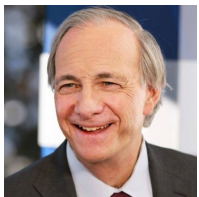


THE ART AND SCIENCE OF **COMMUNICATION** AND WHY THE DETAILS MATTER

Day 5: How to Have Difficult Conversations for the Greater Good

In order for organizations and the people within them to grow and improve, more often than not a difficult conversation needs to be had along the way. The conversations that result in a positive change (at the individual or organizational level) are often difficult because they usually involve someone pointing out that the other person's behavior or the way they "conduct business" needs to change. The actual subject matter can be cut and dry, but because emotions are at their peak, these conversations are challenging for both the "giver" and the "receiver". However, if these conversations do not occur, opportunities for improvement are not presented and have no way of coming to fruition. Furthermore, unresolved issues can be a source of resentment, affect morale, and begin to erode an organization's culture. **This challenge consists of 1 book summary, 1 article, 1 video , 1 optional (but highly recommended) video, and 1 task.**

Today's Mentors:



Ray Dalio is the founder, co-Chief Investment Officer and co-Chairman of Bridgewater Associates, which is a global macro investment firm responsible for the world's largest hedge fund. He is the author of the #1 New York Times Bestseller *Principles: Life and Work*. Bridgewater's hedge fund has made more money for its investors than any other hedge fund in history -- an estimated \$49.7 billion. Dalio has received three "Lifetime Achievement" awards. Time Magazine, in 2012, named him "One of the 100 Most Influential People in the World".



Sheila Heen has been a Lecturer at Harvard Law School since 1995. She has spent the last twenty years with the *Harvard Negotiation Project*, developing negotiation theory and practice. Heen is co-author of two New York Times Bestsellers: *Difficult Conversations: How to Discuss What Matters Most*, and *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. Heen is Founder and CEO of Triad Consulting, serving clients such as MITRE, BAE Systems, HSBC, Tatweer of Dubai, Unilever, IBM, Pixar, Apple, CapOne, and the Federal Reserve Bank.

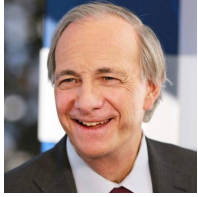


Brené Brown is a research professor at the University of Houston where she holds the Huffington Foundation – Brené Brown Endowed Chair. She is also a visiting professor at The University of Texas at Austin McCombs School of Business. Brown has spent the past two decades studying courage, vulnerability, shame, and empathy. She is the author of five #1 New York Times bestsellers: *The Gifts of Imperfection*, *Daring Greatly*, *Rising Strong*, *Braving the Wilderness*, and *Dare to Lead*.

Day 5: How to Have Difficult Conversations for the Greater Good

Principles: Life and Work

By Ray Dalio



Book Summary

The following are excerpts from Ray Dalio's *Principles: Life and Work*, a New York Times Bestseller published in 2017 by Simon and Schuster. These excerpts are an outlined summary of the principles he discusses throughout the book. Because Day 5 focuses on how to have difficult conversations for the greater good, the areas highlighted in yellow emphasize the mindset needed to have honest and transparent communication. Ray Dalio's firm, Bridgewater, is renowned for its innovative culture, which elevates this concept to its highest form. Through these principles, Ray Dalio created a work environment and culture where honest conversations gave birth to the most successful hedge fund in history. Ray Dalio took years to fine-tune these principles. But once he got them right, they became the blueprint by which his employees engaged one another, demanded excellence from each other, and drove innovation to fuel success.

PRINCIPLES

BY RAY DALIO

PART II: LIFE PRINCIPLES

1 Embrace Reality and Deal with It

1.1 Be a hyperrealist.

a. Dreams + Reality + Determination = A Successful Life.

1.2 Truth—or, more precisely, an accurate understanding of reality—is the essential foundation for any good outcome.

1.3 Be radically open-minded and radically transparent.

a. Radical open-mindedness and radical transparency are invaluable for rapid learning and effective change.

