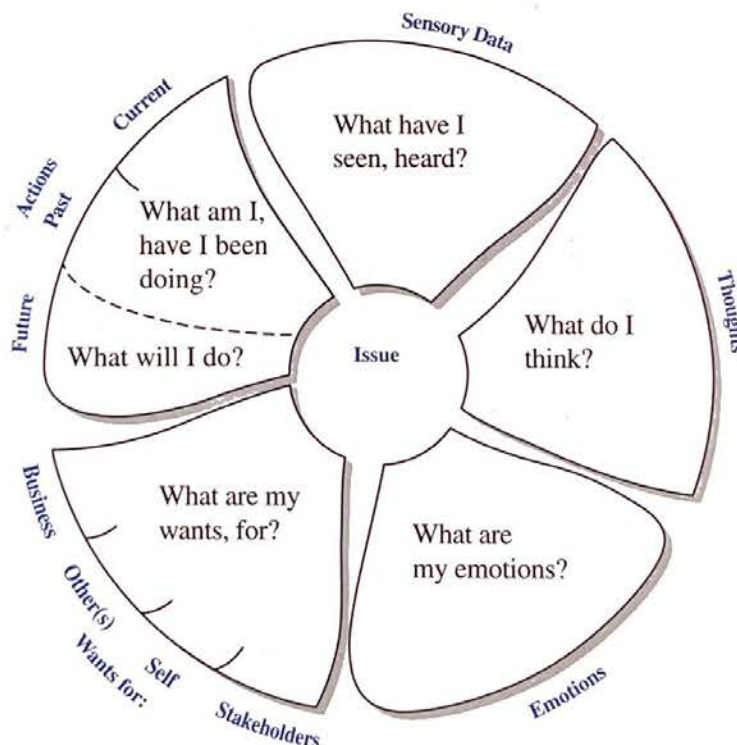


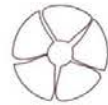
SELF-TALK — Processing an Issue Internally

Self-talk is your internal conversation — reflecting on all parts of your Information Wheel in order to clarify, understand and resolve an issue/conflict.

- Privately ask yourself, “What’s happening right now? What am I experiencing?”
- Determine if this is a topical, personal, relational, or a group issue or conflict.
- Expand and clarify your awareness of the issue. (See the prompting questions on the Wheel below.)
- Cover all parts of the Wheel in any order — all parts of your Wheel are interrelated.
- Be honest with yourself. Accept what you find as where you are — the starting point for dealing with the concern.
- Fill in blind spots (hard to admit, missing self-information).
- Often by expanding and clarifying your awareness of the issue/conflict something shifts internally, bringing all parts together, enabling you to choose a constructive next step (Future Action). (Remember, Future Action can be a small next step.)

Use the Information Wheel on page III-17 (or your Information Wheel pad) as your self-talk tool to reflect your way through the issue.



