

Application Activity #3: Imagine Where Others' Energy Might Be as You Observe

Focus on one activity that involves others who will need to support this project or change. You might choose a regular planning meeting or a weekly phone call.

In Application Activity #1, I asked you to identify things that you loved about a job you had. Now, look around you and do your best to step into your colleagues' shoes and ask yourself if those positive things *seem* to be present in those people during a meeting or call. You are only guessing where their energy might be, but that's good enough for now.

I hope you will keep the spirit of focused observation alive, not just as you read this book, but while you work with others to plan and implement new changes and projects.

Difficulty Picking Up These "Soft" Cues

If you had difficulty completing this Application Activity, I encourage you to ask yourself, *Why was this so hard for me to do?* Your ability to apply the ideas in this book will depend a lot on your ability to notice so-called "soft" issues.

- Having a specific lens might help you make sense of how people are reacting. In the next chapter, I cover a few ways of looking at people at work. I start with my own levels of support and resistance. I have worked with leaders who found those three levels to be helpful in seeing why people might be reacting in a particular way to a change.
- You just might not know these people very well. If so, give it time.
- Or it could be more challenging still. Perhaps it is difficult for you to put yourself in the shoes of others. If that's the case, consider asking a colleague you trust to be your eyes and ears for a while. Checking in with someone you trust might help you begin to pick up important cues.
- Sometimes a coach can help us see situations more clearly.
- In the meantime, rely on your planning team to help all of you see how people are reacting.

This is one of nine Application Activities included in my book, *Seizing Moments of Possibility: Ways to Trigger Energy and Forward Momentum on Your Ideas and Plans*. You can get a free copy of the full e-book version from my website: www.rickmaurer.com