

THE CHECKLIST

Three moments, thirteen questions. The whole course on one page.

KEEP THIS

Conflict, Power and Communication

ECE1.1

BEFORE A DIFFICULT MEETING

- 1 Who is not in the room, and are they being invoked as a reason by people who did not ask them?
- 2 What does it cost each person here to keep disagreeing?
- 3 What is being treated as normal, and who is served by that?

DURING THE EXCHANGE

- 4 Am I attributing intent, or describing what happened?
- 5 Has the subject shifted from the issue, to the position, to the person?
- 6 Is the issue being answered, or is the manner in which it was raised being answered?
- 7 Has anything been acknowledged without anything being settled?
- 8 Who has not spoken, and what would it cost them to speak?

BEFORE I ACT

- 9 Whose risk changes if I do this, and did they choose it?
- 10 Is it reversible?
- 11 Is it proportionate to my capacity, rather than to how strongly I feel?
- 12 Will it survive next week without my attention?
- 13 If I do nothing, what happens by default, and am I prepared to own that?

The reading comes first.

The most common way that well-intentioned people make a conflict worse is by acting decisively on an account of the situation that was wrong in a direction their own position made invisible to them.