

5 Tips for Hunting—and Taming—Silent, Sugarcoated Moose®

1. Develop a point-of-view based on your values.

Your point-of-view reflects your values, standards and operating principles. It's what you stand for. It's also your conscience—that silent, internal voice that assures you of what is right and encourages you to actually do it. You can have an overall point of view, and a situational point of view. The latter can change based on the circumstances, just as long as you remain true to yourself and your values, are consistent in your words and actions, and display confidence and competence.

2. Prepare a series of questions that work for you.

- Help me understand your decision/plan of action/proposal.
- I'm not following your train of thought. Tell me more.
- What are the assumptions we're operating under? Are they still valid?
- Who else knows about this? What's their reaction?
- What do you think our competitors/arch enemies/harshes critics would say?
- How do you think your mother would react?
- How would you feel if this were on the front page of the *Wall Street Journal*? Or on YouTube?
- How does this action or decision reflect how you want to be remembered?
- Is the issue before us Y, instead of X, as we've been discussing?
- *(To be used after an event/meeting)* What should we do differently next time?

3. Do scenario planning based on data.

Scenario planning is especially helpful when the issues are complex, controversial and risky. Think through these different scenarios: what's the worst that can happen? The best that can happen? What if it's a non-event? Also, if appropriate, consider the ramifications if you do nothing. And make sure you consider the scenarios in light of your organization's overall reputation, especially the ratings from independent organizations.

4. Find and use trusted, diverse advisors.

Ask some independent individuals with diverse skills to share their points of view with you, either about a particular situation or in general. Their insights may give you a different perspective, which could alter your perceptions and your actions.

5. Have an exit strategy.

Decide when it's better to exit gracefully, either from a project or the organization, than fight or go against your values. You can ask yourself these questions:

- What's the impact on my life? My health? My family and friends?
- What's the impact on my career?
- How does this affect my standing with colleagues? My future in this organization?