

“JOHN MAXWELL HAS WRITTEN THE *HOW TO WIN FRIENDS AND
INFLUENCE PEOPLE* FOR THE 21ST CENTURY—BUT BETTER THAN EVER!”
—BRIAN TRACY, Author of *Getting Rich Your Own Way*

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NEW YORK TIMES BESTSELLING AUTHOR OF *THE 21 IRREFUTABLE LAWS OF LEADERSHIP*

WINNING WITH PEOPLE

DISCOVER THE PEOPLE PRINCIPLES
THAT WORK FOR YOU EVERY TIME

A PDF COMPANION TO THE AUDIOBOOK

LENS PRINCIPLE DISCUSSION QUESTIONS

1. If asked to write a statement describing human nature and people in general, what would you say? (Take some time to do that now.) Would you describe your philosophy as optimistic, skeptical, tentative, detached, etc.? What does your personal philosophy concerning others say about you?
2. Would you describe your attitude as generally positive or negative? (Don't cop out and call yourself a realist. Which way do you lean?) Do you see your attitude as an asset or a liability? What could you do to improve your attitude?
3. Think back to your childhood. What experiences have especially marked you as an individual? Did they inspire you to trust or mistrust people? How has that outlook colored your relationships as an adult? If it has negatively affected your relationships, what positive experiences can you pursue to create a new, more positive history?
4. Do you agree with the statement that the difference between who you are today and who you will be in five years will be the people you spend time with and the books you read? What other factors do you believe to be equally (or more) important?
5. Think about the personal qualities you would like to cultivate. List them. Now create a plan for growth to develop those qualities. First, dedicate time on your calendar with people who possess the qualities you desire. Second, select a book a month to read to help you grow.

MIRROR PRINCIPLE DISCUSSION QUESTIONS

1. If you were to ask family members, friends, and colleagues which of your practices and habits are causing you more harm than good, what would they say? (If you have the courage, really ask them this question.) How do those factors affect your relationships?
2. Where does personal reflection fit into the Mirror Principle? How likely are people in our culture to set aside time for self-examination? Explain your answer. When, where, how long, and how often do you examine your character, review your habits, and critique your practices? How can you improve in this area?
3. How would you describe yourself? List your strengths and weaknesses. Overall, have you experienced more wins or losses in life? What do you expect the future to hold? How has your past colored your perspective?
4. One of the knocks against the current “self-worth” movement is that it encourages people to think highly of themselves regardless of character or performance. Why is it important to be sure self-image is grounded in truth? How can one guard against false pride and still have confidence in himself?
5. In what area do you need the greatest growth? How have you taken responsibility for it? What is your plan to improve in this area? Have you dedicated resources to it and put it on your calendar? If not, why not? How can you improve in this area?

PAIN PRINCIPLE DISCUSSION QUESTIONS

1. What is your reaction to Schopenhauer's porcupine analogy?
Do you think it accurately represents how we respond to one another? Do you have a better description or analogy?

2. Do you agree that we are most likely to react negatively to something in another person that we dislike about ourselves? Explain.

3. Do you find it difficult to separate the person or situation from the pain he causes? Explain. What strategies can one use to do that effectively?

4. In general, are you more likely to be someone who unintentionally hurts others or who is hurt by others who are hurting? Explain.

5. How do you maintain compassion for hurting people without encouraging them to wallow in their pain or dump on you? Where can a hurting person get help? Explain sensitive yet effective ways that might assist a hurting person to get help.

HAMMER PRINCIPLE DISCUSSION QUESTIONS

1. In what situations are you most tempted to use the hammer instead of the velvet glove? Why is that? How can you anticipate when that is about to happen and change it?
2. Some people are naturally inclined to look at the total picture; others are prone to focus on details. Which are you? What can you do to improve your ability to see things in context and make you less likely to jump to conclusions?
3. Think of someone who is a master at using the velvet glove. What makes him or her so good with people? What can you learn from this individual?
4. How would you define *unconditional love*? What gets in the way of loving others unconditionally? How can one love others unconditionally and still maintain high personal and professional standards?
5. What happens inside you when another person admits wrongdoing and apologizes? How does that affect the relationship in the future? If it has such a positive effect, then why are we so reluctant to do it? How can we get over that reluctance?

