


#1




Recognize that the other person is
a unique individual with a unique
personality and set of values.

A woman with dark, curly hair is laughing heartily, looking towards the left. She is wearing a dark purple blazer over a white top. The background is a bright, out-of-focus office environment with a window and a blurred figure of another person on the left.

#2

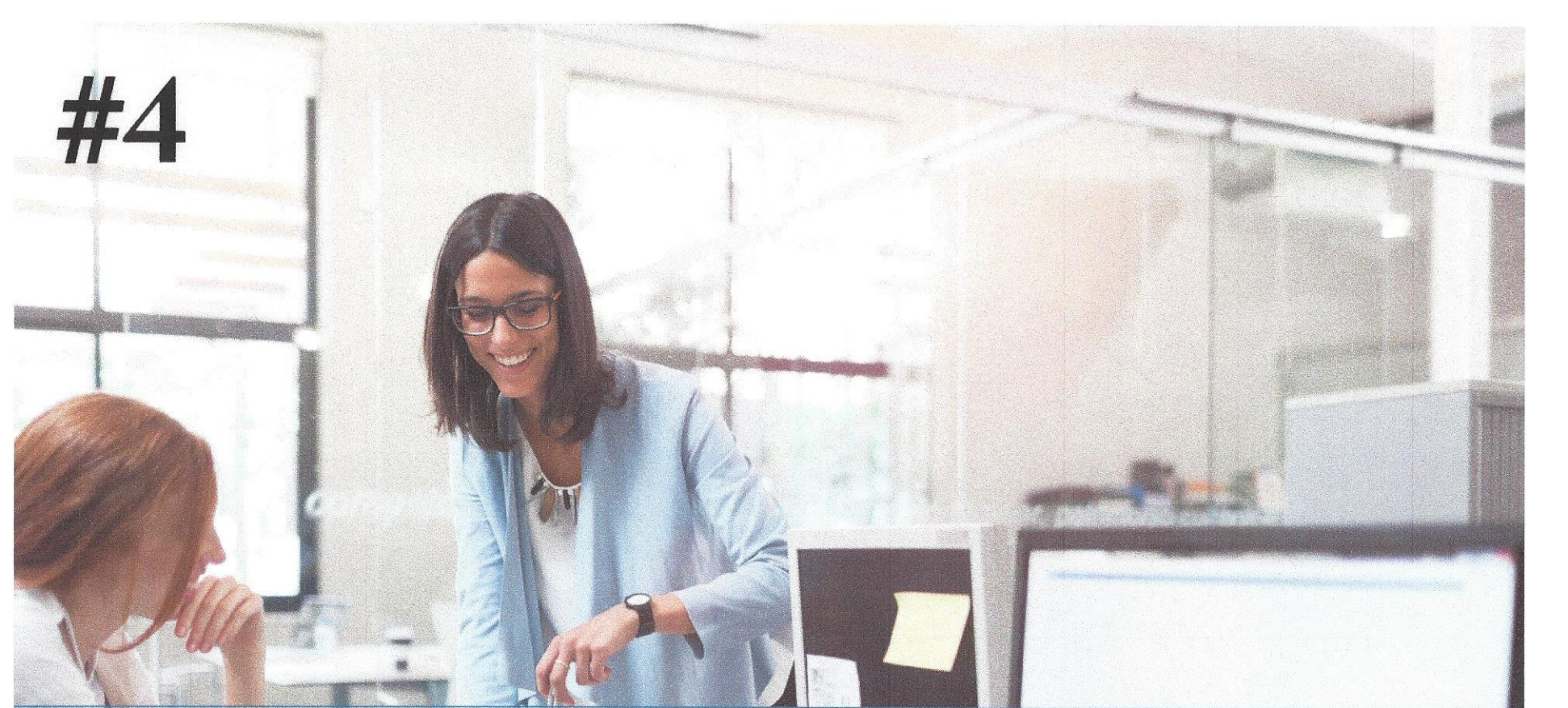
Assume that the other person is resourceful, talented and fully capable of managing their own job, career and life.

#3

A man with grey hair and a beard, wearing a light blue shirt and dark tie, is looking down at a tablet held by a woman with long dark hair, wearing a dark sleeveless top. They are in a modern office environment with large windows in the background. Other people are blurred in the background.

Don't try to fix the other person, solve their problems or make their decisions.

#4



Keep one overriding thought in mind at all times: “Right now, what is the most potent thing I can say to be helpful to the other person?”

A woman with dark hair, wearing a plaid shirt, is smiling and looking towards the camera. She is in a meeting room with other people in the background. There is a large window with a grid pattern behind her, and a brick wall is visible on the right side of the image.

#5


Listen for aspirations, emotions,
passions, inconsistencies, possibilities
and what's not being said.

A photograph of two men in business attire. The man on the right is smiling and looking towards the man on the left. They appear to be in a meeting or collaborative work environment. The background is slightly blurred, showing office furniture and a window.

#6

Give advice sparingly. Be generous with questions. Ask penetrating questions that help the other person see their situation through fresh eyes.

#7



Watch for and seize opportunities to affirm, challenge, encourage and constructively confront the other person.

#8

Seek to help the other person advance their performance, learning and development whenever possible.