

Crucial Conversations Summary

Principle	Skill	Crucial Question	Other
Start with Heart (3) "Work on me first"	Focus on what you really want.	<p>What am I acting like I really want.?</p> <p>What do I really want?</p> <p>-For me? - For Others? - For the Relationship?</p> <p>How would I behave if I really wanted these results?</p>	<p>Avoid unhealthy objectives:</p> <p>- Wanting to win - Seeking revenge - Staying safe</p> <p>Find your bearings - Take charge of your body.</p>
	Refuse the suckers choice (Either or)	<p>What do I not want?</p> <p>How should I go about getting what I really want and avoiding what I do not want? Ask the "and" question: Is there a way to "get what I really want' AND "Not get what I really don't want'???</p>	<p>Search for the elusive "and"</p> <p>First clarify what you really want; Second clarify what you really don't want - Then search for the elusive and: Combine the two into a question that forces you to search for a more creative and productive options than silence and violence.</p>
Learn to Look (4)	Look for when the conversation becomes crucial.	<p>Am I going to silence or violence? Are others?</p> <p>Look for physical signals; emotional signals; behavioral signals.</p>	<p>Be aware of content and conditions - Examine both the what and the why.</p> <p>Learn to watch for safety problems. Are others moving towards silence or violence?</p>
	<p>Look for safety problems.</p> <p>Look for our own style under stress.</p>	<p>Silence - Consists of any act to purposely withhold information from the pool of meaning. Forms of silence:</p> <p>Masking - Consists of understating or selectively showing our true opinions. Sacarsm, sugarcoating and couching are popular forms of masking.</p> <p>Avoiding - Involves steering completely away from sensitive subjects.</p> <p>Withdrawing - Pulling out of the conversation altogether. We either exit the conversation or exit the room.</p>	<p>Violence - Consists of any verbal strategy that attempts to convince, control, or compel others to your point of view.</p> <p>Controlling - Consists of coercing others to your way of thinking either through forcing your views on others or dominating the conversation. Methods include cutting others off, overstating your facts, speaking in absolutes, changing subjects, or using directive questions to control the conversation.</p> <p>Labeling - Is putting a label on people or ideas so we can dismiss them under a general sterotype or category.</p> <p>Attacking - Speaks for itself. You've moved from winning the argument to making the person suffer: Tactics include belittling and threatening.</p>

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Make it Safe (5)	Apologize when appropriate. Contrast to fix misunderstanding.	Why is safety at risk?	DO NOT attempt to make the subject more palatable by sugarcoating the content!!!!!!!!!! Contrasting is a don't/do statement that: Addresses others concerns that you don't respect them or that you have a malicious purpose. Confirms your respect or clarifies your real purpose Contrast what you don't want with what you do want!! The last thing I wanted to do was communicate that I do not value the work that you do. I think your work has been
		Have I established Mutual Purpose? Do others trust my motives?	Mutual purpose means that others perceive that we are working towards a common outcome in the conversation. Find a mutual goal.
		Am I maintaining Mutual Respect? Do others believe you respect them?	Do not dwell on how others (or their point of view) is different from ourselves, instead LOOK for ways we are similar. Can we change gears for a minute? I would like to talk with you about what happens when
	CRIB to get to Mutual Purpose.	What will I do to rebuild safety?	We have to suspend our belief that our choice is the best and only one. We have to open our mind to the fact that maybe, just maybe there is a different choice out there - one that suits everyone. Force/Solution It seems like we have been trying to force our (my) view. I commit to stay in this discussion until we identify possibilities that we both might find satisfactory. Why don't we see if we can come up with something that satisfies everyone?
		C = Commit to seek mutual purpose	
		R = Recognize the purpose behind the strategy. Understand the why. I = Invent a Mutual Purpose	Why do you want that? Focus on higher and longer-term goals. Lets make sure that whatever we do we do not drive a wedge in our working relationship.
	B = Brainstorm new strategies	So we need to come up with something that doesn't xxxxx and does xxxxx	