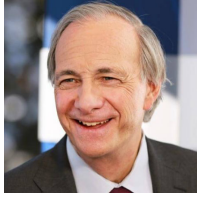
b. Don't let fears of what others think of you stand in your way.

c. Embracing radical truth and radical transparency will bring more meaningful work and more meaningful relationships.

Day 5: How to Have Difficult Conversations for the Greater Good

Principles: Life and Work

By Ray Dalio



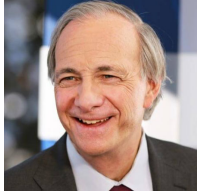
Book Summary

(continued)

PART II: LIFE PRINCIPLES (continued)

1.10 Look at the machine from the higher level.

- a. Think of yourself as a machine operating within a machine and know that you have the ability to alter your machines to produce better outcomes.
- b. By comparing your outcomes with your goals, you can determine how to modify your machine.
- c. Distinguish between you as the designer of your machine and you as a worker with your machine.
- d. The biggest mistake most people make is to not see themselves and others objectively, which leads them to bump into their own and others' weaknesses again and again.
- e. Successful people are those who can go above themselves to see things objectively and manage those things to shape change.
- f. Asking others who are strong in areas where you are weak to help you is a great skill that you should develop no matter what, as it will help you develop guardrails that will prevent you from doing what you shouldn't be doing.
- g. Because it is difficult to see oneself objectively, you need to rely on the input of others and the whole body of evidence.
- h. If you are open-minded enough and determined, you can get virtually anything you want.

Day 5: How to Have Difficult Conversations for the Greater Good**Principles: Life and Work****By Ray Dalio**

Book Summary

(continued)

PART II: LIFE PRINCIPLES (continued)

3 Be Radically Open-Minded

3.1 Recognize your two barriers.

- a. Understand your ego barrier.
- b. Your two “yous” fight to control you.
- c. Understand your blind spot barrier.

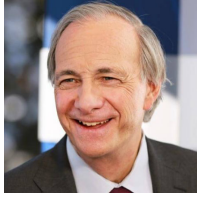
3.2 Practice radical open-mindedness.

- a. Sincerely believe that you might not know the best possible path and recognize that your ability to deal well with “not knowing” is more important than whatever it is you do know.
- b. Recognize that decision making is a two-step process: First take in all the relevant information, then decide.
- c. Don’t worry about looking good; worry about achieving your goal.
- d. Realize that you can’t put out without taking in.
- e. Recognize that to gain the perspective that comes from seeing things through another’s eyes, you must suspend judgment for a time—only by empathizing can you properly evaluate another point of view.
- f. Remember that you’re looking for the best answer, not simply the best answer that you can come up with yourself.
- g. Be clear on whether you are arguing or seeking to understand, and think about which is most appropriate based on your and others’ believability.

Day 5: How to Have Difficult Conversations for the Greater Good

Principles: Life and Work

By Ray Dalio



Book Summary

(continued)

PART II: LIFE PRINCIPLES (continued)

3.3 Appreciate the art of thoughtful disagreement.

3.4 Triangulate your view with believable people who are willing to disagree.

a. Plan for the worst-case scenario to make it as good as possible.

3.5 Recognize the signs of closed-mindedness and open-mindedness that you should watch out for.

3.6 Understand how you can become radically open-minded.

a. Regularly use pain as your guide toward quality reflection.

b. Make being open-minded a habit.

c. Get to know your blind spots.

d. If a number of different believable people say you are doing something wrong and you are the only one who doesn't see it that way, assume that you are probably biased.

e. Meditate.

f. Be evidence-based and encourage others to be the same.

g. Do everything in your power to help others also be open-minded.

h. Use evidence-based decision-making tools.

i. Know when it's best to stop fighting and have faith in your decision-making process.

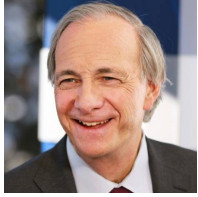
5 Learn How to Make Decisions Effectively

5.1 Recognize that 1) the biggest threat to good decision making is harmful emotions, and 2) decision making is a two-step process (first learning and then deciding).

