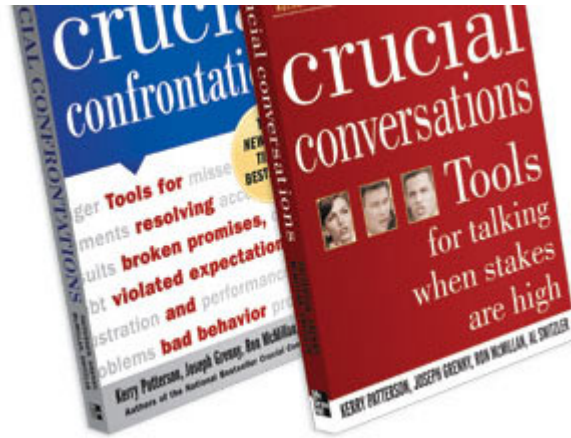


Crucial Conversations: Tools for talking when stakes are high

by Kerry Patterson, Joseph Grenny,
Ron McMillan, and Al Switzler

www.crucialconversations.com



Crucial Conversation (defined)

- A discussion between two or more people where: (1) stakes are high, (2) opinions vary, and (3) emotions run strong

Examples of Crucial Conversations

- Ending a relationship
- Talking to a coworker who behaves offensively or makes suggestive comments
- Asking a friend to repay a loan
- Giving the boss feedback about her behavior
- Approaching a boss who is breaking his own safety or quality policies
- Critiquing a colleague's work
- Asking a roommate to move out
- Resolving custody or visitation issues with an ex-spouse
- Dealing with a rebellious teen
- Talking to a team member who isn't keeping commitments
- Discussing problems with sexual intimacy
- Confronting a loved one about a substance abuse problem
- Talking to a colleague who is hoarding information or resources
- Giving an unfavorable performance review
- Talking to a coworker about a hygiene problem

The Benefits

- Kick start your career
- Improve your organization
- Improve your relationships
- Revitalize your community
- Improve your personal health

When you feel threatened...

- | | |
|------------------|-----------------|
| • <u>Silence</u> | <u>Violence</u> |
| • Masking | Controlling |
| • Avoiding | Labeling |
| • Withdrawing | Attacking |

Start With The Heart

- Work on me first
- Focus on what you really want
 - What do I want for myself? For others? For the relationship?
 - How would I behave if this were what I really wanted?
- Refuse the sucker's choice
 - Choosing between peace and honesty; winning and losing
 - Look for the "and"; the win win

Learn To Look

- Learn to look at content and conditions
- Look for when things become crucial
- Learn to watch for safety problems
- Look to see if others are moving toward silence or violence
- Look for outbreaks of your Style Under Stress

Make It Safe

- Step out
- Decide which condition of safety is at risk
 - Mutual purpose or mutual respect
- Apologize when appropriate
- Contrast to fix misunderstanding
- CRIB (commit, recognize, invent, brainstorm) to get to mutual purpose

Master My Stories

- Retrace your path
 - Get in touch with your feelings
 - Analyze your stories
 - Get back to the facts
 - Watch for clever stories
- Tell the rest of the story
 - Am I pretending? What would a reasonable person do? What do I really want to have happen here?

STATE My Path

- Share your facts
- Tell your story
- Ask for others' paths
- Talk tentatively
- Encourage testing

Explore Others' Path

- Ask
- Mirror
- Paraphrase
- Prime
- Agree
- Build
- Compare

Move To Action

- Decide how to decide
 - Command
 - Consult
 - Vote
 - Consensus
- Finish clearly
 - Determine who does what by when

Final Thoughts

- It's all about practice – practice doesn't make perfect; perfect practice makes perfect
- Turning things into habit
- Remember, start with yourself first
- Focus on what you really want to have happen and act accordingly

Learn more online: www.crucialconversations.com

Some selection quotations from the text...

