

## CHAPTER 4 — START WITH HEART

---

### 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; re■centering 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 re■engages 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.