



HARD

Truths

Thinking Tool

Chapter 1 - See The Situation: Name What's Happening

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

Chapter Highlights

You don't always need more leadership horsepower, sometimes you just need less drag.

Name the chronic behaviour, not the person.

Key Question: What behaviours have you been tolerating?

Step 1: Separate behaviour naming from identity naming of your self-serving executive.

The one self-serving executive I've been tolerating is: _____

Identity Naming	Behaviour Naming	Frequency	Impact

Step 2: Separate behaviour naming from identity naming of yourself.

Identity Naming	Behaviour Naming	Frequency	Impact

EXAMPLE:

Step 1: Separate behaviour naming from identity naming of your self-serving executive.

The one self-serving executive I've been tolerating is: Derek, EVP Operations

Identity Naming	Behaviour Naming	Frequency	Impact
<p><i>He is selfish</i></p> <p><i>He only cares about Operations</i></p>	<p><i>He argues "what's best for business" without considering other function impacts at strategy meetings.</i></p> <p><i>He does not actively participate in offering solutions when other execs are impacted</i></p>	<p><i>Monthly at executive strategy meetings and weekly operations status review meetings.</i></p>	<p><i>Ruins the strategic momentum in the room</i></p> <p><i>I get frustrated and critical.</i></p> <p><i>Other executives get quiet.</i></p>

Step 2: Separate behaviour naming from identity naming of yourself.

Identity Naming	Behaviour Naming	Frequency	Impact
<p><i>I am a consensus builder.</i></p> <p><i>I don't shoot people down publicly.</i></p>	<p><i>I decide to take contentious boardroom discussions to separate private conversations.</i></p>	<p><i>Approximately every other week.</i></p>	<p><i>My executive assistant, other executives, and team members need to move around schedules to fit my new schedule.</i></p>