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## Context to the nugget conversation

David speaks about how at least one of the individuals needs to take responsibility to drive the repair and restoration and rejuvenation of the relationship.

## Transcription

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Deepak Jayaraman (DJ): And in a way, what's beautiful that you shared here David, and I know you also talk about that in the book is somebody ideally both at least one of them needs to take onus to drive the process of repair and restoration and rejuvenation of the relationship, right? At some level, there's also an element of taking ownership for that process, whatever the outcome might be. So, can you talk a little bit about that?

David Bradford (DB): Well, hopefully both should start to take some ownership. It may take one person to initiate it but interpersonal problems almost always have an interpersonal component. Each of us bring something to the issue and I have got to be willing to own my part, but I need you to own your part. And part of the conversation, the messiness might be my saying, I am not hearing you take any responsibility for this. It sounded as if you think it is all my fault and that's hard for me, because I don't think it is all my fault. I will own my part but I need to have you own yours. So, I think both have to take, one may take the initiative to start but both have to take at least some responsibility. Likewise, if it is a relationship both are committed to, all start to feel some responsibility to make sure that things are okay at the end. And it may be that they aren't quite okay at the end of this meeting and we need to come back to it. So, it is always useful after a difficult conversation the next day to come back and say, hey, where are you with that conversation? Are you okay? Then a person is likely to say, well, as a matter of fact and you still have a little bit more work to do.

DJ: And a related corollary to that I guess David, is you know this was a term used by one of my guests on the show who runs the Halftime Institute, a gentleman called Lloyd Reeb, and he uses the term, you need to have a side margin in your life, you know, if you fill the page and you don't have space, then you don't have opportunity to create the space for some of these conversations. Can you say a little bit about creating the space for us to be able to address some of these things that emerge as we go through life?

DB: There is the phrase called organization problem-solving. We didn't have time to do it right the first time, but we had time to clean up all the mistakes we were not doing it right. The scarce resource in organization, like the scarce resource in life, I think is time, it is not money, it is not people, that resource is time. That's a scarce resource. And the question is how do we spend our

time? And I think we spend our time, a lot of our time in the secondary issues not the primary ones. Now, I don't know about you, but I make a to-do list.

DJ: And when you say secondary and primary sorry, David, just for me to understand, how do you distinguish the two?

DB: The primary are the really important issues, the major issues. And the secondary are the ones that will be nice to clean up but are crucial and there are relatively few really, really important issues, I think. Well, if I can stay focused on the really, really important issues then maybe I can find some time, some space for these important which I think is crucial, these relationships, as organizations are held together not by the organization chart but by relationships and if every member of an organization said who are the key people, I need in order to get my job done and I am going to pay attention to building those strong relationships, we would be much more efficient and much more effective.

## Reflections from Deepak Jayaraman

DJ: I love what David says here. Couple of thoughts occur to me here. One is that we need to realize that there is work to be done in the relationship when there is a difference of views/perspectives. That requires a certain level of objective self-reflection and awareness. The second point that David makes that I would like to underscore is that we need to treat it as a series of conversations sometimes. Not everything can be accomplished in one shot. So, having the temperament, patience, discipline and resilience to patiently chip away at the issue is paramount as well. And sometimes, we can recognize the issue but can get impatient with the approach to resolving it and in the restlessness we show, we can end up doing more damage to the relationship. One movie scene comes to mind in this context. It is a scene where Emma Stone and Ryan Gosling are having a conversation at Griffith Park at New York. They are both lovers and budding artists. Emma is at the cusp of getting a break and going to Paris and catches up with Ryan at the cusp of getting that break. She attempts to take stock of the situation and frames the conversation as "Where are we"? It is a wonderful scene beautifully played by both actors. You can just go to Youtube and Type La La Land and Where are we and you should get this clip. It is a useful reminder for each one of us to precipitate the conversation – "Where are we" in a relationship. It sometimes could involve patiently wading through messy marshland as David alludes to earlier in the conversation. But often, I guess there is no other way out but to lean into the messiness of it!

Thank you for listening.

## End of nugget transcription

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## About Deepak Jayaraman

Deepak seeks to unlock the human potential of senior executive's / leadership teams by working with them as an Executive Coach / Sounding Board / Transition Advisor. You can know more about his work [here](#).

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