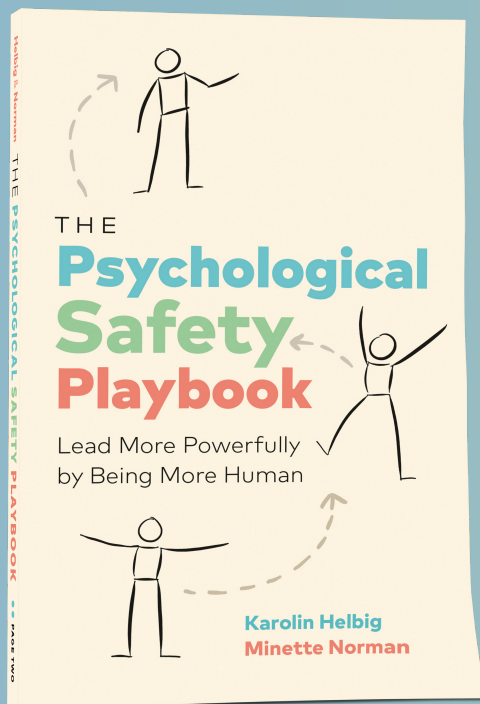




Overview Play by Play

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Play 1: Communicate Courageously



Step into the unknown

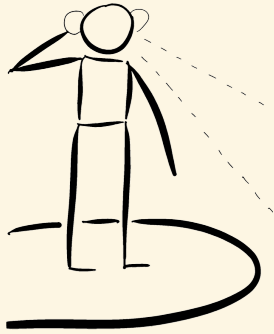


- Welcome Other Viewpoints: "What Am I Missing?"
- Solicit Diverse Perspectives: "That's One Viewpoint. Let's Hear Some Dissent"
- Open Up: Express Your Own Feelings and Emotions
- Take Off the Mask of Perfection: "I Don't Know Yet"
- Nurture a Sense of Humor at Work: Laugh More (Especially at Yourself)

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Play 2: Master the Art of Listening



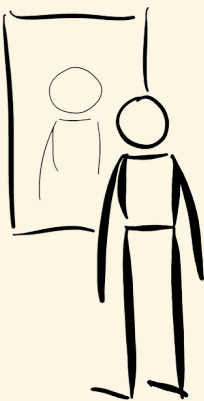
Listen with intent

- Listen to Understand: Develop the Discipline of Not Preparing a Response
- Be Fully Present: Tame Your Wandering Mind
- Clarify Your Understanding: Articulate What You Heard
- Listen for Emotions: Hear What's Not Being Said
- Commit to Curiosity: "Tell Me More"

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Play 3: Manage Your Reactions



Become bravely self-aware

- Model Non-defensive Reactions: Hit the Pause Button
- Respond Productively: Label Your Emotions
- Watch Out for Your Blind Spots: What Stories Are You Telling Yourself?
- Appreciate Being Challenged: Thank People for Their Courage
- Build on Others' Ideas: "Yes, And"

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Play 4: Embrace Risk and Failure



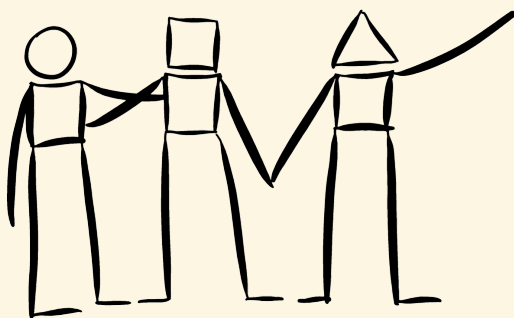
Commit to learning

- Normalize Failure: “This Is New to Us, So We Will Experience Failure”
- Reframe Failures as Learning Opportunities: “Interesting! What Can We Learn from This?”
- Get Comfortable with Discomfort: Welcome Difficult Emotions
- Model Learner Behavior: Admit Mistakes, Share Lessons Learned
- Celebrate Continuous Learning: Implement “Blameless Post-mortems”

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Play 5: Design Inclusive Rituals



Make sure everyone is heard

- Upgrade meetings: Appoint an Inclusion Booster
- Respect All the Voices: Establish a No-Interruption Rule
- Take Turns: No One Speaks Twice before Everyone Speaks Once
- Check for Psychological Safety: Introduce Feedback Cards after Meetings
- Appreciate the Team: Express Gratitude

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