



Projects are easy.
People are hard.

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Projects are Easy. People are Hard.

- 1 Understanding people.
- 2 Dealing with other people effectively.
- 3 Dealing with yourself.









Frederick Taylor



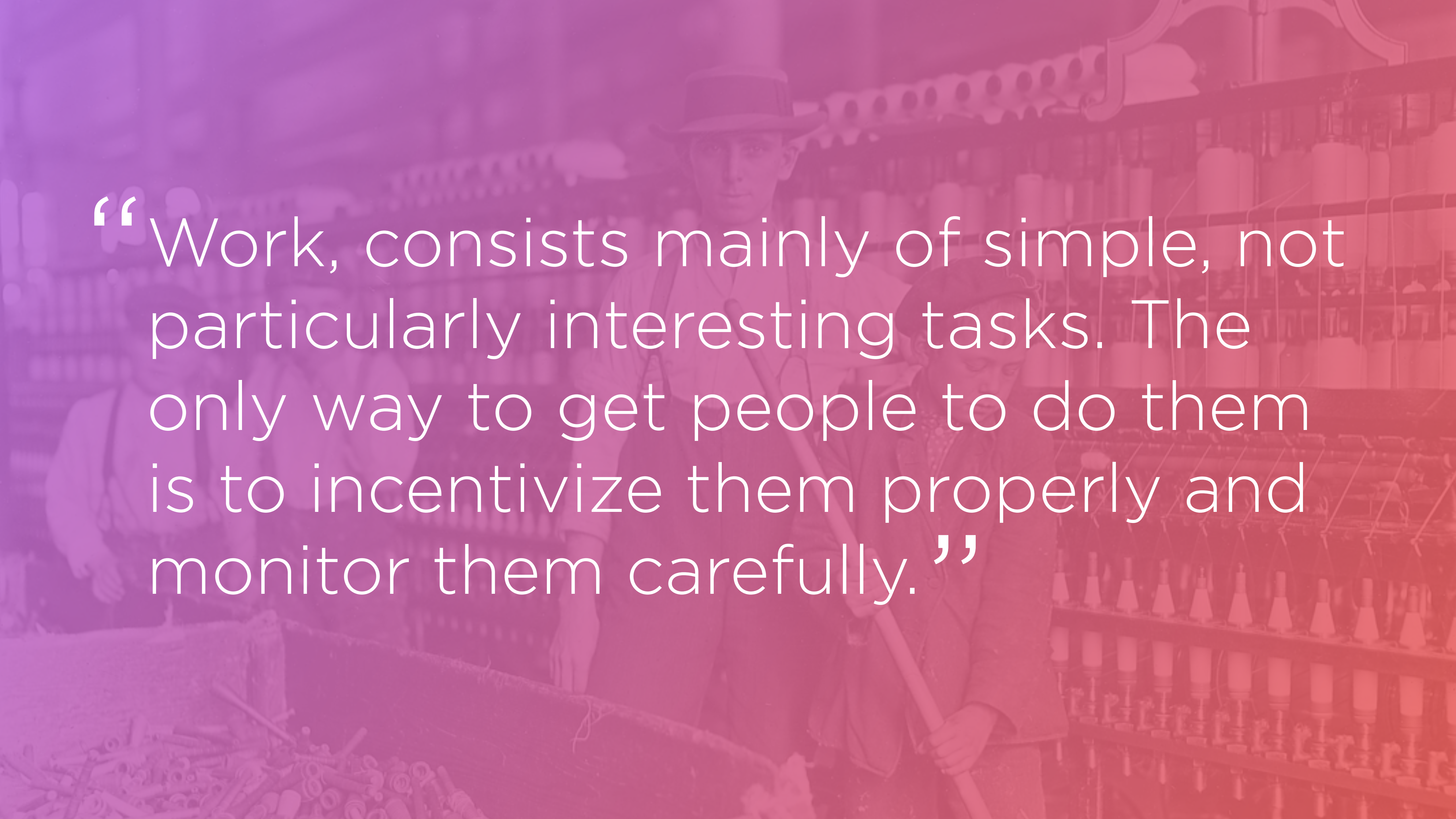




Scientific Management

- 1 Reward good behavior
- 2 Punish bad behavior



A historical photograph of a textile factory, likely from the early 20th century. In the foreground, a man wearing a hat and a woman are visible. The background is filled with rows of spinning machines. The entire image is covered with a semi-transparent red overlay.

“Work, consists mainly of simple, not particularly interesting tasks. The only way to get people to do them is to incentivize them properly and monitor them carefully.”







Edward Deci



Self Determination Theory

- 1 Humans are inherently proactive with their potential
- 2 Humans have an inherent tendency toward growth
- 3 Optimal development and actions are inherent in humans but they don't happen automatically





The Results

	<i>DAY 1</i>	<i>DAY 2</i>	<i>DAY 3</i>
<i>GROUP A</i>	<i>No Pay</i>		
<i>GROUP B</i>	<i>No Pay</i>		



The Results

	<i>DAY 1</i>	<i>DAY 2</i>	<i>DAY 3</i>
<i>GROUP A</i>	<i>No Pay</i>	<i>\$1/ea</i>	
<i>GROUP B</i>	<i>No Pay</i>	<i>No Pay</i>	

