value we can keep one leg there and start to struggle to use words to describe the experience in detail using experiential references. We must create phrases and descriptors to act as a bridge for our listener to come to the same experience we are having. "You may never have had the experience of a team of people dedicated to your success. You start to develop a profound trust in these people and in human beings in general. It feels like you can just fall apart into their arms and they catch you and use everything they have to reinvent what is possible for you. They want you to succeed at whatever you are trying to accomplish. It is such a gift..."

Start your sentences with, "Can you imagine..." "What would it be like if..." Speak about feeling, sensing, experiencing, finding, having, seeing, discovering, changing, realizing, enjoying, and being empowered to try things that we never dared to try before.

While creating future value we let the experience lead us in an experiential reality, instead of the words leading us in a verbal reality. Words are lies. Experience is undeniably true. We verbally paint the image of the richness of the experience in another person's imagination until they can experience it also, rather than labeling concepts with names for them to classify and understand. If the other person experiences the value *now* of what they will have in the future by getting into our gameworld called Possibility Team, then they will also be ready to act *now*. This takes us to step 4.

4) Signing the Contract

In order to get the contract you must ask for it. There is nothing nonlinear here. If you have a contract, they are in. If you do not have a contract, you have nothing.

It is so easy to make assumptions about who is in or who is not in. No matter how convincing your assumptions are, they will not put people in the chairs of your Possibility Team. To ask for the contract you must be clear and specific: "Will you be there?" The answer is "Yes" or "No."

Making such a decision requires no convincing. If you find yourself arguing about price or trying to convince with reasons, you have failed to deliver steps 1, 2, or 3. Immediately stop and go back and start over. Convincing with

reasons is useless, because as soon as you go away the person's Box will generate other reasons to do what it wants. The Box decides to come to Possibility Team when the image of coming feels better than the image of doing anything else at that time. The definition of "better" is completely subjective. We find out what "better" means to someone through our relationship with them – how well we have listened.

Making a "yes or no" decision does require the facts. Make sure that you are clear about the facts: where, when, what, how much, for how long, who, and why. If you do not yet have a room arranged, for example, no one can make plans to come because you cannot tell them where to come to. First get a room, and then they will come.

4. WHAT IS A SPACEHOLDER?

You are the spaceholder. If there is no spaceholder, there can be no navigated Possibility Team space. You must do the job. The purpose of the space will then change with each person who takes over the space. As spaceholder you will need to ratify every decision. Unless you as the spaceholder say it is so it is not so. Every word spoken in the space is not heard until it is acknowledged by the spaceholder. Every question asked can only be answered by the spaceholder. You have a position of radical responsibility. If you do not take that position and serve from there with integrity and impeccability, then other people will take that position and use it for their own unconscious purposes.

As spaceholder, you will be challenged. People will automatically and mechanically experience you as an authority figure. Each person's Box reacts in a predictable way to authority figures. At various times, different people will try to define you as their enemy and attack you or dominate you, make you into their own personal private persecutor, prove you wrong, argue with you, blame you for their failures, flirt with you, get in your personal space and enmesh with you, partner up with you as their friend, praise you and compliment you, worship you, rescue you, repair you, consult you, play superior or inferior to you, love you, hate you, try to take your place, try to immortalize you, and so on. Here is what you need to know about all of this: *None of it is true*. No matter how true it looks, no matter how much evidence there is to prove it is real, if you get hooked into thinking that *any* of the Box manifestations are true, then you will be hooked and you cannot be the spaceholder. When we are hooked into any low drama based Box game, we forget that we are Possibility Managers, and the maps, tools and techniques of Possibility Management are no longer available to us.

This is why Possibility Team is so important and valuable for you in learning to become a Possibility Manager. You *will* be hooked! You will be tested. You will make mistakes. And with each experience you will learn to become a better and better spaceholder, and you will begin to learn how to train spaceholders.

When you are challenged, how do you deal with it? You go nonlinear. You agree – and never give up your center. Use the information as useful feedback. Keep seeking skillful means of creating clarity and possibility for the members no matter what. Never forget your purpose in Possibility Team. Commit to their commitment of

making you a better spaceholder and making Possibility Team safer and more successful.

