Four Skills of a Bridge Builder

1. **Understanding “Reality” by Discerning Facts from Interpretations**
   The ability, as an observer, to separate the concrete actions I observe from how I feel or how I observe another may be feeling; and then make shared meaning from what I observed and/or experienced.

2. **Revealing Concerns by Asking Questions and Listening**
   Deep and generous listening that allows me to shift into a learner mindset and perceive the concerns driving another’s actions. Questions starting with “what” help me reveal the other person’s concerns and why he or she is led to act in a particular way.

3. **Challenging Interpretations by Mirroring and Reframing**
   The same event or situation can have multiple meanings so by mirroring back another person’s limiting assessment, I can help them reframe the situation to open more possibilities. When I change my interpretation of a situation, the possibilities for other actions I can take also expands.

4. **Analyzing and Committing to Action**
   When we are willing to share our genuine concerns, even when our points of view are drastically different, then we can find commonalities in values that will lead us toward committed action for creating a better workplace and world.

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