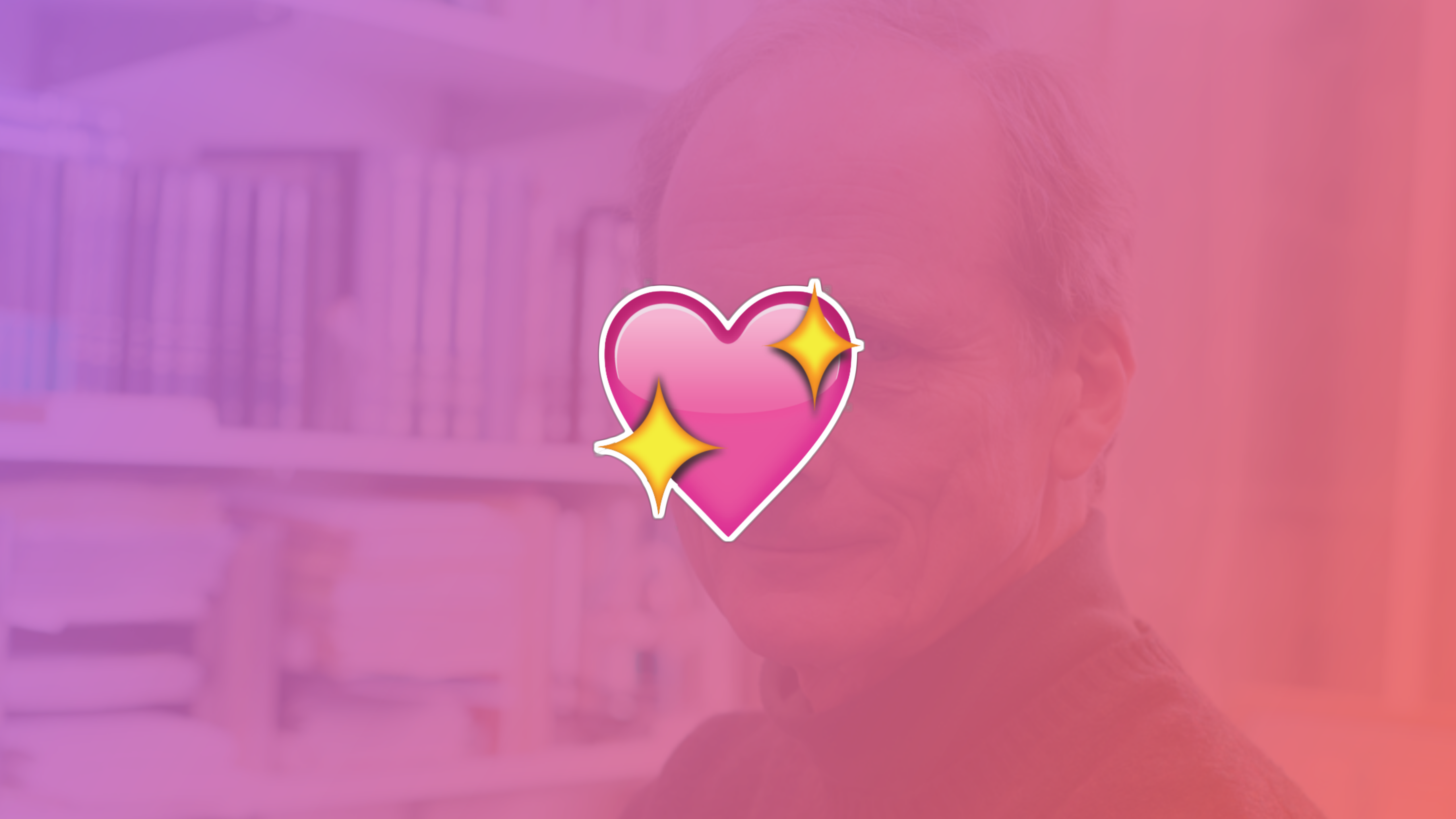


The Results

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<i>GROUP A</i>	<i>No Pay</i>	<i>\$1/ea</i>	<i>No Pay</i>
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“Human beings have an inherent tendency to seek out novelty and challenges, to extend and exercise their capacities, to explore, and to learn.”





Jared Spool









Dealing with Other People

“It is self-evident that people are neither fully rational nor completely selfish, and that their tastes are anything but stable.”

