

IF YOU HAVE CHOSEN OPTION B, PLEASE PROCEED ←

*If your goal is to prove you are right, you can put the zine down. It won't help you with that.

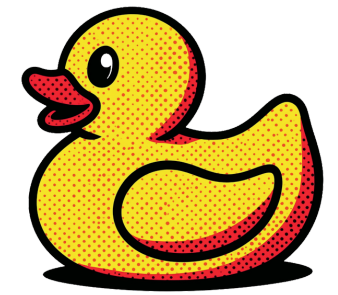
1
I want to prove I am right*

2
I want to solve the problem

WHAT IS YOUR GOAL?

THINK ABOUT WHO YOU ARE DEBUGGING

DEBUGGING HUMANS



A POCKET GUIDE

THINK ABOUT:

1 What am I actually struggling with?

2 What are they doing (or not doing) that is causing friction?

3 What do I want them to do differently?

4 What would that change? (write these down)

I WANT TO SOLVE THE PROBLEM

You have chosen Option B:
CONGRATULATIONS!

CHOOSE YOUR HARD

HARD now
(swallow the frog)

OR

HARD later
(wait until the frog has gotten bigger, grown horns and gotten slimier, before having to swallow it anyway)

**This is intended as a metaphor. We do not advise you swallow an actual frog, living or otherwise.



1. What are they trying to achieve?*

**No, they are not trying to be an asshole
What is the answer they would give if you asked them?

2. What is actually driving them?

- Status
- Job security
- Influence
- Recognition
- A raise
- Promotion
- To not look stupid
- Something else?

THEIR GOALS

THE MIRROR

1. If someone described what it was like working with you - would you recognise yourself?
2. What about how you work might be misunderstood?
3. What's a blindspot you could check with someone you trust?

1. What do they lose if this goes badly?

- Credibility? Reputation?
- Leadership support
- Future opportunities
- Their job
- Their team's trust
- Something else?

2. How are they being measured?

3. What results does their boss care about?*

**If they are the owner, what do the investors / shareholders care about

WHAT ARE THEY AFRAID OF GETTING WRONG?

THEIR STRESSES

THE GAP

1. What do they need from you to achieve their goals?
2. Are they getting it?
3. If not, what's getting in the way?
4. What do you need from them to do your best work?

HAVE EITHER OF YOU SAID THIS OUT LOUD?*

*to each other. not while venting to others