WORKING WITHOUT A SCRIPT
CREATING A CULTURE OF “YES, AND”

The Second City Communications
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Welcome To *Working Without A Script*

Thank you for your interest in *Working Without A Script*.

*Working Without A Script* asks viewers to break their current “no, but” pattern and commit to the “yes, and” philosophy, the same philosophy that allows professional improvisational actors to create effectively on stage. “Yes, and” creates a positive environment for communication and active listening. It encourages adaptability and innovation. “Yes, and” also fosters open mindedness and generates trust.

“Yes, and” is not simply a method to find solutions to problems that may arise. Instead, it is a mindset in which people are empowered to think on their feet and take risks.

*Working Without A Script* is a funny, innovative training program that will help your organization and team members create a positive, “yes, and” environment.
About Second City Communications

Second City Communications is the creative services arm of the world’s most innovative, improvisational theatre company—The Second City. For over 45 years, Second City Communications has been working with organizations and helping them succeed in fast moving markets, completing over 300 assignments each year around the world.

Second City Communications draws upon their communication and improv techniques to help organizations build leadership skills, smooth communications, help teams function better, and change individual behavior and cultural behaviors.

SECOND CITY COMMUNICATIONS OFFERS
Live Messaging and Corporate Entertainment.
Second City Communications has been bringing humor to thousands of corporate events all over the world. Using The Second City’s unique brand of improvisational humor, SCC’s crack comedy ensemble can customize material for your next project. You can use our programs to reinvigorate hardworking troops, thank loyal customers, launch new products, support internal marketing messages, and add impact to any range of events and conferences.

Corporate Training and Workshops. Business, like life, is improvisational. You can plan all you want, but in the end, business is often about building relationships and adjusting to change as fast as it happens. As the world’s premier improvisational theatre, we know a little something about that. Second City Communications has taught tens of thousands of corporate clients to achieve results by applying improvisational techniques in the workplace. Common topic areas for Second City Communications to address include: innovation, leadership development, communications, creativity, and teambuilding among others.

Customized Video Services. Off the stage and on to the screen, Second City Communications brings a 21st century shine to its time-tested comedy. The Second City is no stranger to the camera, having produced dozens of projects ranging from the Emmy-Award winning series SCTV to Bravo’s The Second City Presents… with Bill Zehme. The Second City prides itself on its versatility and we extend that pride to our video capabilities. Whether you require a promotional video for a product launch, a video presentation to spice up a shareholder meeting, or even a sitcom series to teach employees new marketing strategies, Second City Communications will produce from scratch exactly what your business demands.

Second City Communications has offices in Chicago and Toronto and can be anywhere at any time. For more information visit www.secondcity.com or call 312-664-4032.
Using The Workbook

The workbook examines the concepts presented in *Working Without A Script*. The workbooks can be used individually or with a group.

As you watch *Working Without A Script* and go through the workbook, think about how the concepts apply to you and your team.

The workbook has two sections. The first section, Yes, And, describes the philosophy behind *Working Without A Script*. The second section, Making It Happen, discusses specific components of the “yes, and” philosophy and will help you put it into action.

**YES, AND**
This section includes information about the differences between “no, but” and “yes, and.” It also provides in-depth information regarding the concept.

**MAKING IT HAPPEN**
This section highlights information about the additional learning points:

- **Actively Listen**
  Listen to understand, not just to respond

- **Affirm Each Other’s Ideas**
  Validate ideas, even if you disagree

- **Build On The Idea**
  Make a contribution that helps it grow
Cast Biographies

KEEGAN-MICHAEL KEY
Keegan-Michael Key recently left The Second City in Chicago to join the cast of Fox’s MadTV. A Detroit native, Keegan joined The Second City's Detroit main stage company in 1997, where his facile characters and theatricality earned critical praise and award-winning recognition. After joining The Second City in Chicago, Keegan went on to create and perform in over ten original sketch comedy revues winning Jefferson Theater Awards as Best Actor in a Comedy or Musical Revue for *Holy War, Batman!* and *Curious George Goes to War*. Keegan is also the author of the interactive play *Big Mama’s Wedding*, and contributed additional comedy material to the play *Moms Mabley: The Naked Truth*. Keegan’s TV and film credits include: ER, Filmfest Seven with The Second City, and various commercials. He is the new host of The Animal Planet’s All New Planet’s Funniest Animals. He can also be heard as the voice of color-commentator Gator Jones on the football video game, NFL Blitz 2004. Keegan is a graduate of the University of Detroit, and holds a Master’s degree in Fine Arts from Penn State University.

