Crucial Conversations E- Learning Series

Learning Sessions

• How to get unstuck
• Work on me first
• Start with heart
• Pool of shared meaning
• Master my stories
• My style under stress
• STATE my path
• MAKE IT SAFE
• EXPLORE OTHERS’ PATH

Touchstones

1. Participation/interaction
2. Post initial reaction about videos in text box
3. Creative spelling is allowed
4. Reply to all participants
5. We are all learning
6. Welcome questions/feedback
7. Relax and make it fun
8. Complete assessments and evaluation
THE LIMITING FACTOR OF ALL COMMUNICATION IS NOT THE RISKINESS OF THE MESSAGE YOU WANT TO SHARE, BUT HOW SAFE YOU CAN HELP OTHERS FEEL HEARING THAT MESSAGE.

Kerry Patterson
Make It Safe

People rarely become defensive about *what* you’re saying *(the content)*.

People become defensive because of *why* they think you’re saying it *(your intent)*.
When You Notice Safety Is at Risk:

• **Step out of the content.** Stop talking about the issue and address the safety concerns.

• **Rebuild Safety.**
  - Mutual Purpose: You believe that I care about your goals and vice versa.
  - Mutual Respect: You believe that I care about you as a person and vice versa.

• **Then step back in.**
RESPECT IS LIKE AIR.

You don’t really notice it until it’s not there—and then it’s all you notice.

But what if you don’t respect the other person?
## Tools for Rebuilding Safety

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Skill #1: Apologize When Appropriate

When respect is violated, apologizing is the first step back toward dialogue.
Skill #2: Contrast to Address Misunderstandings

When others misunderstand you, step out of the content and rebuild safety using a skill called *contrasting*.

Let’s take a look at how this might work . . .
For Example

You’re in a project meeting and you’re concerned about Toni’s part of the project because Toni’s working with vendors who have been unreliable in the past. You say, “I think Toni’s piece is at risk.”

Toni comes back with a defensive, “Hey—you don’t always make your deadlines either, you know!”

• What just happened?
• What was your intent?
• What does Toni think about your intent?
Contrasting: A Don’t/Do Statement

In the “don’t” half of your statement, answer:

- How might others mistake my purpose?
- How might they feel disrespected?

In the “do” half of your statement, answer:

- What is my real motivation?
- How do I really feel about the other person?
When to Use Contrasting

Only use it if you believe your intentions have been misunderstood. If there’s no misunderstanding, there’s no need to contrast.

Don’t use it to “soften the blow” when delivering a difficult message. Use it as a clarification tool in two instances:

- **In the moment.** When you notice others becoming defensive due to a misunderstanding.

- **Up front.** If you believe there is a high likelihood that the other person will misunderstand your intent.

Let’s watch both cases . . .
Contrasting in the Moment

Let’s return to Rick and Melanie—watch as Rick steps out of the content and uses both an apology and contrasting to restore safety.
Contrasting Up Front

Let’s watch Jackie approach a conversation with Cragun, her direct report. She uses contrasting up front to start with safety.
In Summary: Make It Safe

In order to maintain mutual purpose and mutual respect, use two skills to restore safety.

Skill #1: Apologize When Appropriate

Skill #2: Contrast to Address Misunderstandings
WHEN OTHERS FEEL RESPECTED AND TRUST YOUR MOTIVES, THEY LET THEIR GUARD DOWN AND BEGIN TO LISTEN.

Al Switzler
Skill: Create Mutual Purpose

Repairing violations of Mutual Purpose requires a change of heart. Switch from digging in or giving in to creating a Mutual Purpose.
The Debate
Let’s watch Bruce and Melanie debate the need for increasing head count. What does it seem like each wants?
Take Four Steps to Create Mutual Purpose:

- Commit to seek Mutual Purpose
- Recognize the purpose behind the strategy
- Invent a Mutual Purpose
- Brainstorm new strategies
Commit to Seek Mutual Purpose

The first step to breaking an impasse is to commit to seek the interest of others.

- Point out that you are at cross-purposes.
- Commit to search for a goal that will benefit both of you.

For example . . .
Commit to Seek Mutual Purpose

“It appears we’re at an impasse. I’d like to see if we can come up with some shared goals.”

“This doesn’t seem to be working. Let’s see if we can come up with some common objectives.”

“It seems like we’re stuck here. Why don’t we spend some time looking for something that will satisfy both of us?”
Recognize the Purpose Behind the Strategy

We often find ourselves at cross-purposes because we confuse purpose and strategy.

