

SITUATION

PRINCIPLES & SKILLS

1 Results and Relationships are suffering.

You need to hold a **Crucial Conversation**.

- Identify where you are stuck.
- Unbundle with CPR.

2 You need to initiate a **Crucial Conversation**, or one is evolving.

Start with Heart

Focus on What You Really Want for: you, them, the relationship, and the organization (your long-term results).

3 If you are getting **emotional** or telling **clever stories**.

Master Your “Clever” Stories—Tell the Rest of the Story

Victim Story:

“What am I pretending not to notice about my role in the problem?”

Villain Story:

“Why would a reasonable, rational, decent person do this?”

Helpless Story:

“What should I do right now to move toward what I really want?”

4 If you have a **tough message**, be **honest** and maintain **safety**.

STATE Your Path

Share your Facts: “I noticed ...” “Twice you ...”

Tell your Story: “I’m beginning to wonder if ...” “It seems to me ...”

Ask for Others’ Paths: “How do you see it?” “Help me understand ...”

Talk Tentatively: Own your story and avoid absolutes.

Encourage Testing: “Do you see it differently?”

5 Others are **already in silence or violence** and you missed the early warning signs.

Learn to Look

- For the signs that a conversation is turning crucial.
- For early warning signs of silence and violence.

6 If someone **misunderstands** your intent regarding **Purpose or Respect**.

Contrast

“I **don’t** think/mean/want _____ (their fear/misunderstanding).”

“I **do** think/mean/want _____ (your actual purpose/meaning).”

7 The discussion is going in **circles**. People are **arguing**. You’re beginning a **tough project** or **discussion**.

Create Mutual Purpose

Commit to seek Mutual Purpose.

“Can we look for something we both agree on?”

Recognize the Purpose behind the Strategy.

“Why do you want _____?” “This is why I want _____.”

Invent a Mutual Purpose.

“So, if you get _____ and I get _____, we’re both happy?”

Brainstorm new strategies.

“What ideas do you have?” “I was thinking it may help if ...”

8 If someone else is going to **Silence or Violence**, their full meaning isn’t getting into the Pool.

Explore Other’s Paths

Ask: “I want to know what you think about ...”

Mirror: (Silence) “You seem reluctant. Are you sure you’re OK with it?”

(Violence) “Wow, you seem really upset. What’s up?”

Paraphrase: “So you’re saying _____.”

Prime: “Do you think that _____?”

9 When you’re ready to **Move to Action**.

Move to Action—Determine **Who**, does **What**, by **When**, and how we will **Follow up**.