RON WEST
Ron West received the Jeff Award for directing *Curious George Goes to War* at The Second City. He began his acting career with the Great Lakes Shakespeare Festival’s production of *As You Like It*. He only had one line but did remember it every single time. Ron appears in movies and TV, usually as someone named “Doctor.” He has worked with some famous actors on King of Queens, Whose Line Is It, Anyway? Seinfeld, and in a recurring role on Third Rock from the Sun. But, no; he doesn’t have their phone numbers. Last summer, at Chicago Shakespeare, he wrote, directed, and played Lord Capulet in *The People vs. Friar Laurence, The Man Who Killed Romeo and Juliet*, a musical that shocks young and old alike.

JEAN VILLEPIQUE
Jean Villepique has written and performed in five reviews with The Second City, most recently the Mainstage revue *Red Scare*, and has taught many classes and corporate workshops as well. She has a degree in theater from Northwestern University.
Cast Biographies [continued]

BUMPER CARROLL

Bumper Carroll is a proud alumnus of The Second City Touring Company, the Improv Olympic and Annoyance Theaters, the internationally-renowned Boom Chicago Theater of Amsterdam as well as some rinky-dink university in Berkeley, California. In addition to lending his voice to the McDonald’s McGriddles and Kellogg’s Twistables campaigns, Mr. Carroll is a Creative Director for Second City Communications where he trains, as well as writes and performs for, corporate clients. Favorite other projects include Cake, a two person sketch comedy revue written by Bumper and his supremely talented wife, The Second City’s Jen Bills. Go Cubs!

SUE GILLAN

Sue Gillan has worked at The Second City in Chicago as a resident stage actress and writer, as well as directing two reviews: Show Title Deemed Indecent By FCC and From Fear to Eternity. An Evanston native, Sue used to come and watch the free improv sets and continues to be blown away that now she’s allowed to play in them.

CLAUDIA MICHELLE WALLACE

Claudia Michelle Wallace is a native Chicagoan, attended Columbia College and graduated from The Second City Conservatory and Improv Olympic. Claudia has performed with The Second City National Touring Company, Urban Gateways, Mystery Machine, Pat Shay Dancers, Armando Diaz Experience, and the New York based group Asscat. Her shows include The Second City’s Soulfront and Seven Years in Joliet, Ike and Tina’s Wedding and the acclaimed play Kill Whitey. Claudia also wrote and performed in Black for More: The Dirty Ass Rhonda Comeback Show, which ran at The Second City e.t.c. and showcased the Solo and Comedy Festival in NY and LA. Claudia’s on-camera credits include Early Edition (CBS), ER (NBC) and What About Joan (ABC). She is a member of The Second City Mainstage cast and has written, directed and performed for the corporate division of The Second City. Claudia was also an ensemble member in Noble Fools’ Baritones & Sex in the Suburbs.
Cast Biographies [continued]

JOEL MEHR

Joel has performed in nearly 300 shows with Second City Communications since 1997. Other Chicago credits include It’s A Wonderful Life and Vick’s Boy (American Theater Company); Hello Muddah, Hello Fadduh! (Apollo Theatre); The Roof is on Fiddler! (Improv Olympic); Big Bad Wolf vs. Lord Underwearface von Schtinker (The Second City) and two productions of Action Movie! The Play (Defiant Theatre). Joel is a Tube Talker at Blue Man Group and is especially proud of his work on Dan Noonan’s new play Out Among the Dragons which will receive its world premiere in the summer of 2005.

