



**Principle 1:**

**Master the courage to interrogate reality.**

*No plan survives its collision with reality, and reality has a habit of shirking, at work and at home. Markets and economies change, requiring shifts in strategy. People change and forget to tell each other - colleagues, customers, spouses, friends. We are all changing all the time. Not only do we neglect to share this with others, we are skilled at masking it even to ourselves.*

**Principle 2:**

**Come out from behind yourself into the conversation and make it real.**

*While many fear "real," it is the unreal conversation that should scare us to death. Unreal conversations are expensive, for the individual and organization. No one has to change, but everyone has to have the conversation. When the conversation is real, the change occurs before the conversation is over. You will accomplish your goals in large part by making every conversation you have as real as possible.*

**Principle 3:**

**Be here, prepared to be nowhere else.**

*Our work, our relationships, and our lives succeed or fail one conversation at a time. While no single conversation is guaranteed to transform a company, a relationship, or a life, any single conversation can. Speak and listen as if this is the most important conversation you will ever have with this person. It could be. Participate as if it matters. It does.*

**Principle 4:**

**Tackle your toughest challenge today.**

*Burnout doesn't occur because we're solving problems; it occurs because we've been trying to solve the same problem over and over. The problem named is the problem solved. Identify and then confront the real obstacles in your path. Stay current with the people important to your success and happiness. Travel light, agenda-free.*

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**Principle 5:**

**Obey your instincts.**

*Don't just trust your instincts - obey them. Your radar screen works perfectly. It's the operator who is in question. An intelligence agent is sending you messages every day, all day. Tune in. Pay attention. Share these thoughts with others. What we label as illusion is the scent of something real coming close.*

**Principle 6:**

**Take responsibility for your emotional wake.**

*For a leader, there is no trivial comment. Something you don't remember saying may have had a devastating impact on someone who looked to you for guidance and approval. The conversation is not about the relationship; the conversation is the relationship. Learning to deliver the message without the load allows you to speak with clarity, conviction, and compassion.*

**Principle 7:**

**Let silence do the heavy lifting.**

*When there is simple a whole lot of talking going on, conversations can be so empty of meaning they crackle. Memorable conversations include breathing space. Slow down the conversation, so that insight can occur in the space between words and you can discover what the conversation really wants and needs to be about.*