ELEVATOR PRINCIPLE DISCUSSION QUESTIONS

1. Do people who don't intentionally work at adding value to others automatically become subtracters? Why? What is the main difference between adders and subtracters? Explain.
2. Why do people become dividers? Is unforgiveness ever an issue? (George Herbert says, "He who cannot forgive others breaks the bridge over which he must pass himself.") Is the choice to become a divider permanent? What actions at work or home have you engaged in that could be seen as divisive? How can you be sure to avoid such behavior in the future?
3. Do you agree that the small things a person does can easily lift or lower others? How do small things affect a child? Are parents responsible for lifting up their children or toughening them up? Explain. If you are a parent, do you find yourself more often encouraging your children or disciplining them? If change would be beneficial, what things might you do to improve?
4. How can a person lift or lower others without saying a word? How might a person's facial expressions either encourage or discourage others? How would you describe your natural facial expression? How would others describe it? How can you make it more open and encouraging?
5. What is the main difference between adders and multipliers? Can anyone become a multiplier? Explain. How often have you multiplied value in another person's life? What must you do to become a better multiplier?

BIG PICTURE PRINCIPLE DISCUSSION QUESTIONS

1. At what phase of life do many people begin learning to think about others? What events often prompt people to start putting others first? What happens when a person tries to skip the life lessons that inspire other-mindedness? What happens to people whose focus, time, and energy are spent entirely on themselves, even in their later years?
2. What is the main difference between people with big egos and those with great confidence? Why is a big ego undesirable? Why is confidence desirable? Do you think ego and lack of confidence are related? Explain.
3. Describe your experiences with traveling. Which destinations have been similar to your own environment? Have you traveled to places with cultures very different from your own? Which specific destinations made you most uncomfortable? Why? Did you learn anything from traveling there? Where would you like to travel in the future? Why?
4. How would you define *fulfillment*? Can a person with no meaningful relationships be fulfilled? Explain your opinion. How does your opinion affect the effort you put into relationship building?
5. Think about the most important relationships in your life. Have you always displayed appropriate maturity and responsibility in them? If not, how can you work to make things right? What should you change about yourself so that your behavior is appropriate in the future?

EXCHANGE PRINCIPLE DISCUSSION QUESTIONS

1. What kinds of positive things can happen to people's perspectives of others when they travel to foreign places and become exposed to other cultures? What kinds of changes might occur? How can preconceptions work against those positive changes?
2. What issues prevent people from wanting to "get outside themselves" and see things from another person's point of view? What obstacles do you face? What have you done in the past to overcome them? What might you do in the future to increase your ability to see things from others' points of view?
3. How would you describe your general attitude toward people? Do you automatically assume that others have a valid point of view, or do you always believe you are right? Explain. If you need to do better about giving people the benefit of the doubt, how will you work to improve?
4. What happens in relationships when someone puts others "in their place"? How can someone repair a relationship that has experienced that dynamic?
5. How good are you at focusing on others? How often do you ask people to share their perspective on an issue? How frequently do you ask others what they desire? Are you generally focused on your agenda, or is seeing things from others' perspectives a high priority in your life? Would those closest to you agree with your assessment?

LEARNING PRINCIPLE DISCUSSION QUESTIONS

1. How open are most people to learning from others? What kind of attitude do most people possess? Do you think most people quickly prejudge whether they can learn something from another individual? If so, do you think it's done intentionally or unintentionally? Explain. What factors come into play (such as appearance, position, income, race, age, etc.) concerning whether a person has something to offer? What prejudices do you think *you* might possess? How can you change them?
2. Two kinds of learning are mentioned in the chapter: one has to do with being *open* to learning from anyone at any time; the other has to do with being *strategic* about how we learn and from whom. What kinds of benefits are you likely to receive from each? What are the greatest challenges you may face for each? Which one is more appealing to you personally?
3. What is your philosophy concerning learning and personal growth? Had you previously given it much thought? How would you say it differs from the ideas stated in the chapter? What new ideas can you easily adopt and make your own?
4. What kind of role have mentors played in your personal growth so far in your life? Describe a key person from your past who taught you something significant. Who currently helps you to grow? Have you sought out a single mentor to guide you, or do you try to connect with several people? Who in your current circle of acquaintances has expertise in an area that can help you? What can you do to enlist that help?
5. How are you when it comes to asking questions? When you meet people for the first time, do you ask questions to get to know them better? Do some of your questions prompt conversation that will teach you something? How about when you get ready to meet with a mentor or teacher: Do you prepare questions in advance to make the best use of the time?

