

BEHAVIORS

- Sitting next to empty 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

"SELF-BETRAYAL"

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

SENSE

Get up and tend to David so Nancy can sleep



CHOICE → Honor it



Betray it

“Self-betrayal”

SENSE

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CHOICE → Honor it



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

"SELF-BETRAYAL"

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- 2.** When I betray myself, I begin to see the world in a way that justifies my self-betrayal.

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- 4.** So—when I betray myself, I enter the box.

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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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- 5.** Over time, certain boxes become characteristic of me, and I carry them with me.





BLAME



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- 5.** Over time, certain boxes become characteristic of me, 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

WHAT I DO

- Discipline harshly
- Criticize
- Hover over shoulder

WHAT I SEE

- Irresponsible
- Troublemaker
- Disrespectful

BRYAN

WHAT HE SEES

- Dictatorial
- Unloving
- Nosey

WHAT HE DOES

- Gets home late



"SELF-BETRAYAL"

- 1.** An act contrary to what I feel I should do for another is called an act of "self-betrayal."
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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.
- 6.** 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
Lack of engagement
Troublemaking

SENSE

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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

WHAT DOESN'T WORK IN THE BOX

- 1.** Trying to change others

WHAT DOESN'T WORK IN THE BOX

- 1.** Trying to change others
- 2.** Doing my best to “cope” with others

WHAT DOESN'T WORK IN THE BOX

- 1.** Trying to change others
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- 3.** Leaving

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WHAT DOESN'T WORK IN THE BOX

- 1.** Trying to change others
- 2.** Doing my best to “cope” with others
- 3.** Leaving
- 4.** Communicating
- 5.** Implementing new skills or techniques

WHAT DOESN'T WORK IN THE BOX

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



BUD & KATE



TOM



LAURA



BUD & KATE



TOM



LAURA



SENSE

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



CHOICE → Honor it



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
Lack of motivation
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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.
- Don't worry whether others are helping you. Do worry whether you are helping others.