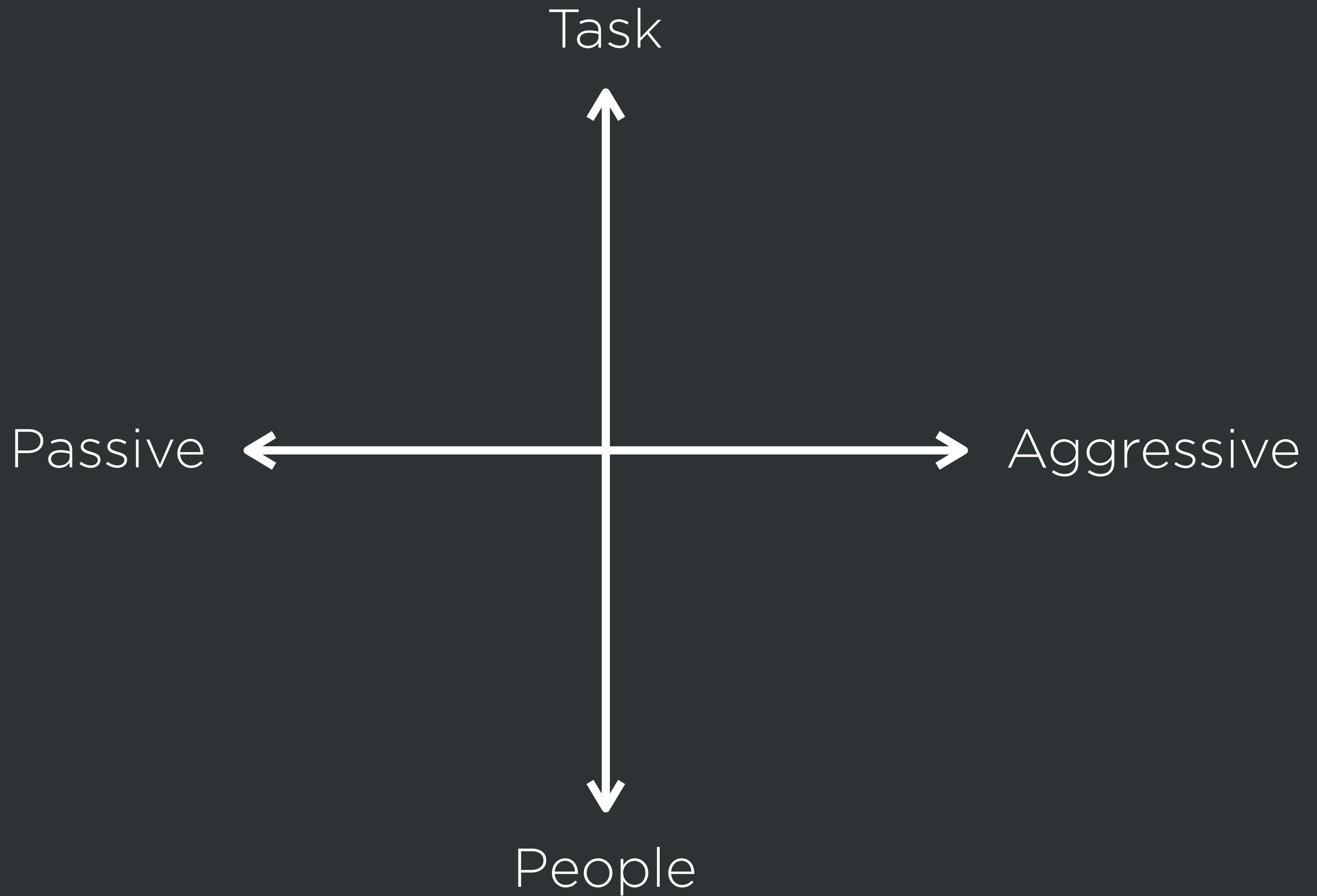
– Daniel Kahneman

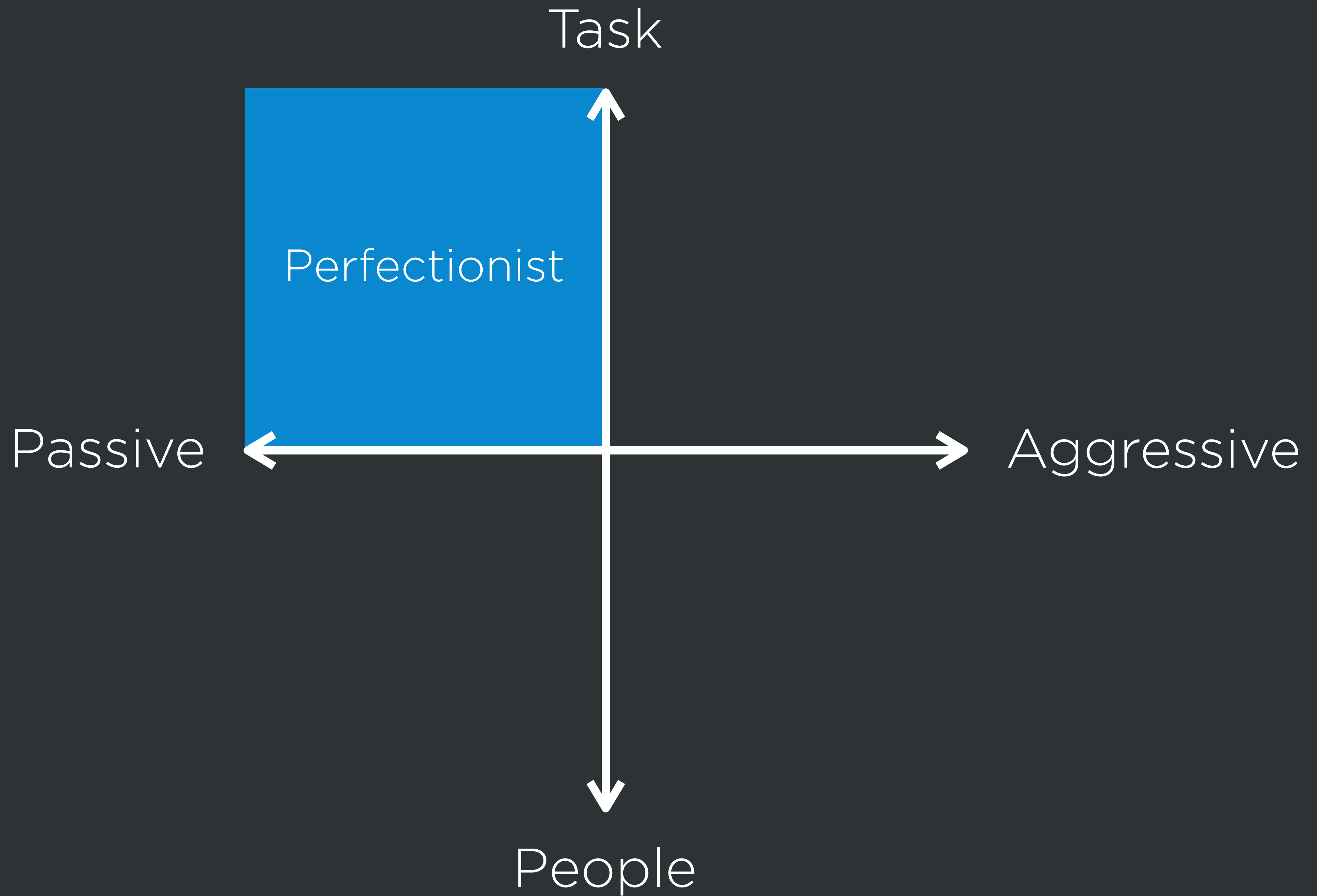
Passive ←————→ Aggressive

