

- Sitting next to empy seat
- Observing other passengers
- Reading the paper

OUT OF THE BOX

I see myself and others more or less as we are as People

IN THE BOX

I see myself and others in a systematically distorted way—others are mere Objects

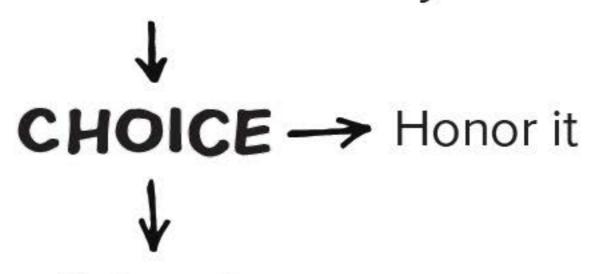
1. An act contrary to what I feel I should do for another is called an act of "self-betrayal."

Get up and tend to David so Nancy can sleep



"Self-betrayal"

Get up and tend to David so Nancy can sleep



Betray it "Self-betrayal"



HOW I STARTED TO SEE MYSELF

- Victim
- Hardworking
- Important
- Fair
- Sensitive
- Good dad
- Good husband

HOW I STARTED TO SEE NANCY

- Lazy
- Inconsiderate
- Unappreciative
- Insensitive
- Faker
- Lousy mom
- Lousy wife

- **1.** An act contrary to what I feel I should do for another is called an act of "self-betrayal."
- When I betray myself, I begin to see the world in a way that justifies my self-betrayal.

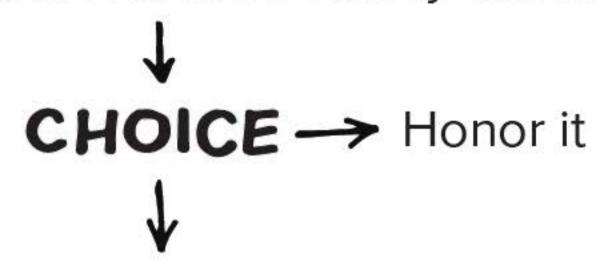
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of reality becomes distorted.

3. When I see the world in a self-justifying way, my view

- **1.** An act contrary to what I feel I should do for another is called an act of "self-betrayal."
- **2.** When I betray myself, I begin to see the world in a way that justifies my self-betrayal.
- When I see the world in a self-justifying way, my view of reality becomes distorted.
- **4.** So—when I betray myself, I enter the box.

Get up and tend to David so Nancy can sleep



Betray it "Self-betrayal"



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- Victim
- Hardworking
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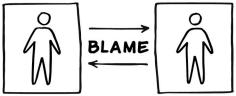
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When I betray myself, I enter the box—I become self-deceived

- 1. Inflate others' faults
- 2. Inflate own virtue
- 3. Inflate the value of things that justify my self-betrayal
- 4. Blame

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- **3.** When I see the world in a self-justifying way, my view of reality becomes distorted.
- **4.** So—when I betray myself, I enter the box.
- 5. Over time, certain boxes become characteristic of me, and I carry them with me.





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- and I carry them with me.

 6. By being in the box, I provoke others to be in the box.

KATE

BRYAN

WHAT I SEE

- Irresponsible
- Troublemaker
- Disrespectful

WHAT HE DOES

Gets home late

KATE

BRYAN

WHAT I DO

- Discipline harshly
- Criticize
- Hover over shoulder

WHAT I SEE

- Irresponsible
- Troublemaker
- Disrespectful

WHAT HE SEES

- Dictatorial
- Unloving
- Nosey

WHAT HE DOES

Gets home late

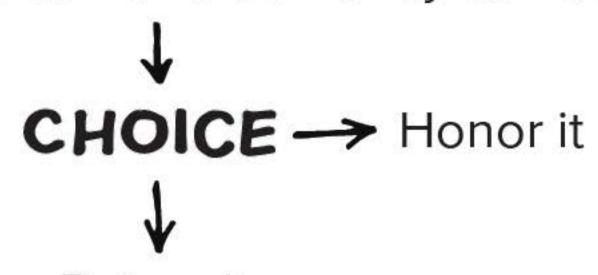
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- 3. When I see the world in a self-justifying way, my view of reality becomes distorted.
- 4. So—when I betray myself, I enter the box.
- Over time, certain boxes become characteristic of me, and I carry them with me.
- By being in the box, I provoke others to be in the box.
- 7. In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay in the box.

Lack of commitment

Troublemaking

Lack of engagement

Get up and tend to David so Nancy can sleep



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- Good husband

HOW I STARTED TO SEE NANCY

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Lack of commitment

Lack of engagement

Troublemaking

Conflict

Lack of motivation

Stress

Poor teamwork

Backbiting/bad attitudes

Misalignment

Lack of trust

Lack of accountability

Communication problems

1. Trying to change others

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2. Doing my best to "cope" with others

1. Trying to change others

3. Leaving

2. Doing my best to "cope" with others

1. Trying to change others

4. Communicating

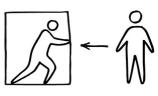
- **2.** Doing my best to "cope" with others
- **3.** Leaving

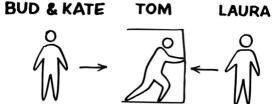
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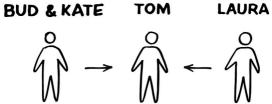
5. Implementing new skills or techniques

- 3. Leaving
- 4. Communicating

- **1.** Trying to change others
- 2. Doing my best to "cope" with others
- **3.** Leaving
- 4. Communicating
- 5. Implementing new skills or techniques6. Changing my behavior







Do my best to help the company and the people within it achieve results



Betray it "Self-betrayal"



HOW I STARTED TO SEE MYSELF

- Victim
- Hardworking
- Important
- Fair
- Sensitive
- Good manager
- Good worker

HOW I STARTED TO SEE COWORKERS

- Lazy
- Inconsiderate
- Unappreciative
- Insensitive
- Fakers
- Lousy managers
- Lousy workers

Lack of commitment

Lack of engagement

Troublemaking

Conflict

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Poor teamwork

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Lack of trust

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Communication problems

KNOWING THE MATERIAL

- Self-betrayal leads to self-deception and "the box."
- When you're in the box, you can't focus on results.
- Your influence and success will depend on being out of the box.
- You get out of the box as you cease resisting other people.

LIVING THE MATERIAL

- Don't try to be perfect. Do try to be better.
- Don't use the vocabulary—"the box," and so on—with people who don't already know it. Do use the principles in your own life.
- Don't look for others' boxes. Do look for your own.

- Don't accuse others of being in the box. Do try to stay out of the box yourself.
 Don't give up on yourself when you discover you've been in the box. Do keep trying.
- Don't deny that you've been in the box when you have been. Do apologize; then just keep marching forward, trying to be more helpful to others in the future.
- Don't focus on what others are doing wrong. Do focus on what you can do right to help.

Do worry whether you are helping others.

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