Day 5: How to Have Difficult Conversations for the Greater Good

Principles: Life and Work

By Ray Dalio



Book Summary

(continued)

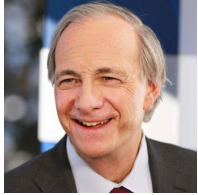
PART III: WORK PRINCIPLES

- **An organization is a machine consisting of two major parts: culture and people.**
 - a. A great organization has both great people and a great culture.
 - b. Great people have both great character and great capabilities.
 - c. Great cultures bring problems and disagreements to the surface and solve them well, and they love imagining and building great things that haven't been built before.
- **Tough love is effective for achieving both great work and great relationships.**
 - a. In order to be great, one can't compromise the uncompromisable.
- **A believability-weighted idea meritocracy is the best system for making effective decisions.**

Day 5: How to Have Difficult Conversations for the Greater Good

Principles: Life and Work

By Ray Dalio

Book Summary
(continued)

TO GET THE CULTURE RIGHT . . .

1 Trust in Radical Truth and Radical Transparency**1.1 Realize that you have nothing to fear from knowing the truth.****1.2 Have integrity and demand it from others.**

- a. Never say anything about someone that you wouldn't say to them directly and don't try people without accusing them to their faces.
- b. Don't let loyalty to people stand in the way of truth and the well-being of the organization.

1.3 Create an environment in which everyone has the right to understand what makes sense and no one has the right to hold a critical opinion without speaking up.

- a. Speak up, own it, or get out.
- b. Be extremely open.
- c. Don't be naive about dishonesty.

1.4 Be radically transparent.

- a. Use transparency to help enforce justice.
- b. Share the things that are hardest to share.
- c. Keep exceptions to radical transparency very rare.
- d. Make sure those who are given radical transparency recognize their responsibilities to handle it well and to weigh things intelligently.
- e. Provide transparency to people who handle it well and either deny it to people who don't handle it well or remove those people from the organization.
- f. Don't share sensitive information with the organization's enemies.

Day 5: How to Have Difficult Conversations for the Greater Good

How to use others' feedback to learn and grow

By Sheila Heen



Video 1



MOMENTUM2015

TEDx AmoskeagMillyardWomen
independently organized TED event



Day 5: How to Have Difficult Conversations for the Greater Good

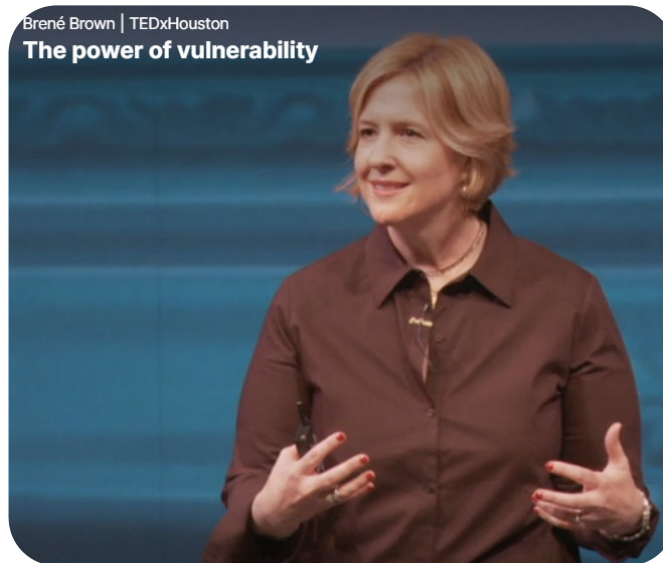
The Power of Vulnerability

By Brené Brown



Video 2

(Optional-Come back to when time permits)



