

Workplace Conversations

Gamesmanship

v.

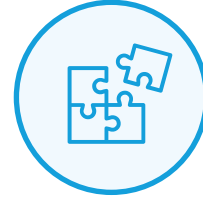
High-Quality Making-Meaning Conversations

MINDSET



Collaboration is transactional

Collaboration is competitive;
zero-sum game



Collaboration is relational

Collaboration is seeking to understand others &
seeking to be understood in the pursuit of excellence

GOALS



Play cards close to the chest

Minimize personal "losses"

Optimize looking good personally

Being good at knowing



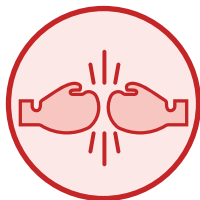
Transparency, authenticity and candor

Optimizing an Idea Meritocracy

Optimizing Collective Intelligence

Being good at "not knowing"

BEHAVIORS



Self-centeredness

Wandering Mind

Be disrespectful

Close-minded

Being reactive & judgmental



Humility

A Quiet Mind

Be kind & caring

Open-minded

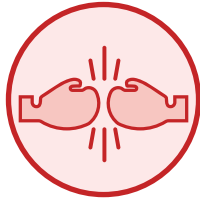
Pausing and reflecting

Gamesmanship

v.

High-Quality Making-Meaning Conversations

BEHAVIORS CONTINUED



Listening to confirm

“Yes, but”

Telling—advocating

Multi-tasking

Timidity



Listening to learn—to clarify

“Yes, and”

Asking learning questions

Being fully present

Courage to explore

EMOTIONAL STATE



Negative emotional state

Emotions do not belong in the workplace

Fearful of looking bad or being hurt

Ego: Big Me

Being defensive

Cautious—being risk adverse

Stressed



Positive emotional state

Positively Emotionally connect & relate with others

I trust my team members—I feel safe

“Otherness”: Big We

Being One with others

Having the courage to explore

Inner Peace—calmness—stillness