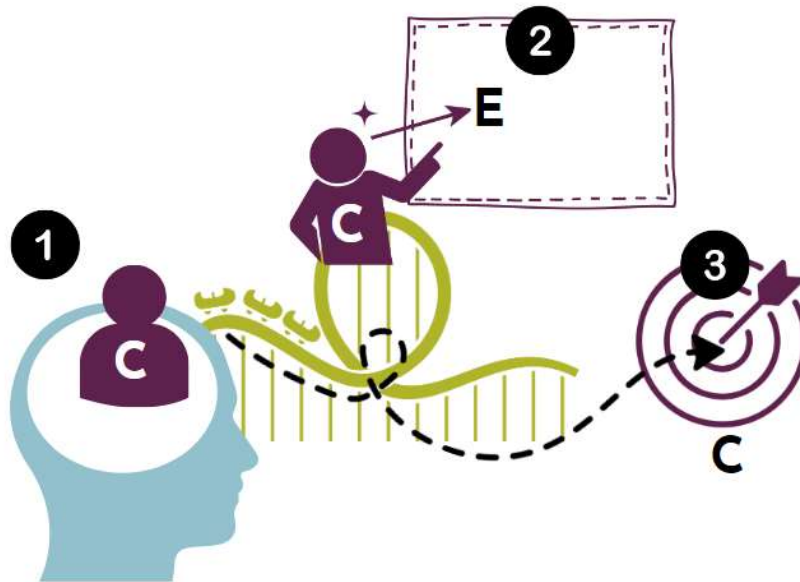## Using the Perspective Loop

In this approach, you communicate with the part that is presently center stage (e.g. C part), sharing another perspective (e.g. E part perspective), and end with how this other aspect helps that part get what it wants (e.g. C part wants results).


For example: "This ❶ achievement will put us on the map. The big picture is clear to me. For flawless execution, we know high EI and ❷ psychological safety exponentially boost team performance. How do we ensure the team is supported so we can better ensure ❸ results."

- OR -

"This   ❶ achievement will put us on the map. The big picture is clear to me. For flawless execution, we know high EI and ❷ psychological safety exponentially boost team performance. How do we ensure the team is supported **so we don't   jeopardize ❸ results**?"

What follows is a series of formulas that use the loops with the **"don't jeopardize"** language. This wording can be changed to **"better ensure,"** or something similar if you wish.
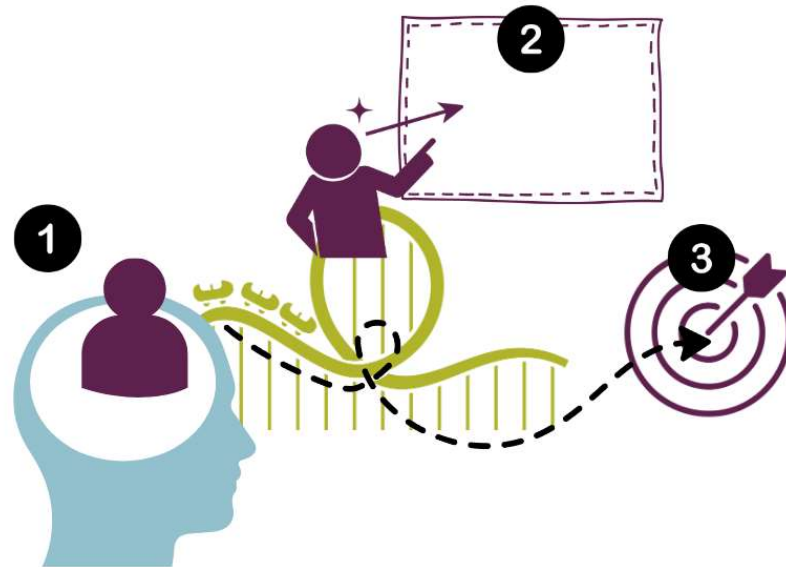
Inviting Collaboration:

"You've done a great job with ((current focus, e.g., strategy, enthusiasm, support, details)). Let's involve others to incorporate ((desired focus, e.g., tactical steps, thorough planning, strategic goals, inspiring vision)). By talking 360-view upfront, we reduce the risk of jeopardizing ((current focus))."

