

## CHAPTER 4 — START WITH HEART

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### LEADER'S GUIDE

#### **1. What does the expression “work on me first” mean? Why is it important?**

Answer: It means the first move in dialogue is to examine your own motives and behavior before focusing on others. You can only directly control yourself. Chapter 4 shows motives often drift from solving the problem to ‘winning’ or ‘punishing’ (e.g., the sisters’ bathroom story).

#### **2. What’s the meaning of the expression “start with heart”?**

Answer: Begin high-stakes discussions with clear, healthy motives and keep them centered throughout, even under pressure. Skilled leaders refuse the false ‘fight vs. flight’ choice and pursue candor and respect together.

#### **3. Why is it important to stay focused on what we want?**

Answer: Because adrenaline and threat responses unconsciously shift our motive toward saving face, avoiding embarrassment, or scoring points. Staying focused keeps the conversation purposeful and productive.

#### **4. Why is it important to ask what we want for ourselves, others, and the relationship? What do our wants often change to?**

Answer: Balanced outcomes require caring about all three domains: self, others, and the relationship. In the moment, our wants often degrade into near-term aims like looking good, avoiding discomfort, or punishing someone; recentering on long-term goals anchors respect and honesty.

#### **5. When we stop, take a breath, and ask ourselves what we really want, how does it affect our immediate physical and emotional response?**

Answer: It reengages higher-order reasoning and calms the fight-or-flight reaction. Asking ‘What do I really want (for me/others/relationship)? What should I do right now to move toward that?’ shifts physiology and attention toward constructive action.