

Cheat Sheet: Detailed Overview of The Four Steps

You prepare others to change and grow when you help them develop:

- Ownership
- Independent Capability
- Emotional Courage
- Future Proofing

The Four Steps

Step 1: Get Permission to Be an Ally

1. Prior to the conversation: Check in with body, mind, emotions (curiosity, not suppression or judgment)
 - a. Set your intent
 - i. Become your own ally
 1. What's the positive value behind your negative emotions?
"The reason I'm _____ (negative emotion) is because I care about _____ (shared outcome or value)."
 - ii. Become their ally
 1. What is the positive intent behind their dysfunctional behavior?
 2. What do I want for them?
 - a. Ownership
 - b. Independent capability
 - c. Emotional courage
 - d. Future proofing (resilience and scalability)
 - a. Empathize with whatever requires empathy (That sounds/seems hard/frustrating/annoying...)
 - b. Get permission
 - i. They ask for your advice or help, or ask you to do it for them, or complain
 1. Empathize
 2. Express confidence in them
 3. Request permission: "Would you like to think it through together?"
 - ii. You initiate the conversation:
 1. "Hey, got a minute to talk?"
 2. "I want X, and I'd like to talk about what's getting in the way."
 - iii. Special situation: Positional Power
 1. "These are my expectations."
 2. If they decline your offer, reiterate your expectations

Step 2: Outcome

1. What's the outcome you want?
 - a. Positive: "What would you like instead?"
 - b. Clear: "What does that look like?"
 - c. Meaningful: "For the sake of what?"

You CAN Change Other People is available for purchase everywhere books are sold. Our top choice: support your local independent bookstore. You can also order online: [Amazon](#) | [Barnes & Noble](#) | [Books-a-Million](#)

Want a bunch of books for your organization, or to handle your entire holiday shopping in one smooth move? For bulk pricing contact John Skinner at jskinner@wiley.com or 317.572.3203.

Cheat Sheet: Detailed Overview of The Four Steps

Step 3: Opportunity

1. What's happening now?
 - a. "Take me there" / "Let me be a fly on the wall — what am I seeing and hearing?" / What did that look like?" / "What are people doing and saying, exactly?"
2. What have you tried?
 - a. List everything
 - b. What kinds of results have they delivered?
3. How can you use the problem to achieve your energizing outcome? (don't dismiss the problem and don't get hung up on it)
 - a. "I know it's annoying and feels disrespectful. Without minimizing that, is there anything productive, positive, useful, or of value that it brings?"
 - i. Ask them about it
 - ii. Offer observations and ideas, and ask for their reaction to them
 - b. What else is missing that would help us get to the outcome?
 - c. Define the opportunity: "How can the problem help us get to the energizing outcome?"
 - i. Can what's good about the problem complete or compensate for what's missing?
 - ii. Look for positive intent in dysfunctional behavior
 - iii. Look for opportunities to challenge a hidden assumption or limiting identity
 - iv. Look for developmental challenges to overcome in skills gaps and bad habits
 - v. Look at the problem for clues to the existence of a larger, more fundamental issue
 - vi. Look for opportunities to practice emotional courage

Step 4: Craft a Level-10 Plan

1. Identify Options - go for at least 3
 - a. "What might you try in pursuit of this opportunity?" — remind them of the opportunity
 - b. "And what else?"
 - i. Use "What Ifs" to remove or add constraints
 - ii. Use "Opposite Day" questions
 - iii. Lower the bar for success
 - iv. Create rungs on the ladder
 - v. Offer suggestions
2. Choose
 - a. "Given the opportunity, and everything that's on the table, what do you want to do that would feel exciting?"
 - b. When they can't choose: "If you did know, what would it be?"
 - c. Ask for details
 - d. Mentally rehearse and role-play
 - e. Identify and explore risks
 - f. Brainstorm ways to mitigate those risks
3. Commit
 - a. "What exactly are you going to do, by when?"
 - i. Probe for specifics: What, how, when
 - ii. Create When/Then plans
 - b. How confident are you, on a scale of 1 to 10?
 - i. When less than a 10, ask why
 - ii. Solve for the lack of confidence, or explore the gap so they won't be blindsided by it
 - c. Set up process for evaluating results
 - d. Agree to follow up: "I'd love to hear how it goes."
 - e. If appropriate, follow up

You CAN Change Other People is available for purchase everywhere books are sold. Our top choice: support your local independent bookstore. You can also order online: [Amazon](#) | [Barnes & Noble](#) | [Books-a-Million](#)

Want a bunch of books for your organization, or to handle your entire holiday shopping in one smooth move? For bulk pricing contact John Skinner at jskinner@wiley.com or 317.572.3203.