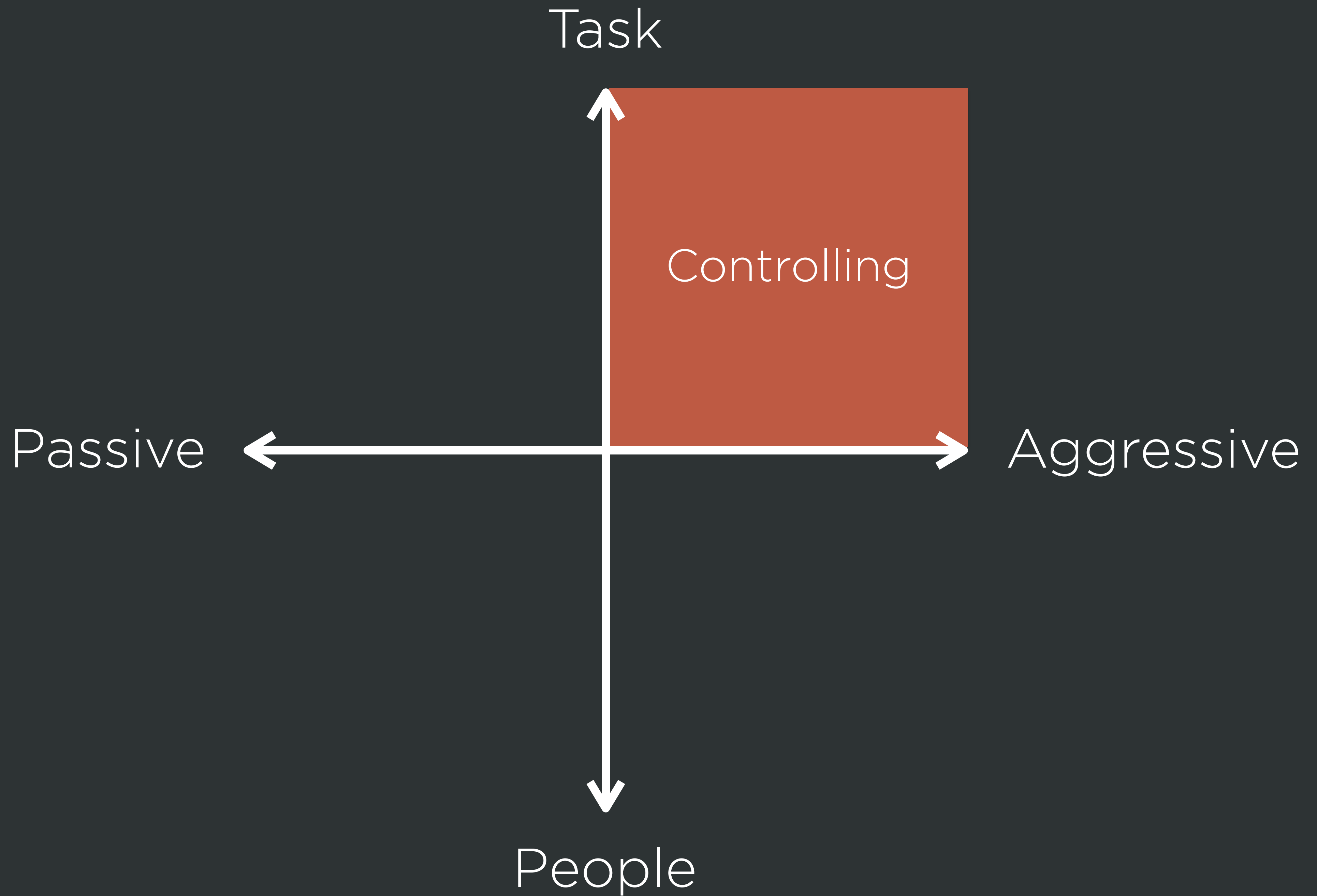
Task

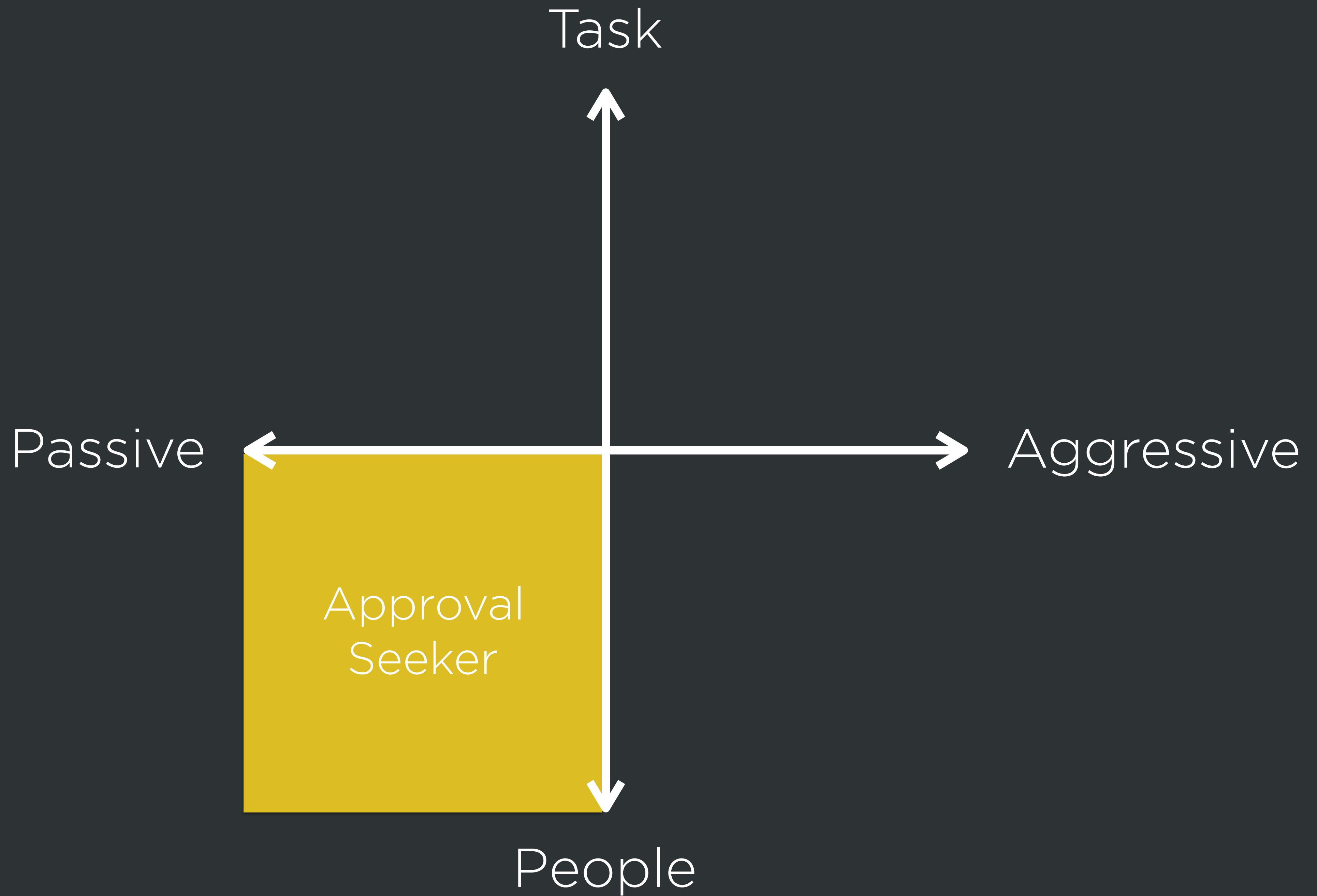


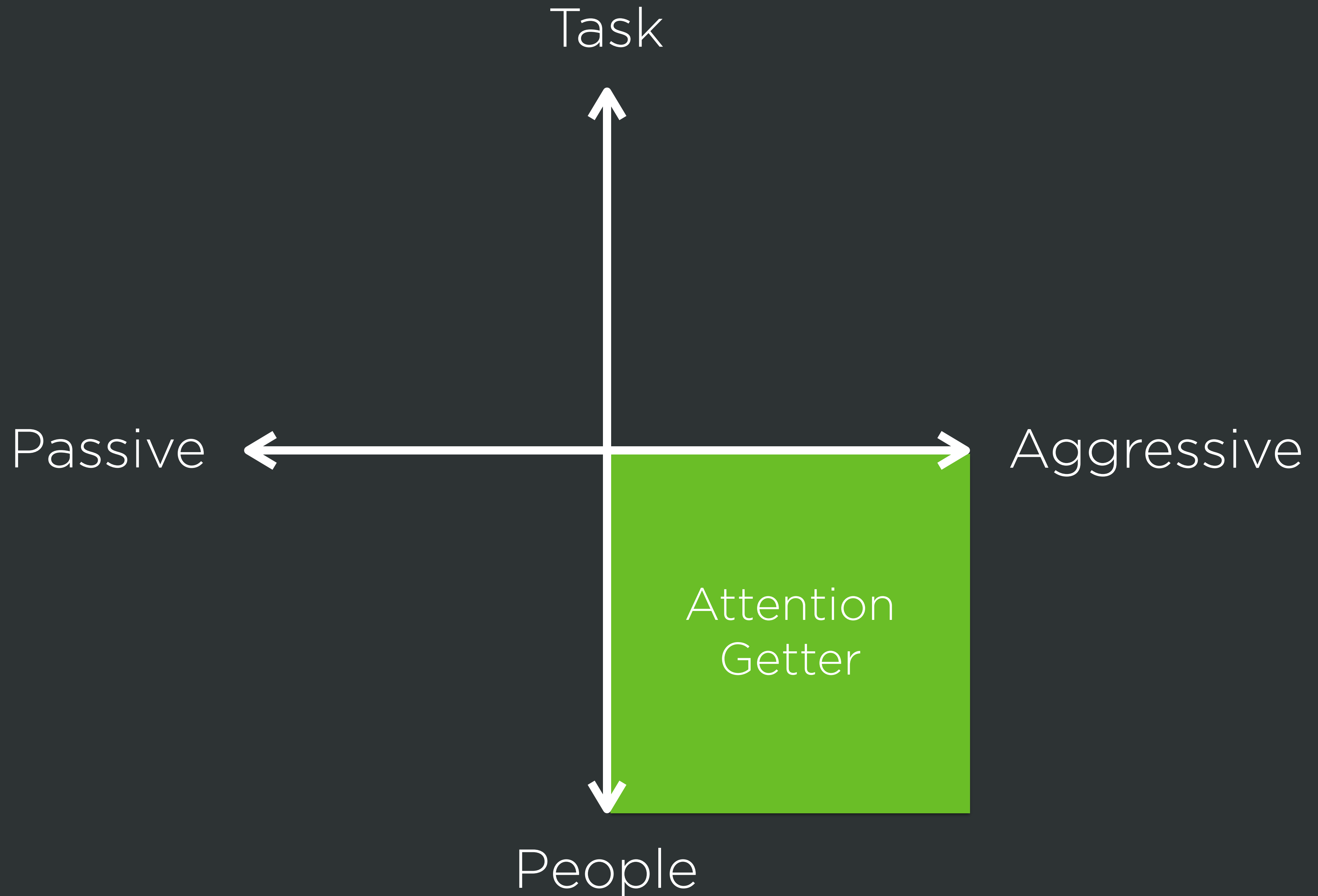