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Master My Stories (6)	Retrace my Path to Action.	What is my story?	You and only you create your own emotions. Once you have created your emotions you can either act or be acted on by them- you either find a way to master them or fall hostage to them.
		ACT - Am I in some form of silence or violence? FEEL - What emotions are encouraging me to act this way now?	Don't confuse stories with facts!!!! - What evidence do I have to support this story? - Separate fact from story by focusing on behavior.
	Separate fact from story. Watch for Three Clever Stories. Victim-Villian-Helpless	SEE/HEAR - What facts do I have to support this story?	Turn HOT terms into specific behavior. Victim Stories - It's not my fault. Villian Stories - It's all your fault. Helpless Stories - There is nothing else I can do.
	Tell the rest of the story.	What am I pretending not to know about my role in the problem? Why would a reasonable, rational, and decent person do this? What would I do right now if I really wanted these results?	Turn Victims into actors. Turn Villians into humans. Turn the helpless into the able.

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State My Path (7) STATE	S = Share Your Facts	Am I really open to others views? Am I talking about the real issue? The best way to find out the true story is not to act out the worst story you can generate.	Blend Confidence - Humility - Skill Confidence - Say what needs to be said to the person who needs to hear it.
	T = Tell Your Story		
	A = Ask for Others Paths T = Talk Tentatively	Am I confidently expressing my own views?	Humility - Realize that you don't have a monopoly on the truth.
	E = Encourage Testing	<p>Skills- The "What" Skills</p> <p>SHARE your facts - Take the time to think them through before starting the difficult conversation. Gathering the facts is the homework required for crucial conversations. Begin your path with facts NOT your story. After establishing your facts then TELL your story. After establishing your facts and telling your story - Invite others do do the same.</p> <p>Am I seeing things correctly? Am I missing anything? I would like to hear your thoughts on this. Do you see it that way? Does anyone see it differently?</p> <p>What am I missing here? I'd really like to hear the other side of this story. I know there are two sides to this story I would really like to hear other points of view now.</p> <p>What problems could this decision cause us? Maybe I am wrong here - What if just the opposite is true?</p>	<p>Skills - The "How" Skills</p> <p>Talk tentatively I was wondering why? Perhaps you were unaware.</p> <p>Change the fact is to - In my opinion. I may be wrong as I often am. Swap Everyone knows to I talked to 3 others Swap its clear to me for I was beginning to wonder if.</p> <p>Tentative does not = Wimpy</p> <p>Watch for the moment when people start to resist you.</p> <p>Tone down your approach. Catch yourself. Hold on to your belief, merely soften your approach.</p>

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<p>Explore Others Paths (8) AMPP Ask - Mirror - Paraphrase - Prime</p>	<p>Am I actively exploring others views? Be sincere - Be curious - Be Patient Ask - Sincerely express an interest in the other persons point of view. What do you mean? I would like to hear your concerns. What's going on? I'd really like to hear your opinion on this. Please let me know if you see it differently. Mirror to confirm feelings. Acknowledge others emotions. Hold a mirror up to the other person describing how they look, sound or act. You say you are okay but by the tone of your voice, you seem upset. You seem angry to me. You look nervous about confronting them. Are you sure you are willing to do it? Paraphrase to acknowledge the story. Put the message in your own words. Let's see if I have this right. Am I hearing that correctly? Don't push to hard. What would you like to happen? What would you like me to do next? What do you think might be the source of the concern? Prime When You're getting nowhere. Take your best guess at what others may be thinking and feeling.</p>	<p>After exploring others views and it is your turn to talk. Agree Find the points of agreement. Identify what specifically we not in agreement with? Do not dwell on trivial differences. Build Absolutely... I agree ... and in addition I noticed that. If others leave something out agree then build. Compare Rather than suggesting that someone is right and someone is wrong suggest that this is how we might differ. I think I see things differently. Let me describe how.</p>	