



# HARD

# Truths

Thinking Tool

Chapter 4 - Frame The Future: Creation Of A Different You



**EXAMPLE:**

**Step 1: Envision your created future by defining the desired outcome. Narrow your focus to the smallest courageous action that will create outsized benefits for you, your leadership team, and your organization.**

Use the SMART framework to define your desired outcome: Specific, Measurable, Achievable, Relevant, and Time-Based.

Desired Outcome	What Must Change	Small Courageous Action
<p>S: I address function-first ideas that impact other functions directly in the room.</p> <p>M: I explicitly flag 100% of items that need cross-functional debate.</p> <p>A: I say "This needs to be discussed because it will create silos, what I see is..." and ask a clarifying question</p> <p>R: Keeps the team out of silos and surfaces trade-offs early and publicly.</p> <p>T: Start next week, normalized in 3 months.</p>	<p>I must speak up 100% of the time I identify a cross-functional impact.</p> <p>I must inspire and invite other executives to speak up publicly.</p> <p>I must learn to facilitate constructive debate between executives.</p> <p>I must learn to regulate my own emotions.</p> <p>I must learn how to label behaviours, not the person, in real time.</p>	<p>When I see function-first advocacy creating cross-functional impact, I will name it in the room and ask one clarifying question.</p>

**Step 2: Complete the ownership statements.**

I am committed to the desired outcome because:

The leadership team will learn to have constructive debate, speed up decision-making, and avoid team member burnout.

When I am tempted to quit, I will remind myself:

Who I am as a leader has a significant impact on the business. I am capable of inspiring and creating meaningful change in the organization.

I commit to:

Consistently speaking my truths in a boardroom setting in service of the organization and the leadership team. I am willing to learn and grow in the process.