CHARISMA PRINCIPLE DISCUSSION QUESTIONS

1. Why do people find it so difficult to become genuinely interested in others? Has that been a problem for you? Explain.
2. Can you think of someone you know personally who is charismatic and gifted at connecting with others? Describe that person. How does he or she make you feel? How much of that person's charm comes from natural talent and how much from learnable actions? What can you do to be more like that charismatic person?
3. How good are you at remembering people's names? Where does that skill fit on your priority list? What tricks, if any, have you used to help you?
4. Have you ever done "homework" to find out more about someone else's interests so that you could better connect with that person? Did you find the experience pleasurable or a chore? How did it ultimately affect the relationship? How can you quickly find out about another person's interests "on the fly" when it's impossible or inappropriate to do research? What kinds of questions should you ask? How can you use observation?
5. What can happen when one uses insincere flattery with another person to make him feel important? Do you find it difficult to make people feel important when you don't especially admire them? Explain. How can you find genuine ways to express appreciation in such situations? How can you work to change your attitude toward people you don't like?

NUMBER 10 PRINCIPLE DISCUSSION QUESTIONS

1. What characteristics does a person display who desires to go it alone in life? Name some things that may cause that attitude. Why is it often difficult to help someone who has that mind-set? If you have that mind-set, in what way does it make it difficult for you to help others?
2. In what ways—both positive and negative—does a person's desire to be “somebody” show itself? In general, has your desire for recognition or significance driven you in a positive or negative direction? How do you think that colors your reaction to others' desire for attention? Has it made you supportive or resentful?
3. Do you agree that having a trusting heart is emotionally healthy? Explain your answer.
4. Where do you find it easier to believe in people: at home or at work? Explain your answer. How do you desire to change? What positive steps could you take to change?
5. Name some ways a person can *express* belief in others. How would you rate your practice of expressing belief in others: poor, average, or excellent? Why? Would your family and colleagues agree with you? Which of the means of expression that were named could you adopt and use to better express yourself?

CONFRONTATION PRINCIPLE DISCUSSION QUESTIONS

1. What happens when a confrontation doesn't go well? Have you been involved in a confrontation that went badly? Were you the confronter or the one being confronted? Explain what went wrong. What did it do to the relationship?
2. Would you say that most people have the other person's best interests at heart during a confrontation? What often motivates people to confront others? How about your motivations? Are they usually altruistic or self-defensive?
3. Consider the various ways people often react to potential conflict:

Win at all costs.

Walk away from it.

Pretend it doesn't exist.

Whine about it.

Keep score.

Pull rank.

White flag it.

In the past, which approach have you been most likely to take? Why? How would you like to handle conflict in the future? What steps must you take to improve in this area?

4. What happens when the person initiating the confrontation becomes overly emotional? How about when he doesn't? What can one do to remain emotionally even-tempered during a confrontation?
5. What often happens when no clear action plan has been created as part of a confrontation? Do you find it difficult to create such plans? What are some of the common roadblocks? What happens if the other person doesn't wish to participate? How do you come to resolution and closure in such cases?

BEDROCK PRINCIPLE DISCUSSION QUESTIONS

1. How does being reluctant to trust others affect someone's ability to connect? What can someone who doesn't easily trust others do to change that natural reluctance?
2. What happens to a relationship when one person exhibits untrustworthiness? Describe how relationships break down over time. Is a relationship ever beyond hope? If not, explain why. If so, describe how one would know. Is your answer the same for relationships in every area of life: with friends, colleagues, a spouse, children?
3. Think about someone with whom you have spent a lot of your relational change. Describe some things you did that damaged the relationship. What can you do to rebuild trust and "bank" some change? What is currently preventing you from doing these things?
4. Broken trust is not always a character issue. Sometimes it comes from lack of competence or lack of communication. Which issues erode trust most quickly? From which of these issues can a relationship recover more quickly? Explain.
5. What happens when someone's inner circle contains untrustworthy people? How does that affect his ability to achieve? How does that affect his character? How hard is it to change the kinds of people with whom one associates? What steps can one take to create a new inner circle?