The Principles never change. Do not be fooled into thinking that the Principles are flexible. As the spaceholder you can never afford to compromise the integrity and impeccability of the Principles.

In this regard you must be absolutely aware of the tendencies and influences of your own Gremlin. If you act as if you know and you are teaching in the space, the space is dead.

You must make no power plays with anyone. They will invite you. Do not accept. Instead bring the play into public. Name what is happening. Wait for self-honesty and responsibility. You are never a victim of someone else's confusion. If you name a game and they will not own it that does not mean it was not played. Such ownership of unconscious purpose can take time. Be patient. Do not try to accomplish everything all at once.

Just keep things moving. Do not get hypnotized into linearity, rational, analytical. Do not get hypnotized into anyone's story about anything. A story is a story. Use your Warrior's Sword of Clarity to stay alert to reality as it presents itself. Things are normally quite simple. Do not get hooked into complications. Pay attention. Keep breathing. And keep it fun. Possibility Management as a gameworld is about the most exciting game in town. You are the spaceholder.

5. CREATING POSSIBILITY

Of the seven core skills of Possibility Management, creating possibility is the most complex and sophisticated, using all of the previous skills combined, plus more. This short section does not intend to tell you how to create possibility. What we can tell you here is how to arrange things to learn how to create possibility: run a Possibility Team laboratory!

Remember: the purpose of Possibility Team is creating possibility. **DO NOT TRY TO MAKE THIS A POSSIBILITY MANAGEMENT TRAINING.** It is not. **DO NOT TRY TO PROCESS PEOPLE.** Processing people is not your job. If you spend too much time with maps and exercises you will lose people. What feeds and excites people is each week getting possibilities that they did not have before.

When you start the Possibility part of the Possibility Team meeting, the first person asks for possibility, either specifically or in general. In the moment of their asking you as the spaceholder must make a choice as to which of two processes to do with them. The main way to learn which process to use is by repeatedly trying them and see how they work, what results are produced, and under which conditions they produce the best results. After some time your decisions will start to become instinctual. Here are the two processes:

6. FEEDBACK AND COACHING

The person asking for possibility (the client) just listens, or answers questions if necessary. All the other members of the Possibility Team start Possibility Speaking

with regards to the request. What usually comes out are first some questions to reveal the actual circumstances rather than leaving them as described by the Box. Then distinctions get delivered. Each distinction creates options that were previously invisible to the client. Be sure, as spaceholder, to disallow discussion. Feedback is about the past, what worked and what did not work. Coaching is about the future, actions they can make that will produce better results.

7. REAL TIME ROLE-PLAY

The person asking for possibility (the client) names a particular person with whom they would like to have more possibility. They must give them a name, not just a role or job description. Even if the client does not know their name they can still give them a name. Then the spaceholder instructs the client to choose who that person is amongst the other team members. A woman can play a man or vice versa, so anyone can be anyone. The choice of the subject person should attempt to reflect energetic resonance between the client's partner and a person on the team. The resonance makes for easier role-playing.

The chosen team member exchanges seats if necessary so they sit directly across from the client. The spaceholder says, "Go!" Client begins a conversation with the subject. After each sentence it is the team members' job to say, "Go!" which means that whatever the client is doing is working and they should keep going. Or the team members say, "Beep!" Whoever says "Beep!" immediately provides a distinction about what was not working and why, and what new action could generate different results. All behavior of the client is coachable. Coach posture, attitude, assumptions, expectations, intonation, phrasing, mood, gesture, silences, eye contact, and so on. The coaching should be short and powerful. A client should not discuss as a way of justifying themselves. A client can only digest one or two new ideas anyway, so the idea is not to overload, but rather to take "baby-steps."

As soon as the coaching has been delivered, the team member who gave the "Beep!" and the coaching then says "Shift! Go!" and the process continues.

To shift, the client may need to stand up and spin around to get a little dizzy. If the client keeps getting the same feedback, such an explicit shift is necessary just to be able to try something different.