"As it turns out, you don't have to choose between being honest and being effective. You don't have to choose between candor and your career." (p. 9)

"You know, people have different theories about how to manage their finances, spice up their love lives, or rear their children. In truth, *everyone* argues about important issues. But not everyone splits up. It's *how* you argue that matters." (p. 12)

"The difference between the *best* communities and the *good* or the *worst* is not the number of problems they have. All communities face problems. Once again, the

difference lies in *how* they deal with problems. In the best communities, key individuals and groups find a way to engage in healthy dialogue. They talk through important issues. In contrast, communities that fail to improve play costly games. During community meetings people insult one another, become indignant, and act as if individuals with differing views are sick or deranged. Battles ensue." (p. 13-14)

"Violence is often preceded by prolonged periods of silence." (p. 14)

"To quote Samuel Butler, 'He that complies against his will is of his own opinion still.'" (p. 23)

"Every time we find ourselves arguing, debating, running away, or otherwise acting in an ineffective way, it's because we don't know how to share meaning. Instead of engaging in healthy dialogue, we play silly and costly games." (p. 24)

"When conversations become crucial you'll resort to the forms of communication that you've grown up with – debate, silent treatment, manipulations, and so on." (p. 28)

"Okay, let's assume we need to work on our own personal dialogue skills. Instead of buying this book and then handing it to a loved one or coworker and saying: 'You'll love this, especially the parts that I've underlined for you,' we'll try to figure out how we ourselves can benefit." (p. 29-30)

"Put succinctly, when you name the game, you can stop playing it." (p. 34)

"In order to justify an especially sordid behavior, we suggest that we're caught between two distasteful options. Either we can be honest and attack our spouse, or we can be kind and withhold the truth. Either we can disagree with the boss to help make a better choice – and get shot for it – or we can remain quiet, starve the pool, and keep our job. Pick your poison. What makes these *Sucker's Choices* is that they're always set up as the only two options available. It's the worst of either/or thinking. The person making the choice never suggests there's a third option that doesn't call for unhealthy behavior. For example, maybe there's a way to be honest *and* respectful. Perhaps we can express our candid opinion to our boss *and* be safe. Those offering up a Sucker's Choice either don't think of a third (and healthy) option – in which case it's an honest but tragic mistake – or set up the false dichotomy as a way of justifying their unattractive actions. 'I'm sorry, but I just had to destroy the guy's self-image if I was going to keep my integrity. It wasn't pretty, but it was the right thing to do.'" (p. 38-39)

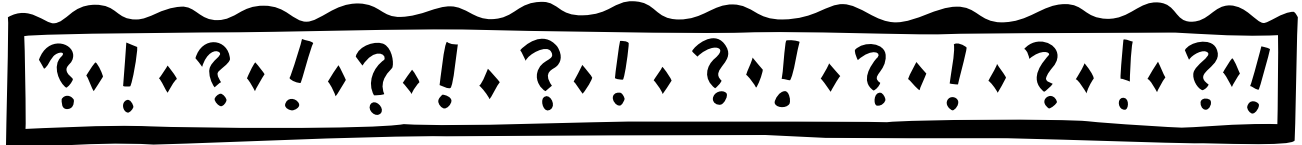
"So what do you look for when caught in the middle of a crucial conversation? What do you need to see in order to catch problems before they become too severe? Actually, it helps to watch from three different conditions: the moment a conversation turns crucial, signs that people don't feel safe (silence or violence), and your own Style Under Stress." (p. 47-48)

"Imagine the magnitude of what we're suggesting here. We're asking you to recode silence and violence as signs that people are feeling unsafe. We're asking you to fight your natural tendency to respond in kind. We're asking you to undo years of practice, maybe even eons of genetic shaping that prod you to take flight or pick a fight." (p. 51)

You're Gotta Read This! Great Books for 2008

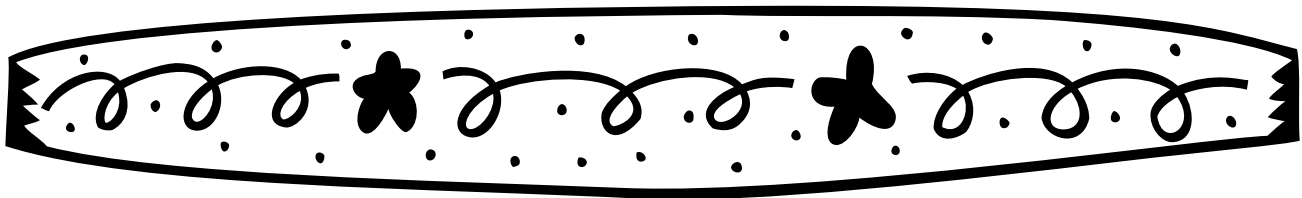
Reviewed by: Karyn Nishimura Sneath, Npower • karyn@npoweryourself.com

Stanier, Michael. (2005). *Get Unstuck & Get Going...on the stuff that matters*
Box of Crayons Press: Toronto, Canada



What's my challenge?