People

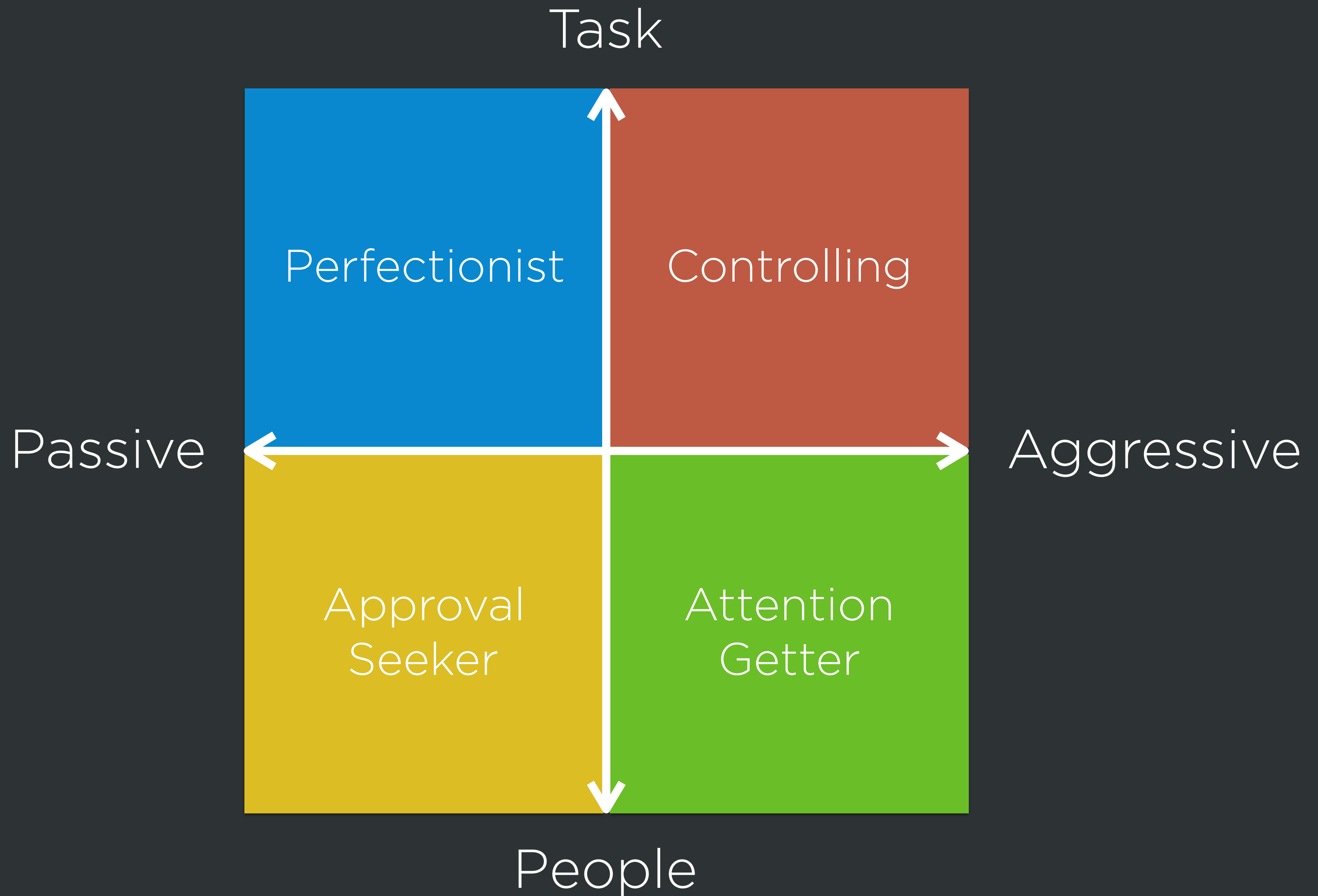












Be:

- Thorough
- Accurate

Offer

- Minimal risk
- Time

Passive



Be:

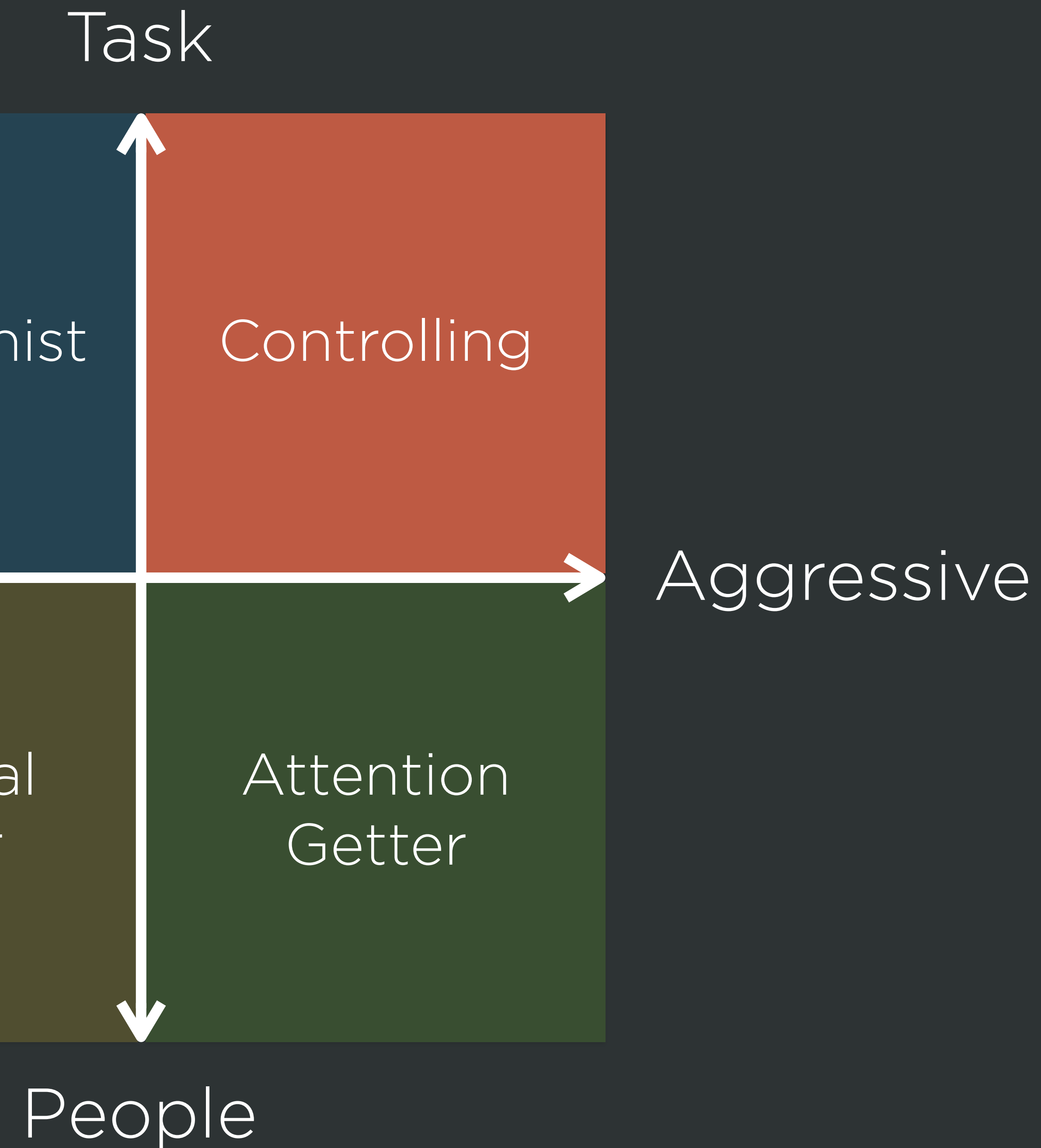
- Concerted
- Honest

Offer

- Assurance
- Fairness

Passive



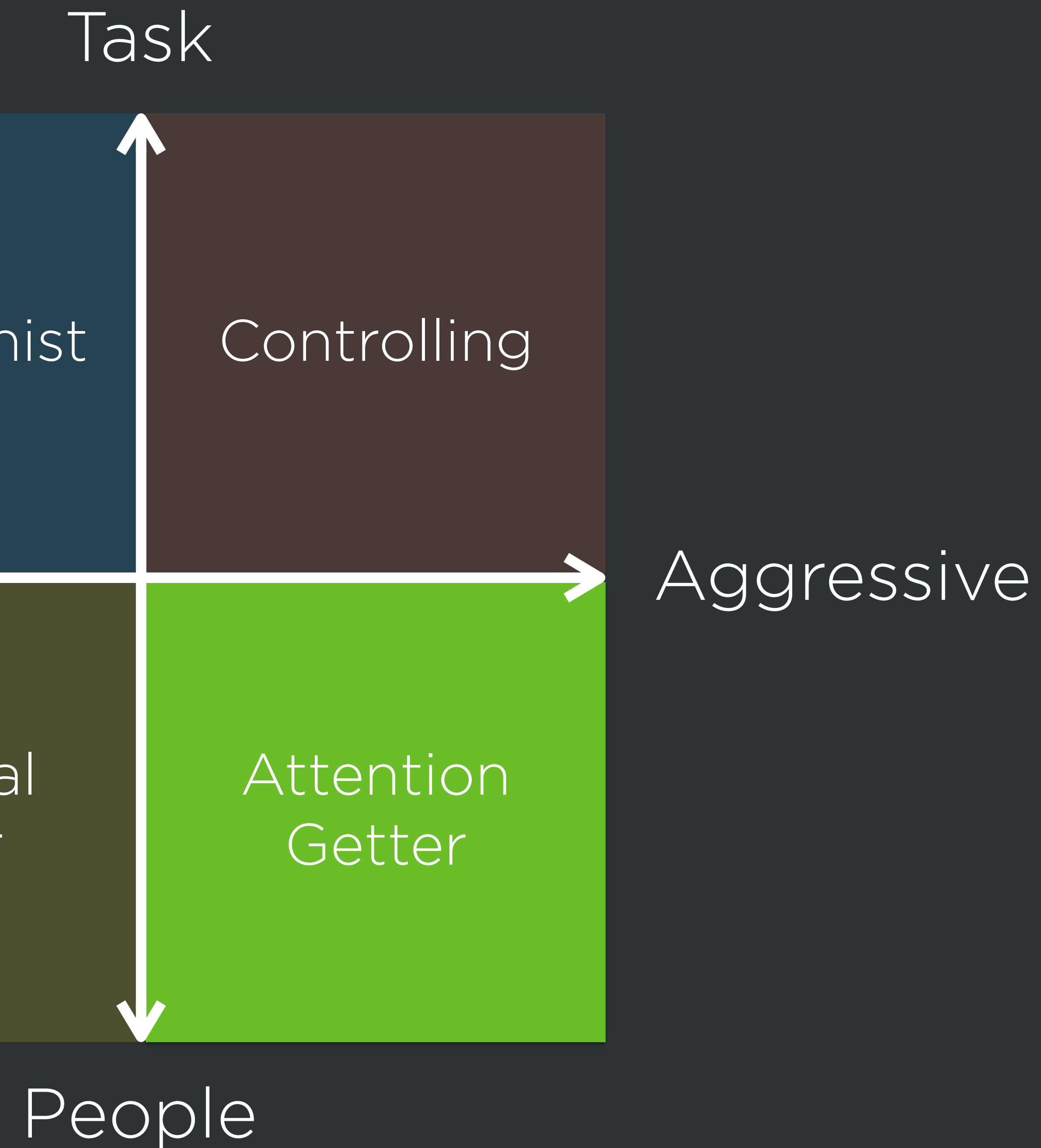


Be:

- Credible
- Competent

Offer

- Bottom line options
- Autonomy

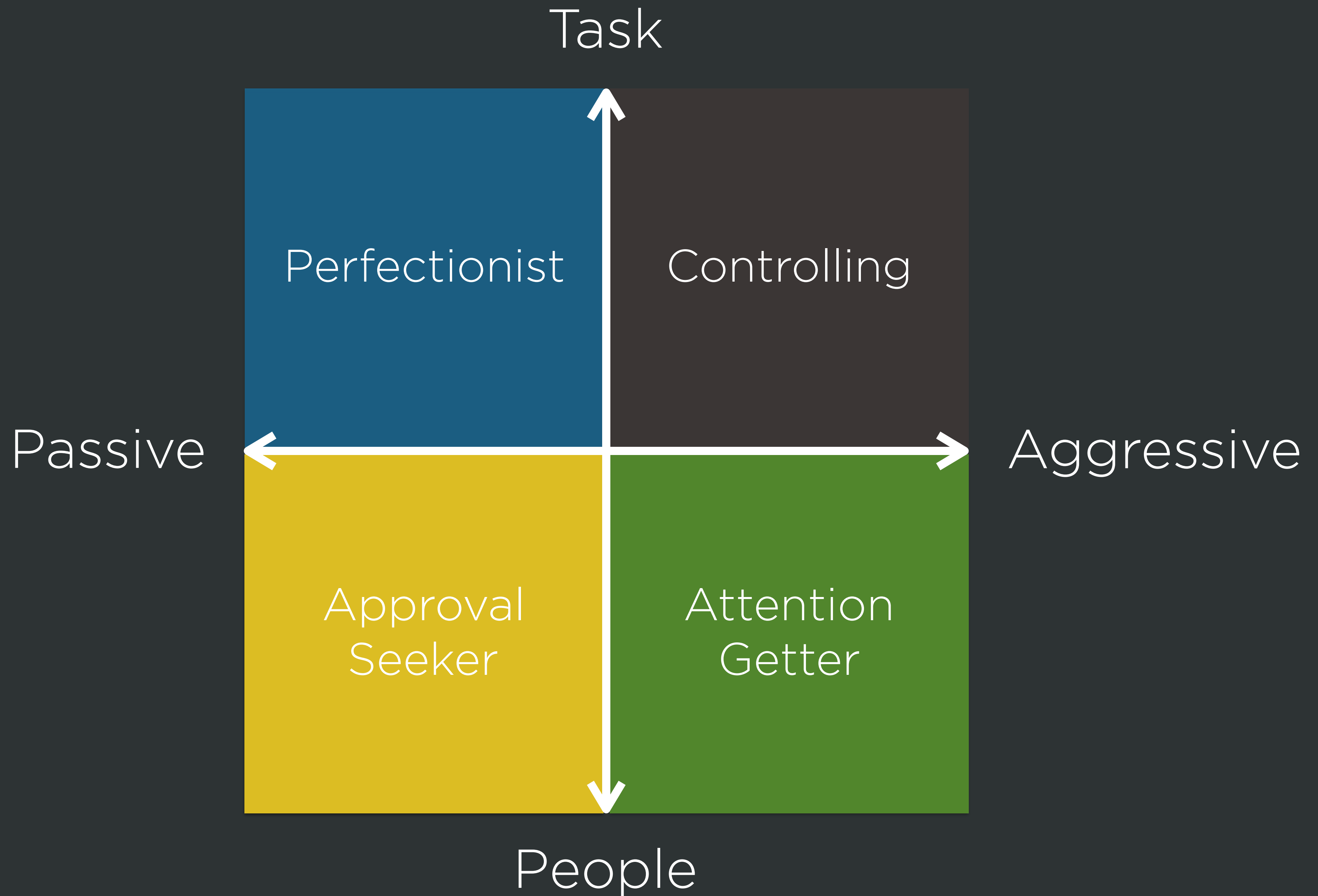


Be:

- Confident
- Admiring

Offer

- Many options
- Creativity



Dealing with Other People

1 Active listening

2 Tone

3 Mirroring

4 Labeling

5 Paraphrasing

6 “No”

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A vertical bar with a gradient from red at the top to purple at the bottom.