KIRK HANLEY

Kirk spent over seven years at The Second City Detroit where he co-wrote and performed in four mainstage revues. He is a former member of The Second City National Touring Company and later served as its director. Kirk has written, directed and performed in numerous corporate stage shows, workshops and films for Second City Communications. His other credits include children’s theatre, outreach programs for teens, television and radio commercials and improvisational comedy. With Maribeth Monroe, he co-wrote and performed the romantic comedy, My Cousin’s Wedding, which recently completed a year-long national tour. He is a member of Actors’ Equity, SAG, AFTRA and the Dramatists Guild.
Use “Yes, And” not “No, But”

FROM THE FILM
“Think about how much more you can accomplish if you affirm and build on each other’s ideas; turn ‘no, but’ into ‘yes, and…”

Affirmation Instead Of No
Take a moment to think about the conversations you have every day – with your colleagues and business partners, with friends, and with your family. When you are asked a question or are presented with a new idea, how often do you respond with words like “no” or “but?” Perhaps you answer this way on a day to day basis or perhaps you never do. However, chances are, you use the “no, but” concept on occasion. Most of us do.

Clearly in business and in life, there are times when you have to say no, when disagreement is an honest response or a sign of good critical thinking and judgement. The key is not to let “no” become your first response in every situation. “No, but” is an easy, fast response to a new request; however, it is not necessarily a solution. In situations where we are asked to take reasonable risks or assess a new idea, saying no is safe and convenient, but saying no can also hinder progress.

Ultimately, a “no, but” culture can stifle innovation, creativity, openness, and growth - for individuals and entire organizations.

The following are examples of “no, but” responses to common business challenges:
“But it’s not in the budget. But we’ve always done it this way. But it might not work.”

Now think of all the possibilities if we use creative thinking and turn the “but” into an “and.”

Thinking On Your Feet
If you rely on “no, but,” it can be difficult to transition to the “yes, and” philosophy. That’s why we need to understand how improvisation and business connect. Planning, communication, and innovation are a big part of every organization. But if the plan doesn’t go as planned, if the communication breaks down, or if fear gets in the way of taking risks – all symptoms of “no, but” – not knowing how to improvise could restrict growth and success. That’s why thinking on your feet is so important.

Thinking on your feet, or Working Without A Script, comes in many different forms: positive communication, support, team building, and trust. In business, learning how to improvise together every single day will help your organization grow.
Use “Yes, And” not “No, But” [continued]

YES, AND

“Yes, and” is a positive communication philosophy. It encourages people to listen to one another and build on their ideas. It means understanding that everyday, everyone has something valuable to contribute. “Yes, and” is about collaboration and working together to find the best possible solution or the next new idea, even if it might fail.

When you use “yes, and,” you allow room for creativity. It fosters an environment where all ideas can be presented and considered. Additionally, it generates open mindedness and trust.

And it’s not easy. Often times, saying “no” is easier than saying “yes” because saying yes may mean change. And change is difficult. It means taking a departure from what is comfortable and tested and moving to something unknown. Instead of focusing on the negative, it means creatively solving problems. “Yes, and” requires a lot of effort and trust, but it is also extremely beneficial. With “Yes, and,” change can be fun, invigorating, and take your organization to the next level. Certainly, in business there are times when you must say no; “yes, and” simply suggests that “no” should not be your first response all the time.

As shown in the program, we see Linda’s organization move from a community that relies upon the “no, but” communication method into one that utilizes the “yes, and” philosophy. We see their transition as they successfully work together and build upon each other’s ideas to create a solution for Mr. Rothschild. “Yes, and” can certainly be this obvious, although it does not have to be. “Yes, and” can simply mean considering someone’s opinion about a new way to handle the computer systems or fundraising dollars. It can mean organizing brainstorming sessions on a regular basis or encouraging people to honestly share their thoughts about the organization without feeling intimidated. There are many ways to make your organization a more positive one. All it takes is a little practice and a dedication to the “yes, and” philosophy.
Questions—Use “Yes, And” not “No, But”

1. When someone comes to you with a new idea or a question, take a moment to think about your typical response pattern. Are you open to their idea or do you look for ways to immediately reject it? If you are open to new ideas, how do you successfully look into them? If you are not, what are some steps you can take to overcome the “no, but” type of answer?

2. In many ways, you are improvising every day in your job. List some examples.

3. What is the largest challenge your team is currently facing? How can you use improvisation techniques to work together to find new solutions?