SITUATION PRINCIPLE DISCUSSION QUESTIONS

1. What pressures of life often cause people to place relationships as a lower priority than they should? How prone are you to allowing pressures to damage your relationships? What can you change to break unhealthy patterns?
2. Under what circumstance does a relationship legitimately become less important than the situation? What can happen if one does not reprioritize in such situations?
3. Have you ever known someone who made every little thing seem like a life-and-death situation? If so, what was the result? What was it like trying to develop a good relationship with him or her? Is it possible to sustain a healthy relationship with such a person? Explain.
4. Think about an important relationship in which you allowed a situation to sway you to act badly. What happened as a result? Have you been able to repair the relationship? Have you apologized? What could you do now to improve or restore that relationship?
5. Your relationships with your immediate family members are the most important ones in your life. What do those relationships mean to you? (If you've never expressed those ideas and feelings in writing, consider doing it now.) How can you use those thoughts to maintain the right perspective the next time you face a tough situation?

BOB PRINCIPLE DISCUSSION QUESTIONS

1. Why is gossip so appealing to many people? How can you tell when something you are being told is gossip? What can you do to kindly stop someone from gossiping to you?
2. Think about the last time you were confronted by a people-related problem. How did you respond to it? Did the problem end there, or did it continue to smolder? Would you say that your response put water or gasoline on the “fire”? Why? How could you have responded better?
3. Is every person who brings you a problem without offering solutions automatically a Bob or Bobbie? How often is this problem an attitude? How often is it training related? When you’ve adequately trained people to seek solutions and an individual insists on pointing out problems without offering solutions, what should you do? What will happen if you ignore the behavior?
4. In the past, how have you handled it when a friend or colleague has come to you saying that someone else has a problem with something you have done? Was the outcome positive or negative? What happened to the relationships? How would you handle it in the future?
5. Do you find it difficult or easy to give people the benefit of the doubt, assuming their motives to be good? Why? Which is worse: accusing a good person of bad motives, or assuming a bad person has good motives? How does your attitude in this area affect your relationships? How will you conduct yourself in the future, and why?

APPROACHABILITY PRINCIPLE DISCUSSION QUESTIONS

1. How at ease are you with yourself? Are you basically secure or insecure? Are you confident in your abilities, or do you deal with a lot of self-doubt? Do you feel good about yourself, or do you wish you were more like someone else? Explain.
2. Do you agree or disagree that the person who is in authority has the responsibility for putting others at ease? Explain. What happens when the weaker person must try to connect with an authoritative person who is uninterested in connection?
3. How can you tell when someone has a hidden agenda? What kinds of things happen when that agenda is revealed? Does the possibility of having to deal with a hidden agenda make you reluctant to be open and approachable?
4. Think about a moody person you've had to deal with in the past. What kind of an impact did that person's moods have on you? How did it affect the relationship? When are you prone to moodiness? What can you do to make your moods fluctuate less?
5. Many people who are not approachable have no idea that others find them intimidating or standoffish. Do a 360-degree survey of your approachability. Find out if your bosses, employees, colleagues, and family members find you easy to talk to. Ask them to tell you the last time they heard you give an honest assessment of yourself. Ask them to share one of your weaknesses with you and see how you react. Your response will reveal a lot.

FOXHOLE PRINCIPLE DISCUSSION QUESTIONS

1. What makes a person willing to fight another person's battle with him? Is it always because of unselfish motives? Do motives matter? Do they change the end result?
2. Where does empathy come into play in the Foxhole Principle? Does it develop before the people get together or after they've begun to fight? What other factors, such as values, priorities, vision, etc., might come into play?
3. What kind of a friend have you been to others? Have you been "in the foxhole" with a friend, colleague, or family member? How do you decide whether to become that kind of a friend to somebody?
4. Why do you think some people "climb into the foxhole" alone? Is it something they do because they prefer it or because they have not sufficiently built relationships? What happens to a person who must continually fight alone?
5. In what kinds of situations are you more likely to develop a friendship before doing battle together? In what situations are you likely to find yourself doing battle as a matter of survival and developing a friendship along the way? Do both situations lead to equally deep or long-lasting relationships? Explain.