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“The single biggest problem in communication is the allusion that has taken place.”

– George Bernard Shaw

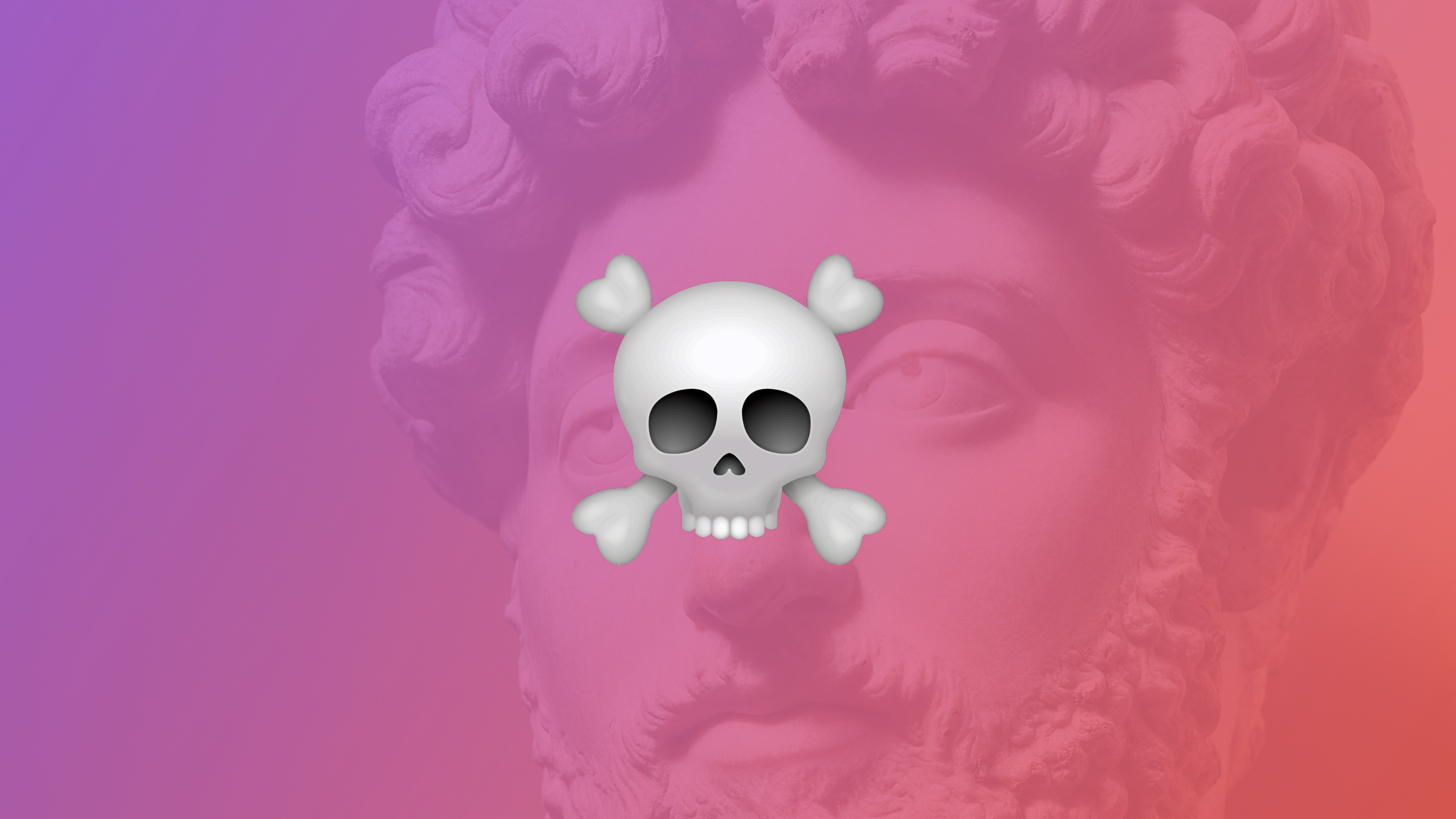


Dealing with Yourself



Marcus Aurelius







“Begin each day by telling yourself:
Today I shall be meeting with
interference, ingratitude, insolence,
disloyalty, ill-will, and selfishness—
all of them due to the offenders’
ignorance of what is good or evil.”

- 1 You are unhappy because you're insatiable.

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you're insatiable.

*Embrace whatever life you
happen to be living.*

- 2 Some things are up to you and some are not.

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Trichotomy of control.

- 3 Others can be the source of your greatest delights or negative emotions.

3

Others can be the source of your greatest delights or negative emotions.

Don't confuse what's valuable.

- 4 You can't avoid dealing with annoying people.

4

You can't avoid dealing with annoying people.

Your primary function is to be rational. Your secondary function is to be social.

5 “This mortal life endures
but a moment...”



5

“This mortal life endures
but a moment...”

*In other words,
you'll be dead soon.*

“The art of living is more like wrestling than dancing.”



Fin.

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Foreword by **Stephen R. Covey**
Author of *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*

crucial conversations



Tools
for talking
when stakes
are high

*The
New York
Times*
BESTSELLER

KERRY PATTERSON, JOSEPH GRENNY, RON MCMILLAN, AL SWITZLER

A FORMER FBI TOP HOSTAGE NEGOTIATOR'S FIELD-TESTED TOOLS
FOR TALKING ANYONE INTO (OR OUT OF) JUST ABOUT ANYTHING

NEVER SPLIT THE DIFFERENCE

NEGOTIATING AS IF
YOUR LIFE DEPENDED ON IT

CHRIS VOSS

WITH TAHL RAZ
READ BY MICHAEL KRAMER

A
GUIDE
TO
THE
GOOD
LIFE

{the ancient art of stoic joy}

WILLIAM B. IRVINE