Why is this important?



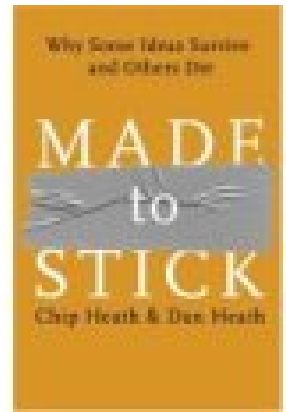
Inspiring Stories

Provocative Quotes

Powerful Models

Made to Stick: Why some ideas survive and others die

By Chip & Dan Heath (2007)



Six Principles of “Sticky” Ideas

Principle 1: SIMPLICITY

- Strip an idea or message down to the core:
 - Southwest Airlines
 - OJ Simpson
 - The Daily Record Newspaper

Practical Application: Chapter or f/s community alumni newsletters

Principle 2: UNEXPECTEDNESS

- “How do we get our audience to pay attention to our ideas, and how do we maintain interest when we need time to get the ideas across? We need to violate people’s expectations.” P. 16
 - Nordstrom’s Customer-Service Zealots (Nordies)

Practical Application: Chapter brand identity (Sig Ep, WSU – circa 1988)

Principle 3: CONCRETENESS

- “Abstraction makes it harder to understand an idea and to remember it. It also makes it harder to coordinate our activities with others who may interpret the abstraction in very different ways. Concreteness helps us avoid these problems.”
 - Famous Brown Eyes, Blue Eyes Exercise (Jane Elliott’s 1968 lesson to her third graders on prejudice)

Practical Application: Exemplifying fraternal values

Principle 4: CREDIBILITY

- External credibility – renowned experts or celebrities (i.e. having a famous alumna say that her sorority experience was a critical factor in her professional success).
- Internal credibility – surprising statistics, compelling details
 - Wendy's "Where's the Beef?" campaign

Practical Application: DWYSYWD

Principle 5: EMOTIONS

- "If I look at the mass, I will never act. If I look at the one, I will." – Mother Teresa, p. 165
 - Homelessness

Practical Application: AFA and AFA Foundation Recognition Luncheon sponsored by ALSAC/St. Jude's Research Hospital

Principle 6: STORIES

Stories help us learn through:

- Connecting us to others.
- Bridging differences and recognizing similarities among people.
- Developing shared culture and meaning.
- Making sense of what happens to us.
- Providing a rich source of knowledge for learning.
- Communicating emotions.
 - The Gym Girls

Practical Application: Seniors who still have a chapter responsibility to recruit more members into the chapter.

Example using the S.U.C.C.E.S.S. Model, p. 222

- **SIMPLICITY** – Eat subs and lose weight.
- **UNEXPECTEDNESS** – A guy lost a lot of weight by eating fast food.
- **CONCRETENESS** – Think of the oversized pants, the massive loss of girth, the diet composed of particular sandwiches.
- **CREDIBILITY** – The guy who wore 60-inch pants is giving us *diet advice*.
- **EMOTIONS** – You root for an ordinary guy, not a celebrity.
- **STORIES** – It's an inspiring tale to make us want to do the same.

You've Gotta Read This One for 08!
Reviewed by Karyn Nishimura Sneath, Npower – Karyn@npoweryourself.com

Emotionally Intelligent Leadership

A Guide for College Students

Marcy Levy Shankman, Scott Allen

Foreword by

Susan R. Komives

Chapter Overview

Part One:	Consciousness of Context
2	Environmental Awareness
3	Group Savvy
Part Two:	Consciousness of Self
4	Emotional Self-Perception
5	Honest Self-Understanding
6	Healthy Self-Esteem
7	Emotional Self-Control
8	Authenticity
9	Flexibility
10	Achievement
11	Optimism
12	Initiative
Part Three:	Consciousness of Others
13	Empathy
14	Citizenship
15	Inspiration
16	Influence
17	Coaching
18	Change Agent
19	Conflict Management
20	Developing Relationships
21	Teamwork
22	Capitalizing on Difference
23	Developing Emotionally Intelligent Leadership