Gear Shifting:

"Your plan is solid with a focus on ((current focus, e.g., strategy, enthusiasm, support, details)). Let's shift gears and also focus on ((desired focus, e.g., tactical execution, thorough

planning, strategic goals, inspiring vision)) for a sec, so that we don't jeopardize ((current focus))."
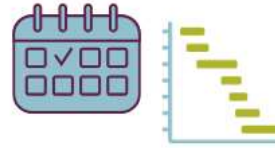
Addressing Constraints:

There are six constraints in project (and other) work. Stakeholders can be at odds and/or quite unrealistic when it comes to the reality of executing work within these constraints.
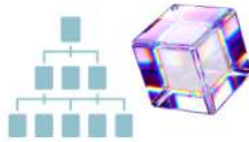
Scope   Cost   Schedule

Resources   RISK   Quality

When you consider why stakeholders are at odds or "being unrealistic" it is likely one of their parts that is fixated on its own perspective.

For example, we know people with prominent R parts are into the "cool factor," and would likely advocate for an amazing, shiny new, massive product, asap. By taking the prominent part on a loop you can get it to see how other considerations (considerations of other aspects) will get it what it wants (by not jeopardizing what they want).

Time

"Your plan for ((current focus, e.g., strategy, rapid results, value, wow factor, synergy, details, efficiency, quality, precision)) is strong. We'll be sure to realistically manage our teams' time to also ensure ((sustainable pace, realistic timeline, timely execution, meeting deadlines, keeping on schedule, efficient progress, timely value realization, incremental delivery)) so that we don't jeopardize ((current focus))."

Cost

"Your plan for ((current focus, e.g., strategy, rapid results, value, wow factor, synergy, innovation, resource allocation)) is strong. Let's loop in ((relevant party)) to plan our budget and how can we control costs to ensure ((realistic cost estimates, adequate reserves, budget adherence, cost-effectiveness, financial efficiency, maximizing value)) so that we don't jeopardize ((current focus))."

Quality

"Your plan for ((current focus, e.g., strategy, rapid results, value, wow factor, synergy, speed, precision)) is strong. Let's loop in ((relevant party)) to ensure the highest quality to also achieve ((excellence, superior standards, compliance, consistent performance, high-quality, progress over perfection where applicable, timely delivery over analysis paralysis where applicable, points of escalation, audits, continual improvement)) so that we don't jeopardize ((current focus))."

Risks

"Your plan for <u>((current focus, e.g., strategy, rapid results, value, wow factor, synergy, big ideas, innovation))</u> is strong. Let's brainstorm with ((relevant parties)) and look at historic risk logs so we can address potential risks upfront to ensure <u>((risk management is top of mind, appropriate reserves are in place, success is safeguarded))</u> so that we don't jeopardize <u>((current focus))</u> due to any unwanted surprises down the line."

Resources

"Your plan for <u>((current focus, e.g., strategy, rapid results, value, wow factor, synergy, details, efficiency, quality, resource allocation))</u> is strong. Let's loop in ((applicable party)) so we can plan also cover <u>((the reality of tactical execution, thorough planning and estimating, realistic resource allocations, skill and competency gaps are prevented and/or closed, team building and bonding, team development, psychological safety, fostering synergy, acknowledging resource constraints, points of escalation))</u> so that we don't jeopardize <u>((current focus))</u>."

Scope

"Your plan for <u>((current focus, e.g., strategy, rapid results, value, wow factor, synergy, innovation, comprehensive approach))</u> is strong. Next let's focus on how to define and manage the scope to also ensure <u>((clear boundaries, realistic deliverables, prevention of scope creep, alignment with objectives, stakeholder buy-in, manageable workload, flexibility for changes, points of escalation, detailed requirements, and specifications))</u> so that we don't jeopardize <u>((current focus))</u>."