



HARD

Truths

Thinking Tool

Chapter 5 - Lead The Conversation: Starting With Your Truths

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

Chapter Highlights

Address what you have been tolerating and admit your own self-protection; it is not disloyalty, it is leadership.

Lead the conversation by sharing your truths with fierce loyalty.

Key Question: What truths will you communicate?

Step 1: Address what you have been tolerating by owning your self-protection. Write short phrases, 7 words or less.

| What You Have Been Tolerating | The Payoff You Received |
|-------------------------------|-------------------------|
| | |

Step 2: Name what you want to create and what you are personally committed to. Write short phrases, 7 words or less.

| What You Want To Create | What You Are Committed To |
|-------------------------|---------------------------|
| | |

Step 3: Draft what you will say in 2-3 sentences.

What I will say is:

EXAMPLE:

Step 1: Address what you have been tolerating by owning your self-protection. Write short phrases, 7 words or less.

| What You Have Been Tolerating | The Payoff You Received |
|---|---|
| <i>Derek disregards cross-functional impact. I hold back saying my real concerns. I delay boardroom truths. My avoidance slows decision-making. My silence stresses the team.</i> | <i>Avoid conflict with Derek. Protect our relationship. Critique silently. Stay calm in the room. Preserve my likeable image.</i> |

Step 2: Name what you want to create and what you are personally committed to. Write short phrases, 7 words or less.

| What You Want To Create | What You Are Committed To |
|---|--|
| <i>Constructive debates and faster decisions. A truth-telling leadership team. Fewer side meetings. Executive trust through direct conversations.</i> | <i>Name function-first thinking in the room. Ask clarifying questions publicly. Speak before silence creates drag. Lead with fierce loyalty.</i> |

Step 3: Draft what you will say in 2-3 sentences.

What I will say is:

Derek, I've tolerated function-first proposals framed as "best for the business" without naming their cross-functional impact, and I've held back my concerns to avoid conflict and protect our relationship. My silence has slowed decisions, created extra work, and burned out the team. Going forward, I want us to create constructive debate and faster decisions, so I will name function-first thinking in the room and ask clarifying questions publicly.