

THE LAW OF CRUCIAL CONVERSATIONS

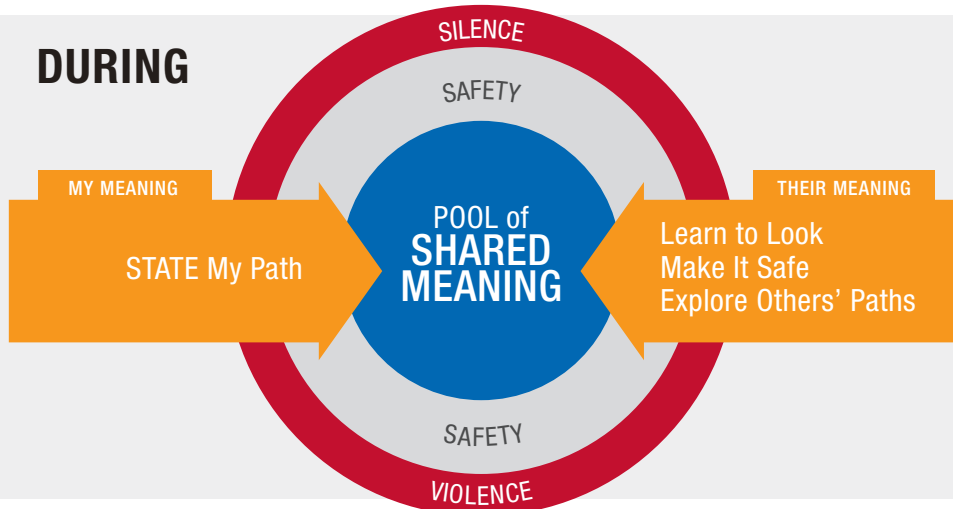
Anytime you find yourself stuck, there's a crucial conversation you're either not holding or not holding well.

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

BEFORE

DURING

AFTER

SITUATION	PRINCIPLES & SKILLS
1 Results and Relationships are suffering.	You need to hold a Crucial Conversation . <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 .

