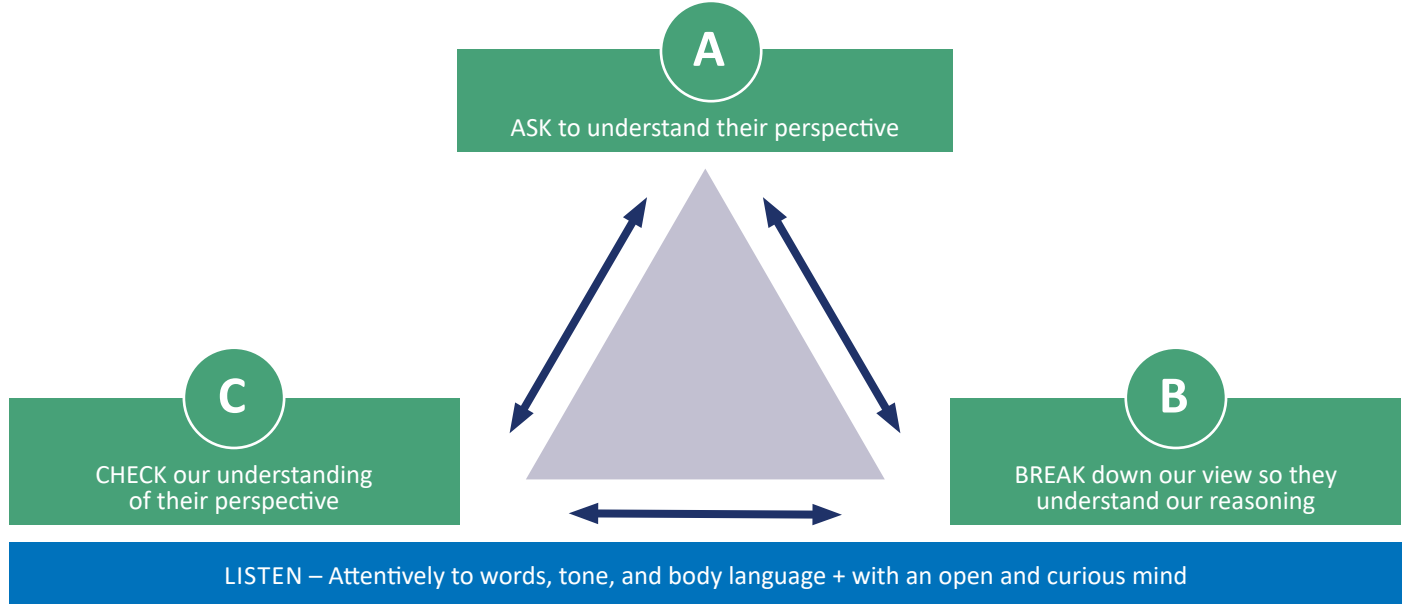
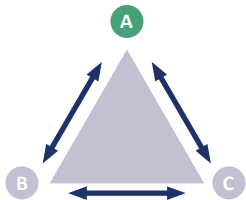


The ABCs



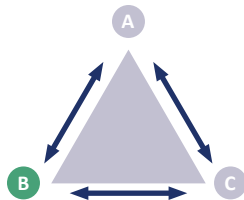
The ABCs (cont.)



ASK to understand their perspective

Instead of asking only leading questions to trap or exploit them

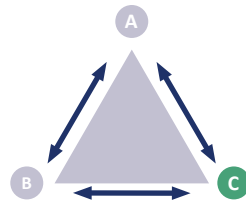
- Ask open-ended questions. The answers will give you a better sense of how they're looking at the issue.
- Include requests for specific examples to understand the facts they're focused on and how they're interpreting them



BREAK down our view so they understand our reasoning

Instead of arguing to prove they're wrong

- Share our view after exploring theirs – add to their story (“and”) rather than negating their view (“but”)
- Share the data we're focused on and how we're interpreting that data – and then invite their questions and reactions



CHECK our understanding of their perspective

Instead of dismissing their views outright

- Recite back to them what we understand about their view in a neutral way
- Ask them to flag what we're missing and/or invite them to add to our explanation of their view

Checking understanding ≠ Agreeing with them