



HARD

Truths

Thinking Tool

Chapter 3 - Look In The Mirror: See Your Self-Protection

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

Chapter Highlights

Take full responsibility for the passive consensus and friction avoidance keeping the relationship dynamic in place.

Recognize your payoff, identify the default future, and let go of the self-protection that has you withholding your truths.

Key Question: What do you need to let go?

Step 1: Take full responsibility for your passive consensus-building and friction-avoiding leadership style. Identify the past benefits, current payoffs, and risks. Write short phrases, 7 words or less.

Past Benefits	Current Payoffs	Risks / Default Future

Step 2: Complete the ownership statements.

The default future I am creating is:

In service to my organization, I need to let go of:

EXAMPLE:

Step 1: Take full responsibility for your passive consensus-building and friction-avoiding leadership style. Identify the past benefits, current payoffs, and risks. Write short phrases, 7 words or less.

Past Benefits	Current Payoffs	Risks / Default Future
<i>Seen as a calm leader</i>	<i>Meetings stay smooth</i>	<i>Delayed decisions</i>
<i>Gained influence across functions</i>	<i>Keep relationship intact</i>	<i>Additional layers of work</i>
<i>Trusted in high stakes</i>	<i>Avoid creating conflict</i>	<i>Training future leaders to play it safe.</i>
<i>Advanced in company</i>	<i>Critique silently.</i>	<i>Burning out top performers</i>
<i>Earned sponsors and mentors</i>	<i>Stay above the tension.</i>	
<i>Stayed out of tension and conflict.</i>		

Step 2: Complete the ownership statements.

The default future I am creating is:

I am being the bottleneck hindering the organization's speed, creating unnecessary stress on team members and weakening future leaders.

In service to my organization, I need to let go of:

I need to let go of the comfort of staying silent. When I feel my heart racing and jaw tightening, it's a signal for me to speak up, not stay quiet.