4. In your opinion, what is the benefit to breaking the “no, but” pattern and moving to the “yes, and” philosophy? How can this method of communication help your team and your organization?

5. Do you think that using improvisation can help your organization maintain or gain a competitive edge? How?

6. A big part of “yes, and” is being open to change. How do you handle change? What about your organization? What can you do to help yourself, your team, and your organization successfully move through change?

7. Sometimes in business, people need to say no. In those situations, how can you apply the “yes, and” philosophy to turn a potentially negative outcome into a positive one?”
Making It Happen

Committing to the “yes, and” philosophy takes dedication and most importantly, a positive attitude. Listening to other’s ideas, affirming their ideas, and then building on them are three major components to “yes, and.” These concepts can not be used individually, but instead, must be used in tandem. Building an open, communicative environment depends on it.

ACTIVELY LISTEN
LISTEN TO UNDERSTAND, NOT JUST TO RESPOND

From The Film
“Instead of jumping in with what you’re dying to say, listen all the way through; to everything that’s being said, and make sure you clearly grasp the other person’s idea.”

Everyday, you have conversations with team members, business associates, family members, customer service people, and so many others. So listening is just a natural part of life, right? Not necessarily.

Learning how to actively listen isn’t easy, but with practice it can have a big impact on how you communicate. It is the foundation of effective communication and provides for mutual understanding. People today lead busy lives and slowing down enough to actually listen to what people are saying, to understand their intentions, is tough. During a conversation or a meeting, it is not uncommon for people to think through their response before the speaker is finished. Listeners may become distracted or lose interest. Their minds may begin to wander. Active listening means focusing your attention on the speaker and listening to understand instead of listening to respond.

To actively listen, we need to ask questions and internalize the information. Using active listening will help us gain a better understanding of the people we spend our days with and the way they work. Listening to understand will also help alleviate misunderstandings. Active listening is a critical element to enacting the “yes, and” philosophy.

AFFIRM EACH OTHER’S IDEAS
VALIDATE IDEAS, EVEN IF YOU DISAGREE

From The Film
“Next, affirm their idea. This doesn’t mean that you have to agree with everything people say. But you must acknowledge their idea, and show that you understand it.”
The second step in effective communication, after active listening, is affirming other’s ideas. The “yes” element of “yes, and.” Affirming someone’s idea incorporates being able to repeat to the speaker what they have said without judgment. This will confirm an understanding of what you have heard, clear up any confusion, and establish a foundation for further discussion. Additionally, it demonstrates respect for those you work with.

Affirming another person’s idea does not necessarily mean agreeing with their statement. But it does pave the way for empathy and understanding.

**BUILD ON THE IDEA**

**MAKE A CONTRIBUTION THAT HELPS IT GROW**

**From The Film**

“Then once you’ve said yes … Build on their idea. Make an offer that helps it grow. That’s the ‘and.’”

After you have listened carefully to what your team member, peer, or friend has said, and you have clarified what they said, it is time for the final element of the equation: building on their ideas, the “and” part of “yes, and.”

Building upon new ideas is what brings innovation and change. It is what will help an organization prosper. Even if the contribution may seem minimal, it can still be valuable. Through positive communication, these new ideas and small contributions will ultimately lead to future success.
Questions—Making It Happen

1. In your opinion, what are the most important elements of active listening? How can active listening help you in both your business and your personal life? How can you improve your listening skills? How can you help your team members improve their listening skills?

2. What are the most critical differences between listening to respond and listening to understand?

3. When it comes to listening, how important are non-verbal cues? What are some non-verbal cues that signal interest or disinterest? How can these verbal cues affect “yes, and?”

4. Arguments happen. During an argument, have you ever found yourself assuming you know what the other party is going to say before they do and instead, focus on your response? How can you use active listening to help you overcome an argument?
Questions—Making It Happen [continued]

5. List some ways you can better affirm each other’s ideas.

6. Is it possible to affirm someone’s idea if you disagree with it? How can you communicate positively if you disagree with someone?

7. What does building on each other’s ideas mean to you? Do the people in your organization have a tendency to do this? How can you encourage more of it in your organization?

8. Working together to improve upon an idea is the “and” part of the equation. List some ways you can keep the lines of communication open so you can get to this step.