GARDENING PRINCIPLE DISCUSSION QUESTIONS

1. Name some ways in which people in relationships can positively communicate with one another. Does the type of relationship affect which kinds of communication are appropriate? Which methods are most effective for the relationships you value most?
2. How can a person tell the difference between a relationship that is meant to last for a season and one that has the potential to last a lifetime? How did some of your most significant long-term relationships start? With whom do you currently have a short-term relationship that has potential for something deeper? How can you test the waters to see if it can go to the next level?
3. How do you determine with whom you spend your time? Do you think in terms of the importance of the relationship? Do you carve out time for the most significant people and then guard it carefully? Or does your calendar simply fill up on a first-come, first-served basis? Are you satisfied with what you currently do? If not, how can you improve it?
4. The chapter mentioned the importance of wading through difficult issues. Why do people allow difficult issues to remain unresolved in important relationships? Do you think there are ever valid reasons for not dealing with them? Is there an issue between you and someone important that you have not addressed but should? When will you deal with it?
5. When was the last time you spoiled your wife or significant other? Is that something you do often, or is it not something you think much about? Explain why. What could you do to improve in this area?

101 PERCENT PRINCIPLE DISCUSSION QUESTIONS

1. Have you ever met someone who seems to practice the 101 Percent Principle, a person who masterfully finds the common ground in relationships where people don't see eye to eye? If so, describe that person. What do you admire about him or her? What personal qualities do these people possess that make them so good at connecting with others? What percentage of people in your business or career area practice this principle?
2. Why shouldn't you automatically embrace the 101 Percent Principle in every relationship? Which relationships in your life warrant its use? Describe how you will change your interaction with one of these people.
3. Which situations are not worth the effort required to implement the 101 Percent Principle? Which are? Which issues are important to you? How do these issues relate to your values and priorities?
4. Have you allowed an important relationship to slip through your fingers because you didn't find common ground upon which to connect? What are you missing as a result? How could you go about repairing the relationship? Would the return be worth the effort? What is stopping you from taking action?
5. Think of an important relationship in your life that really needs change. Up to now, have you used a common-ground approach to building the relationship before trying to initiate change? What one thing can you and the other person agree on? How can you use that as a springboard for improving the relationship? How can you then take steps toward change that will benefit both of you?

PATIENCE PRINCIPLE DISCUSSION QUESTIONS

1. Are there particular personality types that are prone to impatience with other people? If so, describe them. Are there certain types who are especially slow? How can these two types learn to interact more positively?
2. Think about the three to five people who are closest to you. How long have you known them? How did your relationships start? When you first met them, did you expect them to become close friends? How intentional was your investment in the relationship? How much time did it take to develop a deeper relationship? Could you have sped up the process, or did it require all of the time spent?
3. What kinds of situations make people impatient with others? What particular situations make you impatient with people? How does that work against you in relationships? How can you change your attitude or actions to make you less impatient and better able to stay connected with others?
4. In what kinds of relationships is it most difficult to give up what you want, give in to what the other person wants, and give and take in order to do what's best for the relationship? Where do goals come into play? How about values? In what situations would it be wrong to give up or give in? What is an appropriate balance of give-and-take? How can you make sure the relationship does not become unbalanced?
5. Which of your quirks, idiosyncrasies, or oddities might cause others to have to be patient with you? (If you think you don't have any, talk to three close friends or family members, and ask them to tell you what they are.) Why should people be patient with you in these areas? Do you *expect* others to be patient and take it for granted, or are you grateful for their patience? Explain.