As the spaceholder, your job is not to produce completion in this process. Your job is to create the possibility of possibility. Often this means that you head for the liquid state. You are not seeking resolution of the problem. Your job is to facilitate the Possibility Team. Possibility occurs through nonlinearity. You cannot predict how the possibility will actually arise. Do not worry about what looks like stopping in the middle of a process when the time is up. Possibility Team does its work. It may not be for a few days that resolution comes and the client can use all of the clarity they received and go to the next level. Do not get personally invested in what the client does with what the team creates for them. Your job is to shift the space from normal to extraordinary and then to go ahead.

Possibility Team works because there is a spaceholder. The spaceholder determines the space. The space determines what is possible during the Possibility Team meetings.

Possibility Team works by the same natural laws as fire walking. In ordinary space the standard laws of physics apply. In ordinary space if you walk barefoot on red-hot coals you are fried bacon. In a particular extraordinary space, you can walk barefoot on red-hot coals for hours and not even singe the hairs on your toes. Moving from one space to another space is called shifting space. Shifting from one space to the next in order to serve the needs of the people in the space or the needs of the people who are served by the people in the space is the job of the spaceholder and is called navigating space. Holding and navigating space is studied and practiced at PMCP as one of the seven core skills of Possibility Management.

In Possibility Team the spaceholder's job is to navigate to the space where the Bright Principle of Possibility is one predominant influence. This is the space where Possibility is a possibility. Since every space is connected to every other space (see SPARK 26), then navigating to the space of Possibility is always possible. Navigating to the space of Possibility from anywhere at anytime for no reason regardless of circumstances is a learned skill that develops with practice. This is the main purpose of Possibility Team: for the PMCP spaceholder to expand his or her capacity to navigate to the space of Possibility.

In the space of Possibility, things that were not possible before become possible because things that were not visible before become visible. This is the result of clarity. In particular what becomes possible is Box expansion. When the Box expands it includes more possibility. Without Box expansion, what is possible now is the same as what was possible before.

The two ways that Box expansion occurs are through:

- 1) Inspection: the push method. The closer you look at something the more it changes. (Heisenberg Uncertainty Principle)
- 2) Invitation: the pull method. Offering certain new tools and maps to explore, for which use the prerequisite is Box expansion.

Possibility Team functions according to a specific subset of maps from Possibility Management (see PROCEDURE section for a list of these maps). With these maps and in the Possibility Team space, participants of Possibility Team are able to accomplish extraordinary things for themselves and others in the same way that in the fire walking space people are able to walk barefoot on red-hot coals.

In the Possibility Team space, a participant asks for possibility either specifically or in general. The form of the asking is important. It is the spaceholder's job to continuously guide participants to keep to the form. The form of asking for possibility is, "Please give me possibility about _____."

The action of authentically asking for possibility from the others on the Possibility Team creates a *necessity* towards which extraordinary possibility is drawn through the participants. (This is a natural law.) A participant does not respond to this necessity from what he knows. A participant responds to the necessity by being the space through which the Principles that they serve can do their work. In this way participants can be the space through which the vast resources of Possibility as a Principle are delivered as a service for each other. Far greater possibilities can be delivered as a space than as a Box.

Possibility derives from Clarity (new perspectives, new views). Clarity comes from making distinctions. Distinctions occur in the body, not in the mind.

Here is an example of a distinction: An intelligent young man comes to Possibility Team and asks for possibility about tolerating the idiosyncrasies of his employer, a handicapped woman requiring physical care. He is the attendant and caregiver. After a few questions it is discovered that he only works one day per week and limits his income to stay officially unemployed. A few more questions reveal that his girlfriend is getting ready to leave him because she wants to have enough stability and responsibility in their relationship to have children. Then comes the distinction: "If you choose unemployment, you are also choosing no girlfriend." That clarity creates possibility for the man to reassess decisions that he did not even know that he was functioning at the effect of. The possibility of this clarity was not visible before coming to Possibility Team. With the new clarity, entirely new and powerful actions were possible for him.

