

**THE WORKBOOK**

# radical alignment

How to Have Game-Changing  
Conversations That Will Transform  
Your Business and Your Life

*with*

ALEXANDRA JAMIESON & BOB GOWER

# WELCOME!

---

We've designed this workbook to help you master the art of the All-In Method. You may be working with us in the Radically Aligned Leaders training or following along with our book, *Radical Alignment*.

You can also use these prompts and scripts to help you use the All-In Method with your team, your partner or spouse, or by yourself to get clear, and move forward, in alignment.

Here are the steps in the process:

1. Set the scene
2. Clarify the topic
3. Roles
4. Intentions
5. Concerns
6. Boundaries
7. Dreams
8. Closing

# SET THE SCENE

---

Prepare for the conversation by choosing a comfortable place to have a conversation. Schedule a time, and invite your partner or team.

One obvious way to prepare them would be to send them a copy of the book with a note explaining why you want to talk to them. For example, you could say, “I’d love to use this methodology to discuss our financial future so we both can get what we want.” At the very least we recommend a brief introduction to the method either by sharing the Cheat Sheet at the end of this workbook with your partner, friend, or team well in advance or setting aside time before the conversation to go over the format so that everyone can wrap their head around it.

Some people are resistant when new ways of thinking are sprung on them!

Ideally, you want to have this conversation before emotions are high or the project gets too complicated, but it can also work if you want to hit the “pause” button on something that’s going in a bad direction and reset its trajectory.

Take your time, be curious, and allow for some pauses while the speaker gets clearer. This process can feel uncomfortable, but on the other side of discomfort is where the good stuff usually is.

# CLARIFY THE TOPIC

---

First, get clear on the topic to be discussed. It's helpful to name the specific tension, opportunity, project, or event you want to address and why.

## Sample topics:

- Business
- Team/Project Launch or Relaunch
- Plan for Next Quarter or Year
- Marketing (or Other) Event Planning
- Sales Meeting Preparation
- New Product Planning
- Governance Changes/Additions
- Hiring and Onboarding New People
- Personal
- Moving
- Vacation or Party Planning
- Finances
- Sex
- Child-Rearing
- House Work
- Parent-Child Dynamics
- Retirement
- College

## Next, name why you want to talk about this topic. A good setup would be something like:

- Incentive compensation policy — so we make sure it encourages the right behavior.
- Project X — so we can be a great team.
- Conference plan — so we include all the important topics and hire the right services.
- Family summer vacation — so we all have fun .
- Your child's college degree — so they get one that serves them the best and we are fully supportive of them.

# ROLES

---

There are two roles for the conversation — speaker and listener; each participant plays each role, switching back and forth as you progress through each of the four parts. You want each person to speak for roughly the same amount of time to ensure full and fair participation. Setting a timer is a good way to make this happen but not always needed. However you manage time you should always commit to “no cross-talk,” or not interrupting each other.

If the topic is particularly sensitive it can be powerful to have participants silently write their answers to themselves before sharing.

Be brave. Be compassionate. Be patient. Challenge yourself to be complete. Remember your goal is to hear and understand each other, not come to an agreement.

## Information, Not Orders

One final note on listening and speaking: In order to listen with curiosity and speak with vulnerability, it's helpful to remember that we are sharing and hearing information, not taking or giving orders.

When I share my dreams or fears with my partner, I'm not requiring that they do anything with the information. I'm just letting them know who I am and how I feel.

Just because our teammate wants something doesn't mean we have to give it to them, and just because we share something we want doesn't mean we'll get it. We often want others' feelings to be almost identical to our own. But appreciating differences can be as important as appreciating similarities for generating radical alignment.

We aren't ordering off-menu when we speak or taking orders when we listen. We are just learning about each other (and often ourselves, too) and developing more empathy and understanding.

Speak with courage and vulnerability, listen with gentleness and compassion, and 99% of the time a conflict will be resolved naturally.