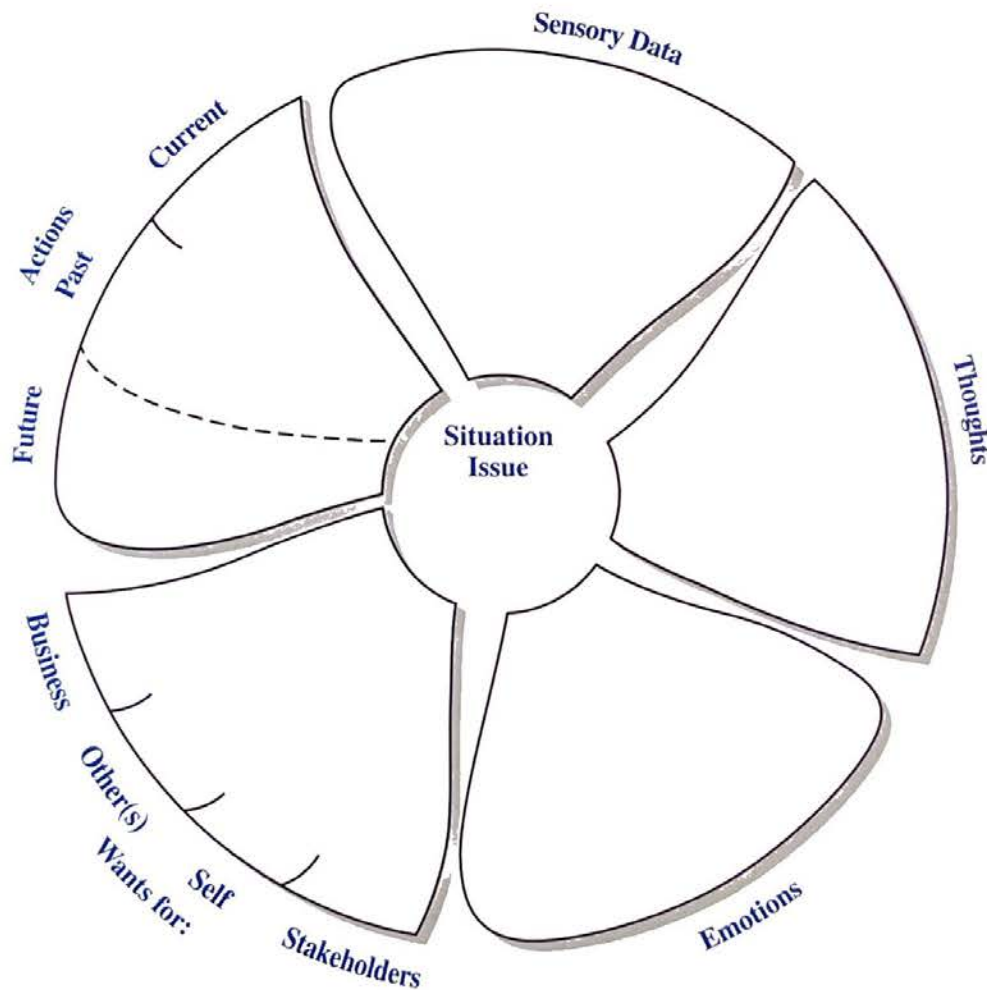


SELF-TALK — Using the Information Wheel

Instructions

Choose an issue — topical, personal, or relational (not group; there will be opportunity for group issues later) — that you would be willing to share with two or three other people in a small group. (Refer to your list of issues on page II-11.)

Write the issue in the hub of the Information Wheel below or on your pad. Then, fill out your Wheel, in any order, using key words or phrases that represent your experience of the issue in each zone.

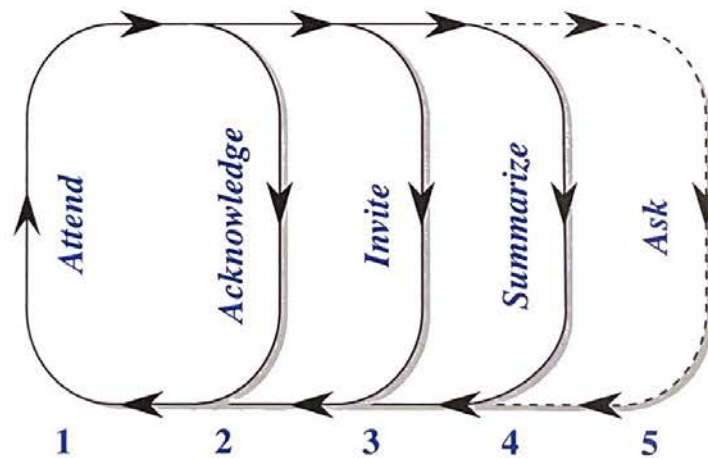




Attentive Listening is an open style. As you listen, you validate the other person's experience as his or her experience, not necessarily yours. When you listen attentively, your awareness of the other person increases, typically resulting in information that is essential for building agreements as you negotiate, make decisions, or resolve conflicts.

THE LISTENING CYCLE MAP®— Five Skills

The Listening Cycle is a map of listening skills, providing a guide for applying the skills. With its use, you can maximize your ability to listen for understanding.



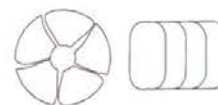
The first four skills of The Listening Cycle make up the Attentive Listening style:

1. Attend — Look, Listen, and Track
2. Acknowledge — Other's Experience
3. Invite — More Information
4. Summarize — to Ensure Accuracy

The fifth skill of Asking Open Questions, a major part of the Explorative Listening Style, is presented earlier in this Module:

5. Ask — Open Questions

The following pages describe how to use the first four skills.



MAPPING ISSUES — A Collaborative Process

Follow These Steps to Map-An-Issue:

■ Before Discussion

- Step 1. Identify and Define the Issue
- Step 2. Contract to Work Through the Issue

■ During Discussion

- Step 3. Understand the Issue Completely
- Step 4. Identify Wants for BOSS
- Step 5. Generate and Consider Options
- Step 6. Choose “Best-Fit-All-Gain” Future Action(s)
- Step 7. Test the Action Plan for Fit and Commitment

■ After Discussion

- Step 8. Implement Future Action(s)
- Step 9. Evaluate the Outcome

When You Map-the-Issue, You

- Cover all parts of the Information Wheel so that missing information does not come back to bite you.
- Incorporate systemic interests
- Create optimization, alignment and innovation.
- Achieve the most productive and satisfying outcomes.

CHARACTERISTICS OF MAPPING-AN-ISSUE

Content	Process	Outcome	Satisfaction
Non-Routine	Collaborative All Skills Styles III & IV	Best-Fit-All-Gain	Highest Possible for BOSS