



HARD

Truths

Thinking Tool

Chapter 7 - Set Standards and Sustain: A Long-Term Commitment

Time box yourself to a 5-minute maximum. Be sure not to edit or overthink as you write.

Chapter Highlights

Set observable relationship standards and pre-define your response.

Lasting change requires long-term commitment; invest in the relationship like a gardener.

Key Question: What becomes possible by investing in your executive relationships?

Step 1: Set observable relationship standards and pre-defined responses when the standard is not met. Write short phrases, 7 words or less.

Executive Relationship Standard	Pre-Defined Responses

Step 2: Set a relationship investment cadence that works. Declare why investing in your executive relationship is important to you. Write short phrases, 7 words or less.

Relationship Investment Cadence	Importance Of Investing

Step 3: Write one sentence to summarize the created future that becomes possible when you invest in the relationship long-term.

The created future that becomes possible:

EXAMPLE:

Step 1: Set observable relationship standards and pre-defined responses when the standard is not met. Write short phrases, 7 words or less.

Executive Relationship Standard	Pre-Defined Responses
<p><i>Derek names cross-functional impacts.</i></p> <p><i>I name function-first thinking publicly.</i></p> <p><i>Derek names when decision speed matters.</i></p>	<p><i>I ask, "Who else is impacted?"</i></p> <p><i>Other executives speak to impacts.</i></p> <p><i>I ask what I need to decide.</i></p>

Step 2: Set a relationship investment cadence that works. Declare why investing in your executive relationship is important to you. Write short phrases, 7 words or less.

Relationship Investment Cadence	Importance Of Investing
<p><i>Who: Derek and I</i></p> <p><i>What: executive relationship expectations</i></p> <p><i>Where: In person</i></p> <p><i>When: bi-weekly, 15 minutes</i></p> <p><i>How: face to face</i></p>	<p><i>Why:</i></p> <p><i>Avoid misunderstandings through frequent feedback.</i></p> <p><i>Healthy executive relationship is critical</i></p> <p><i>Create trusting relationship capable of truths</i></p>

Step 3: Write one sentence to summarize the created future that becomes possible when you invest in the relationship long-term.

The created future that becomes possible:

I am a CEO who sustains executive relationships that create constructive debate, faster decisions, energized teams, and results beyond our current vision.