



The Thin Book of Naming Elephants: How to Surface Undiscussables for Greater Organizational Success

By Sue Annis Hammond, Andrea B. Mayfield

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There's an elephant in the room that everyone knows about but no one is acknowledging. The elephant is implicit and undiscussable and lurks in every organization. Everyone talks around the elephant and thinks that everyone else knows about the elephant. But, until the elephant's presence is made explicit, the level of dialogue and therefore the quality of decision-making is limited. Sound familiar?

Using NASA's tragic accidents and Enron's bankruptcy as examples of the price of not having open, constructive dialogue, the book shows how great companies create an environment that encourages and listens to input from all levels of the organization.

After reading this book, you'll understand: The role of assumptions and multiple realities; why surfacing assumptions is so important; how to have constructive dialogue; why arrogance, hubris and smart talk gets in the way of constructive dialogue; and what strategies you can use to name the elephants in your organization.

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