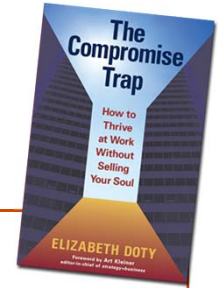


# Activating Strength Under Pressure



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## 1. Think of a situation.

- Think of the context or situation in which you'd like to have greater access to your strengths.
- Pick out an area on the floor a few feet away from you to represent that context.
- Imagine yourself in that situation, seeing what you see, hearing what you hear, and feeling what you feel.
- As the experience begins to feel real, step forward into the designated area on the floor.
- Allow the feeling to increase and, just as it begins to peak, step back out of the area

## 2. Activate your strengths

- Recall a time when you took a risk to the right thing — the feeling of **"I just have to do this"**
- Imagine yourself in that situation, seeing what you see, hearing what you hear, and feeling what you feel.
- As that experience begins to feel real, step into the area on the floor. As it begins to peak, step back out.
- Repeat for other experiences of strength, such as...
  - Joy — **"I'm glad to be here"**
  - Warmth— **"I'm glad you're here"**
  - Conviction -- **"I know what I know"**
- Step into the area on the floor and access all those strengths at once
  - Allow them to mix like a blender
  - Think of an image or movement you associate with strength
- Step out again



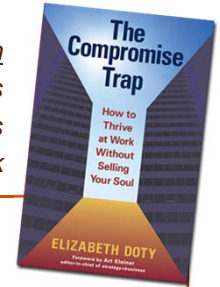
## 3. Bring your strengths to the situation.

- Step into the area on the floor and bring all your strengths with you
  - Think the image or movement
- Think about the challenging context or situation from Step 1
- What do you notice or feel now?
- What decisions or action steps become clearer from this new perspective?

*Life shrinks or expands in proportion to one's courage.*  
- Anais Nin

# Weighing a Compromise

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## 1. What am I being asked to do or go along with?

*What is the choice I am facing?*

## 2. What would I be giving up?

*What desire, need, want, interest, commitment, or value would I be giving up if I went along?*

*Is there anything else I might have to lose?  
How might I feel about that in the long run?*

## What would I hope to gain?

*What desire, need, want, interest, commitment, or value would I be fulfilling by agreeing?*

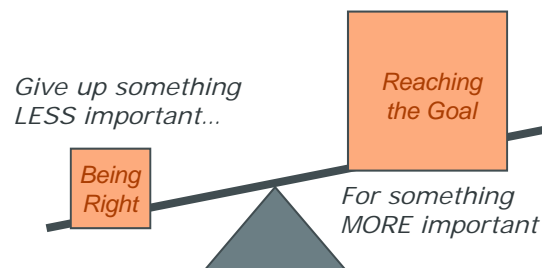
*Is there anything else I am hoping to gain?  
How might I feel about that in the long run?*

## 3. Is this a healthy compromise?

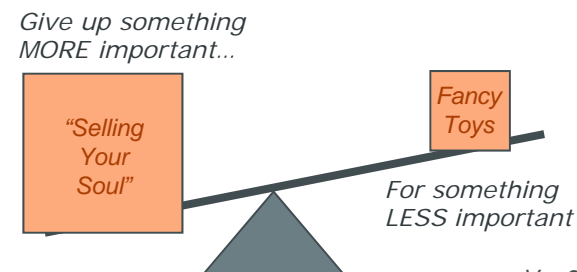
*Would I be giving up something LESS important, to gain something MORE important?*

HEALTHY ← → UNHEALTHY

### Healthy Compromise

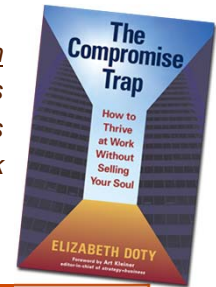


### Unhealthy Compromise






# Choosing a Positive Play

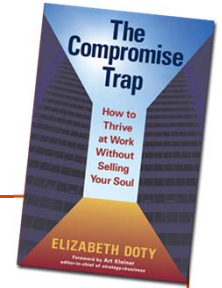
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## Five Positive Plays Every Professional Needs to Know

<p><b>Healthy Compromise</b></p>  <p><i>Even though I had argued against it at first, talking with Finance convinced me I needed to include more risks in my analysis.</i></p>	<p><b>WHEN:</b> <i>If the compromise is healthy and there's no better alternative</i></p> <p><b>HOW:</b> <i>Be clear about what you're agreeing to and clean up any related commitments</i></p>
<p><b>Candid Conversations</b></p>  <p><i>I had to admit my mistake, so we could protect our customers from getting hurt by my error.</i></p>	<p><b>WHEN:</b> <i>You can resolve the unhealthy compromise by saying what needs to be said</i></p> <p><b>HOW:</b> <i>Admit mistakes, apologize where needed, and renegotiate commitments you can't keep</i></p>
<p><b>Positive Limits</b></p>  <p><i>Boss, ostracizing me isn't ok. I recommend you either fire me today, or let me join the team and deliver the sales results I promised you.</i></p>	<p><b>WHEN:</b> <i>The compromise is unhealthy or sets a dangerous precedent</i></p> <p><b>HOW:</b> <i>A Positive No includes a Yes to what you're standing up for, a No that is non-antagonistic, and a Yes to their needs by making a proposal or counter-offer</i></p>
<p><b>Skillful Influence</b></p>  <p><i>I know that new green product specification will be hard to deliver on, but it's a really good idea. How about we make it real?</i></p>	<p><b>WHEN:</b> <i>You have influence on the root causes and the compromises are not too severe</i></p> <p><b>HOW:</b> <i>Build your "equity", try it yourself, gather data, make proposals, show the opportunity, connect people</i></p>
<p><b>Constructive Exit</b></p>  <p><i>If I'm going to be fired anyway, I might as well tell the boss what will REALLY help the company.</i></p>	<p><b>WHEN:</b> <i>The compromises are too severe, you don't have much influence, or you cannot sustain yourself in this setting</i></p> <p><b>HOW:</b> <i>Leave in a way that makes the most positive difference and take what you have learned into your next job</i></p>

# Doing an After Action Review



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**1. What was my intention for the situation?**

**2. What was my strategy? My goal?**

**3. What did I actually do? How did I behave?**

**4. What outcome did I get? Was it what I expected or different?**

**5. What do I most appreciate about how I used my strengths?  
What could I do to increase my alignment and impact in the future?**