

# **LEADING HARD CONVERSATIONS: LESSONS FROM THE US ARMY'S RANGER SCHOOL**

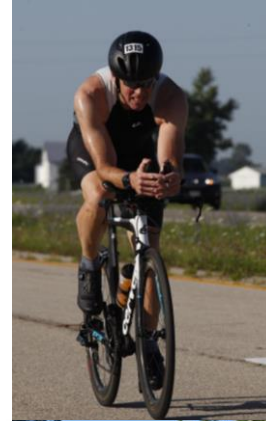
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# MY BACKGROUND



# MY BACKGROUND



# EXCEPTIONAL ORGANIZATIONS





# SUPERB CULTURE

# CULTURE



Culture is defined as the beliefs, values, and behaviors that determine how an organization's people interact and behave both inside and outside the organization. It's not something an organization says or tries to be; it is something an organization does. Three concepts:

- Purpose
- Values and Behaviors
- Safe, Connected, and Engaged Environment

# THE AFTER ACTION REVIEW –CREATE THE CULTURE FOR HARD CONVERSATIONS

Four questions to guide the AAR:

- What was the plan?
- What happened?
- What is one thing I should sustain, in my role or at my level, the next time a crisis occurs?
- What is one thing I should improve, in my role or at my level, the next time a crisis occurs?



# US ARMY RANGER SCHOOL



# **HARD CONVERSATION ENABLERS**

- Prepare
- Positive
- Leave Emotions at the Door
- Proper Setting
- Witness
- Assessment
- Goal Setting/Plan of Action



# RANGER SCHOOL HARD CONVERSATIONS



# HARD CONVERSATION FAILURE



# HARD CONVERSATIONS – THE MEDIA

The New York Times

The Washington Post

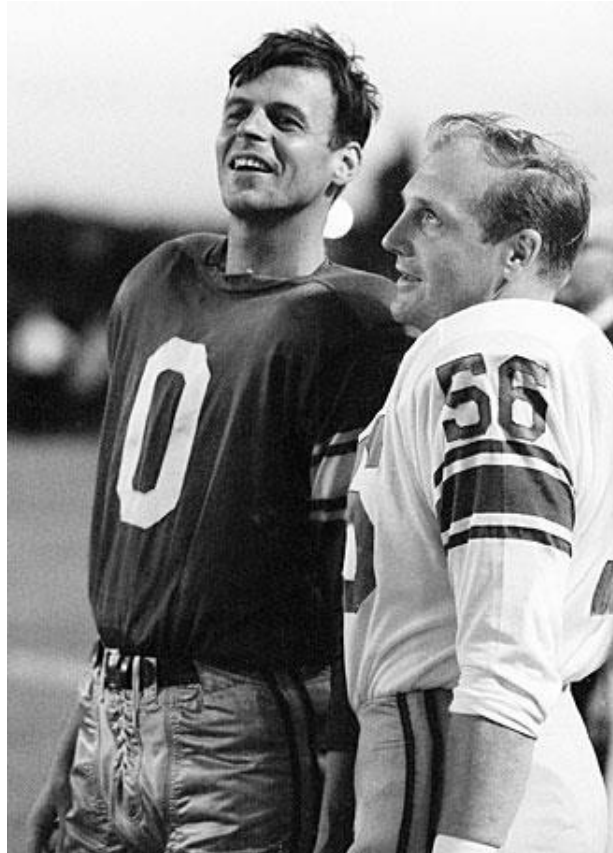
Ledger-Enquirer

The CHRISTIAN SCIENCE  
MONITOR®

ArmyTimes



# **HARD CONVERSATIONS – THE MEDIA**





# RECAP – HARD CONVERSATIONS

**Superb  
Culture**

**The  
AAR**

**Ranger  
School**

**The  
Media**

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