What’s the difference between purpose and strategy?
Recognize the Purpose Behind the Strategy

Find the purpose by asking others *why* they want what they want and getting both of your meaning into the pool.

For example:

- “Help me understand where you’re coming from.”
- “What are you trying to achieve?”
- “Why is it you want_____________?”
Invent a Mutual Purpose

If you discover that your purposes are at odds:

- See if you can combine both purposes into a Mutual Purpose.
- If this isn’t obvious, look for a higher-level or longer-term purpose.

For example . . .
Invent a Mutual Purpose

“So, if we can get the project finished on time AND within the existing budget, we'll both be satisfied—right?”

“I want to spend our discretionary fund to redo our branding. You’re interested in funding additional R&D. What we both want is to have the best long-term impact on our division’s financial goals. With that in mind, I’m fine putting off rebranding if it's in the best long-term interest of the division.”
Brainstorm New Strategies

If you’ve found a Mutual Purpose, you now have the safety required to join forces and brainstorm mutually satisfactory strategies.
In Summary: Create Mutual Purpose

When mutual purpose is at risk, take four steps to establish mutual purpose:

- Commit to seek Mutual Purpose
- Recognize the purpose behind the strategy
- Invent a Mutual Purpose
- Brainstorm new strategies
THE BEST PREDICTOR OF YOUR ABILITY TO GET TO DIALOGUE IS THE AMOUNT OF CURIOSITY YOU BRING TO THE CONVERSATION.

Joseph Grenny

Explore Others’ Paths

HOW TO LISTEN WHEN OTHERS BLOW UP OR CLAM UP
Learn to help others leave silence and violence behind and join you in dialogue by retracing their Path to Action.
I’d Like to Hear from You

When we ask people for their views, we need to be genuinely interested in what they have to say. Watch as Danor, a healthcare worker, tries to encourage Charan, a patient, to share his concerns.
SEEK THE TRUTH, NOT to disprove others’ point of view.
Explore with Added AMPPs

The power-listening skills we’ll use to explore others’ paths are captured in the acronym AMPP:

**Ask**

**Mirror**

**Paraphrase**

**Prime**
Ask to Get Things Rolling

What if people shut down?

- Invite them to share their thoughts and feelings.
- Show genuine interest—it helps people feel less need to use silence or violence.
Mirror to Confirm Feelings

When people say one thing but their nonverbals say something else, it can help to hold a mirror up to what it seems like they’re feeling.

“You’re saying X, but your tone of voice and posture say Y.”

- Mirroring sends the message: “I’m interested in you. I want to hear what’s really going on.”
Paraphrase to Acknowledge the Story

To build additional safety, restate in your own words what you just heard.

- Don’t parrot; restate in your own words.
  
  “Let’s see if I’ve got this right. You came in sometime around noon, but . . .”

- How does paraphrasing make it safe for the other person to speak up?
Prime When You’re Getting Nowhere

If people still feel unsafe, take a guess at why they’re feeling what they’re feeling.

- Don’t show alarm. Make it safe to agree with your guess.
  
  “Is it something that I’ve done that has you upset?”

- Send a message that says: “It’s okay to share what you’re really thinking and feeling. I won’t be offended.”

- To make this work, you must be sincere.
AMPP for Violence as Well as Silence

Michelle is angry with her peer Melanie. She’s upset about what just took place in a meeting. Watch as Melanie uses her AMPP skills to deal with violence.
In Summary: Explore Others’ Paths

HELP OTHERS LEAVE SILENCE OR VIOLENCE AND JOIN YOU IN DIALOGUE WITH THE AMPP SKILLS

• Ask to get things rolling
• Mirror to confirm feelings
• Paraphrase to acknowledge the story
• Prime when you’re getting nowhere
Skills Assessment Getting Unstuck
Crucial Conversations: Tools for talking when stakes are high

Instructional Design

- Sixteen hours of classroom time—two consecutive days or spaced–learning format
- Original video clips of “before” and “after” situations
- Extensive in-class practice and group participation to help build skills
- Application to real individual, team, and organizational issues
- Video-based instruction from the *New York Times* bestselling authors of *Crucial Conversations: Tools for Talking when Stakes are High*
- Post-training tools to help continue and progress learning
Participant Materials

- Participant Toolkit
- Copy of *Crucial Conversations: Tools for Talking when Stakes are High*
- Audio Companion
- Model Cards
- Post-training online learning tools
Skills Rehearsal

Deliberate Practice

Instructor Training
Crucial Conversations Instructor Training
April 21-22, Indianapolis

Cost $375
Approved Professional Development for Purdue Faculty and Extension Staff

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The Power of One