CRUCIAL CONVERSATIONS IS ONE OF THE MOST POWERFUL AND USEFUL TOOLS I HAVE FOUND.

Mike Miller,
Director of Business Billing, AT&T

crucial conversations®

PRESENTATION SKILL SUMMARY

VitalSmarts®

THE LAW OF CRUCIAL CONVERSATIONS

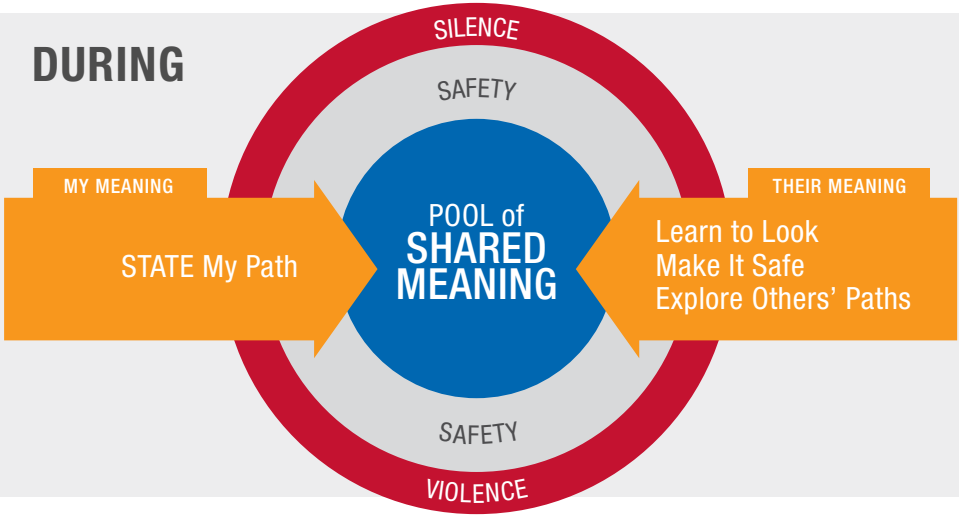
Anytime you find yourself stuck, there's a crucial conversation you're either not holding or not holding well.

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



AFTER

MOVE TO ACTION

Who does What by When
Follow up

	SITUATION	PRINCIPLES & SKILLS
BEFORE	**1** **Results** and **Relationships** are suffering.	You need to hold a **Crucial Conversation.** • Identify where you are stuck. • Unbundle with CPR.
BEFORE	**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).
BEFORE	**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?"
DURING	**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?"
DURING	**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.
DURING	**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)."
DURING	**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 …"
DURING	**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 _____?"
AFTER	**9** When you're ready to **Move to Action.**	**Move to Action**—Determine **Who**, does **What**, by **When**, and how we will **Follow up**.

Crucial Conversations® Tips

Tip One: Get Unstuck Anytime you find yourself stuck, there are crucial conversations you're either not holding or not holding well.

Tip Two: Start with Heart The first step toward better results is a change in heart—which begins when you admit that you may be part of the problem.

Tip Three: Learn to Look Watch for the signs that a conversation is turning crucial. Remember, the sooner you catch problems, the sooner you can return to dialogue.

There's More! To learn the complete Crucial Conversations skill set, attend a Live public workshop in a city near you. Live Online or Online workshops are also available.

To register for a public workshop visit **vitalsmarts.com/events**.

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www.vitalsmarts.com 800.449.5989

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