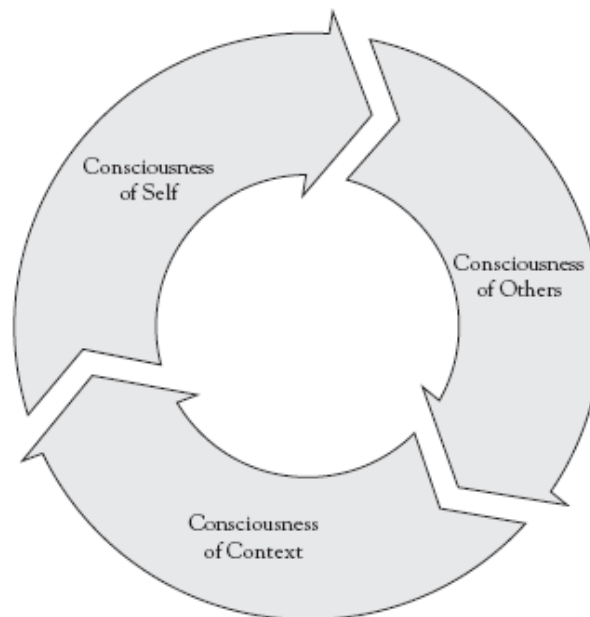
Background to the book...

Authors' Knowledge + Leadership Authorities + College Students



Transformational Leadership
Situational Leadership
Contingency Theory
Leader-member Exchange and Emotional Intelligence
Authentic Leadership Development
Positive Psychology
Organizational Culture
Organizational Behavior
John Gardner
Howard Gardner
Ron Heifetz
The Higher Education Research Institute
Joseph Rost

Three Core Facets of *EIL*...



“You’ve Gotta Read This! Great Books for 2008”

AFA Annual Meeting

Cobb · McRee · Nishimura Sneath

Great Books Recommendations from Program Participants

BOOK	AUTHOR
College Student Death	Dr. Rosa Cintron
Connecting to the Net Generation	NASPA
Eat, Pray, Love	Sandra O’Connor
Orbiting the Giant Hairball	Gordon McKenzie
The Starbucks Experience	
The 360 Leader – leading from anywhere in your organization	J. Maxwell
Take Steps with a Purpose	Eric Latham
Into the Wild	
BE	A.C. Ping
Discover Your Strengths	Gallup
The Radical Leap	Steve Farber
The Radical Edge	Steve Farber
Knock ‘Em Dead	
Job One	
The Education of Character	Dr. Will Keim
Confucius Lives Next Door	T.R. Reid
The Artist’s Way	Julie Cameron
Hope in the Unseen	
A Long Way gone – Memories of a Boy Soldier	Ishmael Beah
Born Losers: a History of Failure in America	Scott Sandage
100 Semesters	
Marketing to Women	Marti...
The Dip	Seth Godin
Fast Company Magazine	
College of the Overwhelmed	
Confessions of a Recruiting Director	
Leading in a Culture of Change	Michael Follan
The Eighth Habit	Stephen Covey
My Sister’s Keeper	Jodi Picoult
Teammates	David Halberstam
Chloe does Yak	
I am Charlotte Simmons	Tom Wolfe
Who Moved My Cheese	Spencer Johnson

Son of the Rough South	
Me Generation	Jeane Twenge
Sundown Towns	James Loewen
Blue Like Jazz	
Binge	Barrett Seaman
The Tipping Point: How Little Things Can Make a Big Difference	Malcolm Gladwell
Money Book for the Young, Fabulous, and Broke	Suze Orman

OTHER

- <http://www.edmunds.com/advice/buying/articles/42962/article.html>
- Fraternal Law Newsletter
- USA Today Campus coverage – free weekly newsletter with articles focused on college students

Interesting Book Swap Sites

(Be "green" and save yourself some money!)

- BookMooch
- Bookins.com

"Our" Book Swap Group

Here's the easiest way I can think of doing this...while still making it super easy.

1. Create a Word document with the 10 books you're willing to swap with your name and mailing address.
2. Join the Google Groups – AFA Book Swappers
 - a. (You may have to get a gmail account – sorry)
3. Upload your list of 10 books.
4. Contact others with the books you want to trade – or just ship to them if they want it but aren't interested in your book.
5. Continue the for a year and re-evaluate

Thanks for trying out the experiment!
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