INSTRUCTIONS / PROCEDURE:

The spaceholder arrives early and does whatever it takes to create space for Possibility Team.

Doors close at start time.

Meeting begins at start time.

If someone is late, they are limited to asking for possibility about being on time, keeping commitments, acting as a victim of circumstances, a need for negative attention, unconscious revenge towards authority, and so on.

The spaceholder officially opens and closes the space.

To set the purpose of the space the spaceholder begins with one or more of the following warm-ups: readings, maps or exercises:

Readings

- SPARKs
- Sections from the Possibility Manager Handbook
- Sections from one of the books of the PMCP book list

Maps

- *Map of Possibility* (unconscious purpose vs. conscious purpose)
- *Map of Communication* (responsibly decoding an irresponsibly encoded message, confirming what you heard with the feedback loop, not using the 12 roadblocks)
- *Map of Low Drama* (victim, persecutor, rescuer)
- *Map of Four Kinds Of Listening* (normal, adult, possibility, discovery)
- *Map of Five Kinds Of Speaking* (babble, discussion, linear, possibility, discovery)
- *Map of Ego States* (parent, adult, child, accessing archetypes through adult)
- *Map of Three Kinds Of Games* (I win you lose, I win you win, Winning Happening)
- *Map of Centering* (adaptive behavior vs. placing being center on physical center)

- *Map of Acceptance, Non Acceptance, False Acceptance, Inauthenticity, and being inauthentic about our inauthenticity*
- *Map of Problem Ownership*
- *Map of Conflict of Realities, and Repackaging*

Exercises

- Rapid Learning
- Adult Listening
- Possibility Listening
- Low drama role-play
- Centering exercises (pushing center, push arms, centered singing, etc.)
- Using then not using the 12 roadblocks to communication
- One-minute presentations
- Saying “No!”
- Giving instructions
- Nonlinear possibility stories
- Possibility Speaking

Warm-ups may take up to one half hour. NOT LONGER! Your purpose is NOT teach the tools and techniques of Possibility Management. Your purpose is simply to warm up – to shift from linear to nonlinear mode.

Then start creating possibility. Divide the time by the number of people who wish to ask for possibility. Do not leave anyone unattended because someone went longer than their time. It is better to stop someone before they are finished. Just start.

Please rely heavily on the list of Possibility Team activities at the Possibility Management Wiki:

http://possibility-management.wikia.com/wiki/Possibility_Team_Possibilities_List

Every week before the meeting read through the list and see what is wanted and needed by your team.

(Hint: you will always feel afraid to start Possibility Team, the first meeting and every meeting. This is for two reasons. The first reason is that in Possibility Team you and the others are entering the domain of creating. True creating comes out of nothing. As you enter the domain of creating you are entering the territory of fear. If you are not feeling afraid you are not creating. The second reason is that what you are trying to do is impossible in normal space. You cannot do it. Before you begin the meeting you know what needs to happen and you know that you cannot do it. This causes fear. As soon as you start the meeting as the spaceholder, as soon as you become a space, then *you* are not there. The Principles that you serve are there, and *they* do the work. The fear does not necessarily go away, but it is no longer your fear. You may feel afraid but after some practice you can see that you do not have to worry about the fear. The fear is of no consequence and serves rather as a navigational aid to verify that you are indeed in the territory of creating. Your job as a spaceholder is to make it your practice to place yourself in the circumstances where it is necessary for you to be the space for your Principles to do their work.)

You are the spaceholder. EVERYTHING is your responsibility. Every job is your job. Your main objective is to create possibility for your team. Possibility Team members can become Possibility Team spaceholders themselves – the prerequisite is the Expand The Box training.

You personally do not have to ask for possibility at every meeting. If you have guests, always invite them to ask for possibility.

Stop 15 minutes before end time.

Review the journey. Ask someone else to review the reading, maps or exercises.

Take sharing about what was seen, what was learned.

End on time.

Clean up the space. Wash, dry and put away the water glasses.

DEBRIEF:

Ask for stories about what happened?

What did you learn?

How was that for you?

What did you notice?