CELEBRATION PRINCIPLE DISCUSSION QUESTIONS

1. Do you agree that most people more readily identify with failure than with success? Explain your answer. What do the people who identify with success possess that others don't? Do they still need the encouragement that comes when friends celebrate their successes? Why?
2. Some people have trouble celebrating even their own accomplishments. Why is that? How are you when it comes to celebrating successes? Do you take time to celebrate the achievement of milestones and goals? If not, why not? If you don't acknowledge your achievements, will you be enthusiastic about celebrating those of others? What must you do to change your attitude toward yourself and others? If you do celebrate your victories and achievements, how much is too much? Why?
3. Who celebrates with you? Do you have friends, colleagues, or family members who cheer you on? If the answer is no, then you need to cultivate new friendships with people who are more encouraging and who focus on your strengths. If the answer is yes, thank them for their support and be sure to celebrate with them.
4. Which is your natural bent: to engage in competition or to foster cooperation? Can people be competitive and still practice the Celebration Principle effectively? Can people be cooperative by nature, yet neglect to celebrate with others? Explain. What things can people do to foster a celebratory spirit in themselves, regardless of their personality types?
5. Think of people you go out of your way to celebrate with. Are there other people in your life who would be especially encouraged and lifted up by celebration on your part? For whom in your life is it your *responsibility* to encourage through celebration? What would you like to start doing differently to help others celebrate?

HIGH ROAD PRINCIPLE DISCUSSION QUESTIONS

1. How would you define the *high road*? Why is it difficult to take the high road with someone who is taking the low road with you? What particular low road actions by others do you find difficult to overcome or ignore?
2. Why do most people take the middle road? How does that affect their relationships? Can a person stay on the middle road and still be an investor in people? Explain.
3. What happens to relationships when people have a get-even mind-set? Can a person desire revenge in one area of life without its affecting other relationships? What does harboring the desire for revenge do to a person emotionally, physically, and spiritually?
4. Describe a difficult situation where you chose to take the high road in a relationship. Why was it difficult? How were you able to overcome your desire to respond in kind? Is that a strategy you use effectively very often? Where did you learn it, or how did you develop it?
5. Do you agree that taking the high road brings out your best? Explain your answer.

BOOMERANG PRINCIPLE DISCUSSION QUESTIONS

1. In the past, how have you approached relationships: as a taker, a trader, or an investor? If you have been a taker, why do you think you have been reluctant to give of yourself to others? If you have been a trader, in what ways have you “kept score” with other people? If you have been an investor, in what specific ways have you invested in others? Do you desire to change the way you see relationships? If so, why?
2. Is it possible to add value to people if you don’t value people? Explain your response. Describe the characteristics of someone who values people and puts others first. Think of someone you know who fits this profile. How do you measure up?
3. How should one go about the process of selecting people to invest in? What traits should all people to be invested in possess? What specific needs or characteristics should a person you would mentor possess? Why?
4. What are your greatest talents and gifts? Are these traits that can be shared? In what way can you use them to add value to others?
5. What is your plan for intentionally investing in others? Do you have a process already in place? If so, how has it worked? What do you need to change? What have others done that might work for you? If you have not yet created a plan, what do you think it should include? Have you observed a model that works? If so, what parts of it will you embrace? When will you start?

FRIENDSHIP PRINCIPLE DISCUSSION QUESTIONS

1. How can you tell when people place business ahead of friendship? How can you tell when they approach relationships the other way around? What motivates people to place business first? What motivates others to place friendship first? Which is your natural inclination?
2. Do you agree that if you look at people in terms of friendship first and business second, then you have a chance of making a friend *and* succeeding in business? Explain your answer.
3. Consider the four levels of business relationships:
 - People knowledge
 - Service skills
 - Business reputation
 - Personal friendship

On what level are most of the people you do business with? Does it matter whether the person is a colleague or client? Where would you like them to be? What is preventing you from taking your business relationships to the next level?

4. Have you ever worked in a company or industry with a bad business reputation? What was it like? Is it possible to practice the Friendship Principle in such an environment? What kinds of things work against you in such a situation? What must you do to succeed and practice the Friendship Principle?
5. Do you agree that true friends are people who bring out the best in you? If so, how does that work? Do people who bring out your best *become* your friends? Or because people *are* your friends, they bring out your best? How do the encouragement from and sharpening by friends apply in the work environment?

