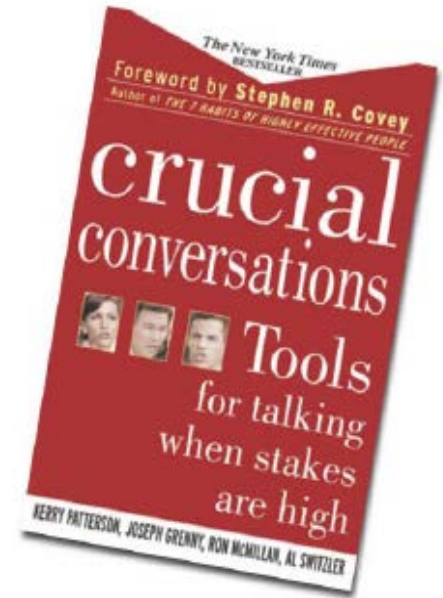




Crucial Conversations: Tools for Talking When Stakes are High

Applying Learning to Improve Your Conversations

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2 Minute Introspection...

- When are you often misunderstood?
- What do people think about you that you wish they didn't?

Think of a conversation that went badly:

- What did you really want to say, but refrained?



What Makes a Conversation Crucial?

- HIGH STAKES
- OPPOSING OPINIONS
- STRONG EMOTIONS

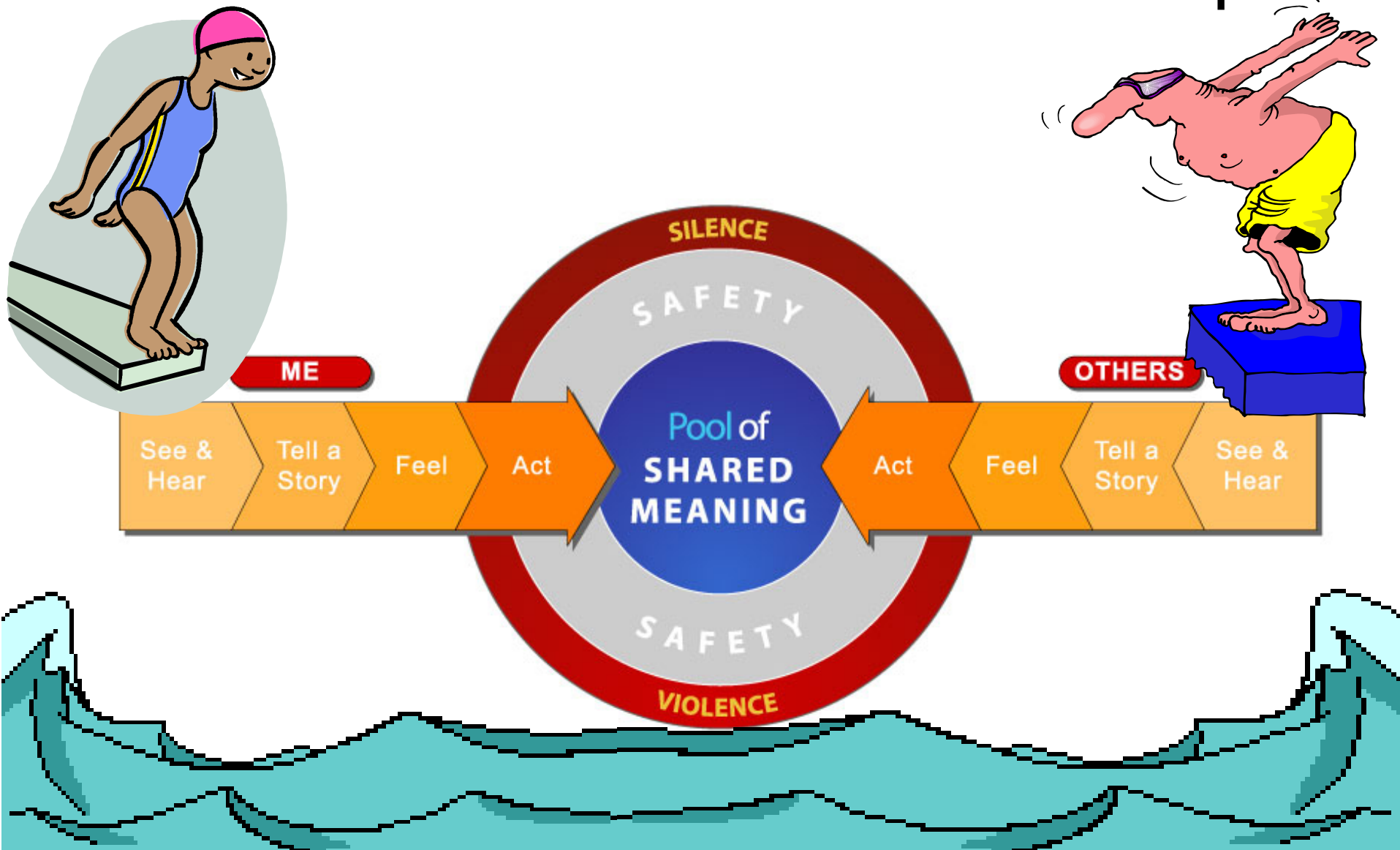


Not a Communication “Program”

- Crucial Conversations is a system to support individuals and organizations in achieving results
 - Ties to current initiatives and goals
 - Improves performance
 - Resolves conflict
 - Builds unity while fostering innovation



The Crucial Conversation Concepts





It just doesn't happen how you plan it in your head....

- Proving my Expertise
- Wanting to be Heard
- Wanting to be Accepted
- Wanting to be Valued
- Wanting to be Impress
- Wanting a Break
- Defending my position
- Defending my Expertise
- Defending my Efforts
- Defending my Decisions
- Defending the Context
- Protecting myself



Crucial Conversation Concepts

- *Start With Heart*

- *what do you want out of the conversation?*

- For yourself?

- For the other person?

The first step in having better conversations is to define what you want from the conversation...

What it is: I want to be heard.

What it is NOT: She's going to listen to me!



Crucial Conversation Concepts

- *Make it Safe—How to Make it Safe to Talk About Almost Anything*
 - Apologize when appropriate
 - Recognize your own visceral reactions
 - Recognize other's visceral reactions
 - CONTRAST to set the conversation in motion

I Don't want you to think and I Do want you to know...

What it is: A way to ensure other's know your intentions

What it is NOT: Using the word "but"



Crucial Conversation Concepts

- Master my Stories—How to Stay in Dialog when you are scared or hurt
 - Separate facts from stories
 - Avoid the SUCKER'S CHOICE
 - Tell the rest of the story

What it is: Letting people know how you interpret things

What it is NOT: Convincing yourself that your interpretations are a true reality



Crucial Conversation Concepts

S: State the FACTS

T: Tell the STORY

A: Ask for clarification

T: Talk Tentatively

E: Encourage Testing

Let's try it:

A co-worker has been notoriously late to work over the last few months. You have had some conversations with her about how her lateness puts you behind. You think she is late because she has a second evening job. You are very irritated by her behavior and you know that when you address this issue with her there is going to be tension...



Let's Practice

- *Think back to your answer: “What do people think about you wish they didn’t?”*
 - *How can you use the Contrasting Statement for success?*
 - *What stories do you tend to tell yourself in your head when there is conflict?*
 - *What are your Start with Heart triggers...?*



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