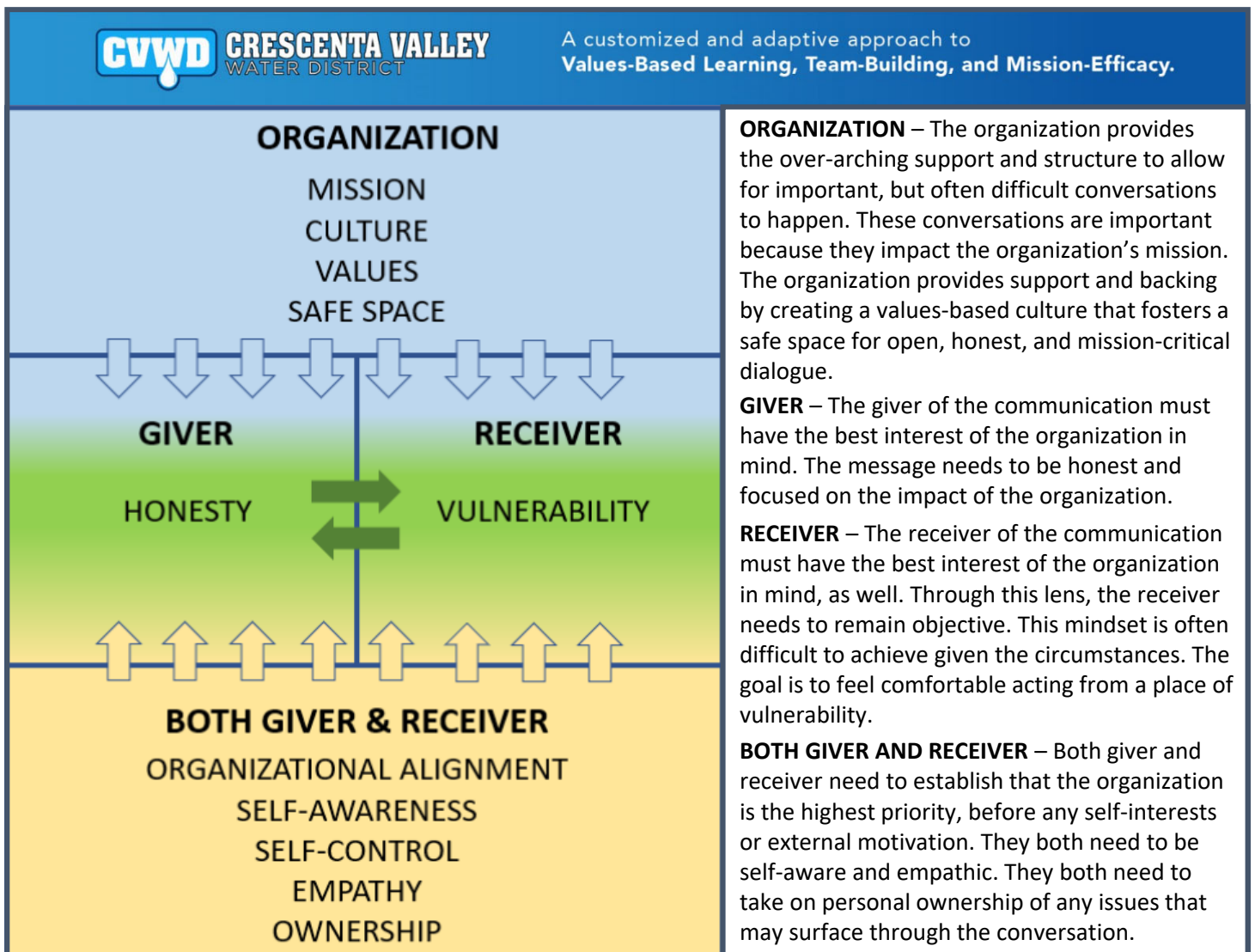
TEDTALKS
IDEAS WORTH SPREADING

Day 5: How to Have Difficult Conversations for the Greater Good

Organizational Mapping to Support Honest and Transparent Communication By CVWD

Article 1

The following graphic was created to map how CVWD provides a structure that supports honest and transparent communication for the greater good. As shown below, there are commitments that need to be followed through with in each box.



Day 5: How to Have Difficult Conversations for the Greater Good

Organizational Mapping to Support Honest and Transparent Communication By CVWD

Task 1

Based on what you've read and watched during this challenge; and from your own experience and perspective what other commitments do you think each box needs to follow through with?

1. Access today's challenge in the employee portal.
2. Provide your thoughts on what other commitments need to be met within the "four boxes" (for "organization", "giver", "receiver", "giver & receiver").