# INTENTIONS

---

The idea is to get clarity and alignment on the overarching reason that the topic is important and hopefully get participants thinking in a positive, problem-solving way.

## **Prompts:**

- Why do you want to:
  - be part of this project?
  - go on this vacation?
  - save and invest our money?
  - start this business?
  - improve our sex life?
- Why are we:
  - making changes to our organization?
  - launching this product?
  - scheduling this all-hands meeting?
  - getting married?
  - having children?
  - moving to Denver?
- What are your personal goals or values when it comes to this topic?

Remember this section is not about what you hope or dream will happen — this comes later in the conversation. Answers to intention questions will, therefore, be short and to the point, like:

- Make money.
- Have fun.
- Learn something new.

Intentions are easy to articulate if you're already clear about what you want to achieve or solve. If you find yourself with no answer or a vague one, it's a good opportunity to get clear and more precise.



# CONCERNS

---

This part of the conversation is about getting all your concerns, fears, or worries out on the table. Reveal the fears that seem “crazy,” as this is a safe place to unearth all the possible landmines for your topic.

## **Here are a few prompt ideas to get you started:**

- What worries you about the team, our plan, etc.?
- Where do you think we will run into trouble?
- What about the way we are approaching this might keep you from getting what you want out of it?
- Let’s say it’s two years from now and this has gone horribly, why do you think it did?

Often, just articulating a concern is enough to banish it, so let yourself and others speak until all have surfaced. Bring up concerns that involve possible impacts on the listeners — this is valuable information and demonstrates empathy and care, so don’t be stingy with it.

## **Concerns can be related to psychological outcomes and feelings or real-world impacts. Here are some common themes we hear from ourselves and others when running this process:**

- I might get angry.
- You might feel bad, which would upset me.
- We might argue or disagree .
- I might have to face a personal fear like public speaking.
- You might think I’m a jerk .
- I might not know what to do or how to do it.
- I might feel a sense of regret for choosing this over something else.

## **Concerns can also relate to real-world outcomes, like:**

- We may deplete our budget with no return on investment.
- We may lose customers.
- We may lose money.
- I may not be able to give this enough focus, given my other commitments.
- I may have to stay up all night and miss sleep and family time.



# BOUNDARIES

---

Boundaries are your personal non-negotiables. They are a line across which you won't go or a line across which others aren't welcome.

Boundaries stem from rules individuals have in place — often around self-care, family, and community commitments. Ideally, you have strong personal boundaries in both personal relationships and at work. But honestly, this is a place many of us need a bit of help to define and the permission to be clear.

Think of them as “starter boundaries” to take the pressure off getting this perfect the first time.

For instance, if we are trying to eat better, bright lines like “eat green vegetables at every meal” and “eat no processed sugar” take less brainpower and willpower to monitor than rules like “try to eat less” or “don't eat so much junk.”

**Prompt questions for boundaries should tease out both personal self-care needs and project boundaries. Here are some ideas to get you started:**

- What self-care rules will help you do your best?
- What rules or standards will help this team be the best?
- What are you 100% unwilling to do when it comes to this experience?
- What are the items that this project must address?
- What should never be changed about our product/organization?

**Some common personal boundaries we hear are:**

- I won't work on the weekend.
- I answer email only during work hours.
- I eat dinner at 5 p.m. with my family every weekday.
- I exercise three times per week during my lunch hour.
- I have to give another project at least 25% of my attention.
- I don't want to drink more than one alcoholic beverage a day on vacation.

**Some common project boundaries we hear are:**

- Don't change feature x in our product.
- Don't spend more than \$10,000 on this effort.



# DREAMS

---

Let's end on a high note! You've made it through the tough parts of the conversation, and now it's time to celebrate and have fun.

This section is an opportunity to let your imagination run wild and be your most ambitious or even selfish.

None of what you desire may come true, of course, but that doesn't matter. What we want is to set our bar high and dream together of all that might happen if things go well.

This is the time to dig deep, dream big, and speak to the matter from your authentic heart.

