3620 The Single Most Damaging Leadership Behavior

People Fieldbook · https://kb.jeffreysummers.com/docs/3620-the-single-most-damaging-leadership-behavior-2/

The Demand

This week, you identify your own pattern of contempt, if it exists, and you name it out loud to the cast before you address the next incident. If you manage the next dismissive interaction without naming the pattern, the Unwritten Ground Rule stays intact: speaking up isn't worth it, and you will keep being the last to know about problems.

The Work

Run the contempt audit this week.

1. Recall your last three interactions where a cast member raised a concern or suggestion. Check for interruption before they finished, dismissal without consideration, or a tone that made them feel foolish for asking.
2. If you find the pattern, name it directly to the affected cast members this week: "I've noticed that when someone raises a concern, my response tends to shut the conversation down rather than open it up. I want to change that. Here's what I'm going to try to do differently, and I need you to tell me when I'm not."
3. The next time someone raises an uncomfortable point this week, respond with a follow-up question instead of a correction. Let the full concern land before you respond.

This week, deliver the pattern-naming conversation to at least one person who has experienced the dismissive version of you, and respond differently the next time it is tested.