PARTNERSHIP PRINCIPLE DISCUSSION QUESTIONS

1. What does “making a difference” mean to you? Have you considered whether or how you desire to make a difference in your lifetime? What is your dream? What steps must you take to accomplish it?
2. In what stage are most of the people you know: the self stage, the people stage, or the significance stage? How can you tell? Must everyone go through the first two before entering the third? What stage are you in currently? Explain your answer.
3. How much control do you have over the people you work with most closely? Does that make an impact on your ability to achieve your goals and fulfill your dreams? If you have little control, what could you do to change that situation? In what areas could you currently surround yourself with make-a-difference people? How can you go about finding people with the same passion, a similar mission, talent, and a need for partnership?
4. Describe a marriage that functions as a true partnership. What are the advantages of such a relationship? What happens when marriage partners don’t work together? If you are married, describe your attitude toward matrimonial partnership. Describe your spouse’s. What can the two of you do to increase your ability to work together?
5. Should leaders try to cultivate relational partnerships with people who work with them? Explain. If so, when would that be appropriate? If you are a leader, what kinds of people have you surrounded yourself with? Do you think of those closest to you as working *with* you or working *for* you? What, if anything, would you like to change in how you interact with them?

SATISFACTION PRINCIPLE DISCUSSION QUESTIONS

1. Can a person be standoffish and still develop a rewarding win-win relationship? Explain your answer. What is the price a person has to pay to develop deep relationships? What would make the price worth paying for you?
2. Think about people you know personally who have sustained a good relationship for more than twenty years. (It can be any kind of relationship, such as a married couple, business partners, or friends.) Describe their relationship. What do they do to keep the relationship going? What can you learn from them?
3. In relationships with a high degree of safety, how do mutual respect and unconditional love come into play? Think about the closest relationship in your life. Do you feel safe with that person? Can you say anything you want? Can you express your feelings? Are you comfortable with long silences? If not, how can you change the environment and make it more positive?
4. Describe some ways that married couples can grow together to make sure that they do not grow apart. How difficult is it to make growth part of a marriage? What challenges or obstacles do most couples face? How can they overcome them? What is the reward of perseverance? Have you succeeded in this area in your marriage?
5. How have shared experiences and their memories affected your closest relationships? Describe a memory that you hold dear. Do your friends or family members value the same memories? How often do you talk about them and relive them? Do you think doing that would be beneficial? How intentional are you about creating new memories together? How can you improve in this area?

FINAL REVIEW OF THE PEOPLE PRINCIPLES FOR *WINNING WITH PEOPLE*

THE READINESS QUESTION: ARE WE PREPARED FOR RELATIONSHIPS?

The Lens Principle: Who we are determines how we see others.

The Mirror Principle: The first person we must examine is ourselves.

The Pain Principle: Hurting people hurt people and are easily hurt by them.

The Hammer Principle: Never use a hammer to swat a fly off someone's head.

The Elevator Principle: We can lift people up or take people down in our relationships.

THE CONNECTION QUESTION: ARE WE WILLING TO FOCUS ON OTHERS?

The Big Picture Principle: The entire population of the world—with one minor exception—is composed of others.

The Exchange Principle: Instead of putting others in their place, we must put ourselves in their place.

The Learning Principle: Each person we meet has the potential to teach us something.

The Charisma Principle: People are interested in the person who is interested in them.

The Number 10 Principle: Believing the best in people usually brings the best out of people.

The Confrontation Principle: Caring for people should precede confronting people.

THE TRUST QUESTION:
CAN WE BUILD MUTUAL TRUST?

The Bedrock Principle: Trust is the foundation of any relationship.

The Situation Principle: Never let the situation mean more than the relationship.

The Bob Principle: When Bob has a problem with everyone, Bob is usually the problem.

The Approachability Principle: Being at ease with ourselves helps others be at ease with us.

The Foxhole Principle: When preparing for battle, dig a hole big enough for a friend.

THE INVESTMENT QUESTION:
ARE WE WILLING TO INVEST IN OTHERS?

The Gardening Principle: All relationships need cultivation.

The 101 Percent Principle: Find the 1 percent we agree on and give it 100 percent of our effort.

The Patience Principle: The journey with others is slower than the journey alone.

The Celebration Principle: The true test of relationships is not only how loyal we are when friends fail, but how thrilled we are when they succeed.

The High Road Principle: We go to a higher level when we treat others better than they treat us.

THE SYNERGY QUESTION:
CAN WE CREATE A WIN-WIN RELATIONSHIP?

The Boomerang Principle: When we help others, we help ourselves.

The Friendship Principle: All things being equal, people will work with people they like; all things not being equal, they still will.

The Partnership Principle: Working together increases the odds of winning together.

The Satisfaction Principle: In great relationships, the joy of being together is enough.