Dreams are the ultimate outcomes we wish for. They may be about money, career advancement, accolades, and more. Perhaps you want to work on a project so successful it makes industry news, or you want to build an incredible team that's asked to take on even bigger challenges next. On a personal level, a dream could cover how you'll feel about yourself and each other at the end of the experience.

**Prompt questions for this section should tease out the most superlative, yet grounded, outcomes imaginable. Here are some ideas to get you started:**

- If this goes incredibly well, what will be true after it is over?
- How will you feel during and after?
- Where will you be in your life, career, or geographically?
- What business metrics will have shifted? And by how much?

**Try to be as specific as possible. It can be very helpful to create a visualization of what you want.**

- "I'm on stage at TED talking about the success of our project."
- "I am in a beautiful cafe on the Amalfi Coast with my spouse, sipping Champagne and celebrating my raise."
- "We are all in a meeting with the CEO and her team, being asked our opinion on a critical new investment strategy."

# DREAMS, CONT'D

---

- “We are all receiving a bonus in recognition of our contribution to the company’s mission.”
- “I’m looking around the room at all of you and feeling a sense of pride at everything we’ve accomplished.”
- “I’m feeling closer to my spouse than ever and have renewed enthusiasm and energy for getting back to work.”

Your dreams are your most inspiring reasons for working on this project or being in this relationship. At their best, they provide a deep sense of purpose and hope.

Dreams are your goals combined with heart, action, and humanity.



# CLOSING

---

The All-In Method is an excellent precursor to planning a project, vacation, or event. It is also a great part of a team launch, annual planning, or a retrospective. But it is not a replacement for these other valuable processes and tools. It is designed to add deeper emotional and intellectual context to whatever comes next and create more nuance and a feeling of interpersonal alignment.

Broadly speaking, there are three ways your conversation might end. All three outcomes are positive and acceptable. Remember, the goal is not to force alignment or coerce compliance but to discover where alignment exists and make plans with everyone's needs in mind.

These are energetic and feeling-based distinctions.

**A clear and obvious “Yes”:** In this case, everyone at the end of the conversation feels 100% aligned, clear, and ready to move forward. So go forth and enjoy the experience, begin the project, or work on your shared plan. No further discussion is needed at this point.

If this is the case for you, and we hope it is, congratulations! Celebrate and move on.

**A clear and obvious “No”:** Here, you've discovered that you're not at all aligned and agree to not move forward together. So cancel, delay, and separate. And once again, no further discussion is needed. It's also appropriate to mutually agree to take some time and revisit the conversation in the future. Choose a tentative time, whether it is two days or two weeks away or in next quarter.

It may feel counterintuitive but it is also useful to celebrate this outcome and move on.

**An opportunity for negotiation and mitigation:** This middle ground is the most challenging place to end a conversation. Here, you not only have an understanding (hopefully shared) that everyone is not 100% aligned but also

# CLOSING, CONT'D

---

have a sense that there is room to improve your plan and meet everyone's needs so you can still move forward.

After you close the conversation there may be opportunities to articulate next steps and decide what to bring forward. But don't feel pressure to do this.

But do be sure to thank each other for the care, attention, and vulnerability this conversation requires. Savor and feel what just happened and let the lessons sink in and become real.

If you like, you may also invite reflection from all the participants: What did you learn? What stood out? How do you feel now and how is that different from when we started? And you can, if appropriate and needed, review agreements, new boundaries, and set a timeline for any actions that you've committed to.

# THANK YOU!

---

We hope you found this process useful in getting into alignment with yourself and the people important to you.

The All-In Method is designed to create a safe structure to have high-stakes, personal conversations. It's also self-paced, meaning people can share as deeply, or as close to the surface, as they feel ready for. If you are a leader, it's often best for you to go first and set the example of vulnerability and honesty — which can feel like a breath of fresh air in many work environments.

Please go to [Amazon](#) or [Goodreads](#) and leave a review for *Radical Alignment!*