

## Focus on Facts

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This will help you to stay focused on facts, which will invite less resistance in others and promote more productive conversations.



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## WHEN AND WITH WHOM MIGHT YOU USE THIS TOOL?

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## HOW TO USE IT

1. List things the other person does that bother you—things you wish they would quit doing. (Make sure you are only listing things they are doing and are not expressing judgments about them.)
2. Identify how you see the other person from the perspective of the box when they are doing these things. (These ideas you've listed are interpretations—your own views of another's actions.)
3. If you weren't in the box, how might you see this person differently?
4. When communicating, recognize that the items you've listed in Step 2 are merely your own interpretations. Stay focused on the items you've listed in Step 1, and stay open to alternative interpretations you might have if you were out of the box.

**Observation:** When people are in the box, they tend to center their communications around the interpretations they are making. They don't realize they are speaking about their own interpretations and not necessarily about reality. Your communications will improve to the extent that you can stay focused on observable, agreed-upon reality rather than on your own interpretations of that reality.

## What They Do

What is actually happening

## How I See Them

When I'm in the box

My interpretation of  
what is happening

## How I might see them if I weren't in the box

Possible interpretations  
from outside the box

This tool is just one of 50+ situational frameworks and tools available through the Arbinger's Institute's robust training programs.

From selecting a new hire to making a key business decision, Arbinger has a tool for any business challenge you can come across. Get in touch today to learn more about Arbinger's Outward Leadership, our leadership development program, that changes mindsets and improves organizational performance.

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## Meet to Learn

*A meeting template to uncover the objectives, needs, and challenges of others*

Taking the time to meet and learn about your colleagues can help you establish stronger working relationships, build trust, and improve communication within your team—all things that are especially valuable as a leader. This can result in a more positive and productive work environment, and ultimately lead to better outcomes for your team and organization.

Arbinger's Meet to Learn tool is designed to help uncover the objectives, needs, and challenges of others. It's a tool for increasing your curiosity that then positions you to be more helpful to those around you. You can use it individually to get to know collaborators, customers, your direct reports, or with groups that your team interacts with regularly.

