



CRUCIAL

CONVERSATIONS

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# CRUCIAL CONVERSATION

01 Strong opinions

02 High stakes

03 High emotions

Examples:

- Ending a relationship
- Asking a friend to repay a loan
- Giving an unfavourable performance review
- Asking a roommate to move out
- Telling a friend they have bad BO

# ORGANISATION PERFORMANCE

Predict with nearly 90% accuracy which projects will fail, months or years in advance.

The predictor: Could its team members hold 3 specific crucial conversations.

- 1) Would they speak up if they thought the scope and schedule were unrealistic?
- 2) Did they go silent when a cross-functional team member began sloughing off?
- 3) What did they do when an executive failed to provide leadership for the effort?



# ORGANISATION PERFORMANCE

Companies with employees who are skilled at crucial conversations:

- Respond 5 x faster to financial downturns.
- 2/3 more likely to avoid injury and death due to unsafe conditions.
- Save over \$1500 and an 8-hr workday for every crucial conversation employees hold rather than avoid.

The more important a message, the quicker it needs to be communicated.

Truth is what drives improvement.







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# PRINCIPLES

- 01 Start with the heart
- 02 Learn to look
- 03 Make it safe
- 04 Master my story
- 05 State my path
- 06 Explore others paths
- 07 Moving to action



# START WITH THE HEART

What do I really want for myself, for the other person, for the relationship?

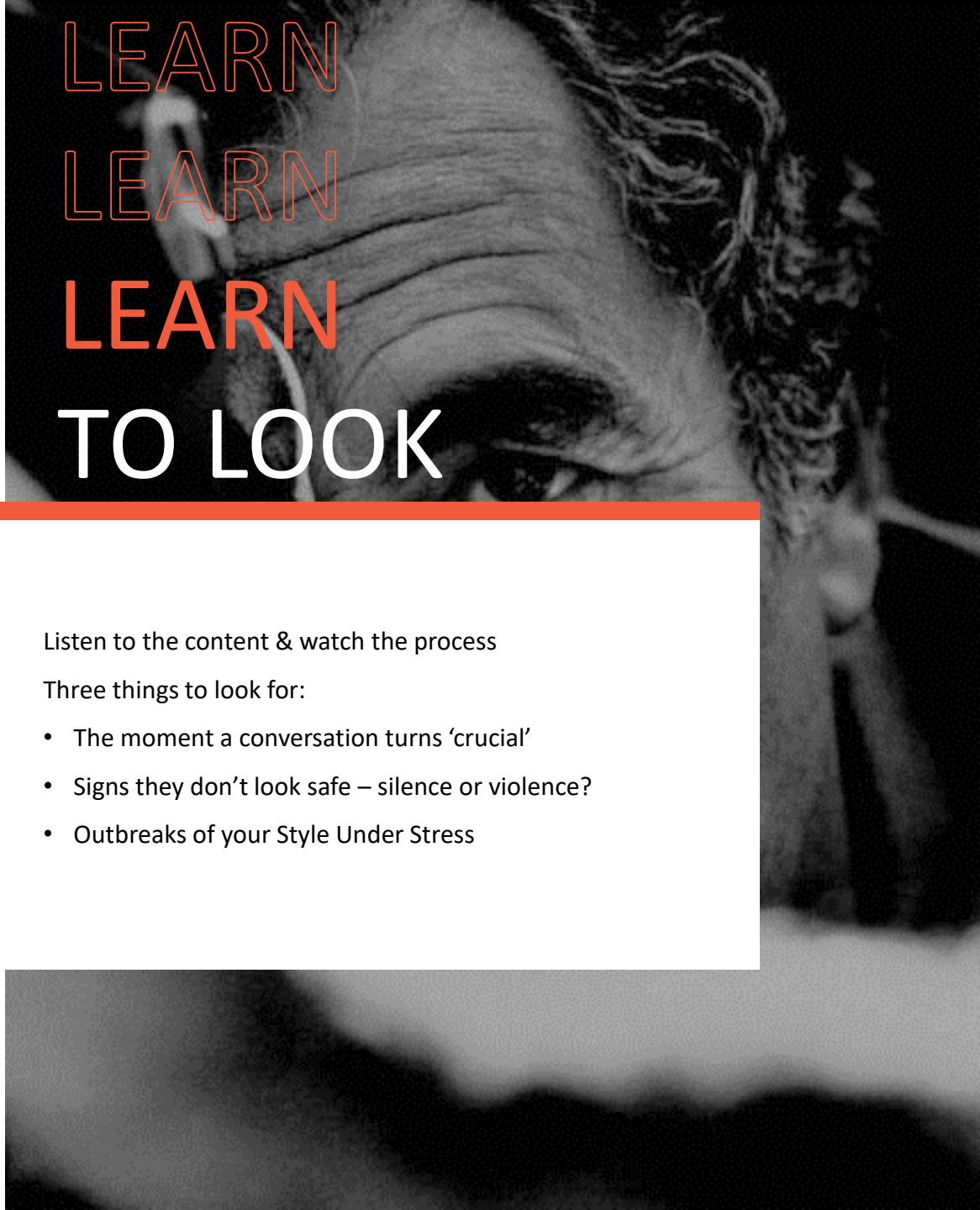
What do I really not want?

Does my behaviour match my motives?

*Stay focused!*

OUR LIVES BEGIN TO END THE  
DAY WE BECOME SILENT ABOUT  
THINGS THAT MATTER

MARTIN LUTHER KING JR



LEARN  
LEARN  
LEARN  
TO LOOK

Listen to the content & watch the process

Three things to look for:

- The moment a conversation turns 'crucial'
- Signs they don't look safe – silence or violence?
- Outbreaks of your Style Under Stress

Reassure that you care about them!

Do we have a mutual purpose?

Do we have a mutual respect for one another?

Tips:

- Apologise when appropriate.
- 'Contrast' to fix the misunderstanding – 'don't' & 'do' believe.
- Create a mutual purpose.

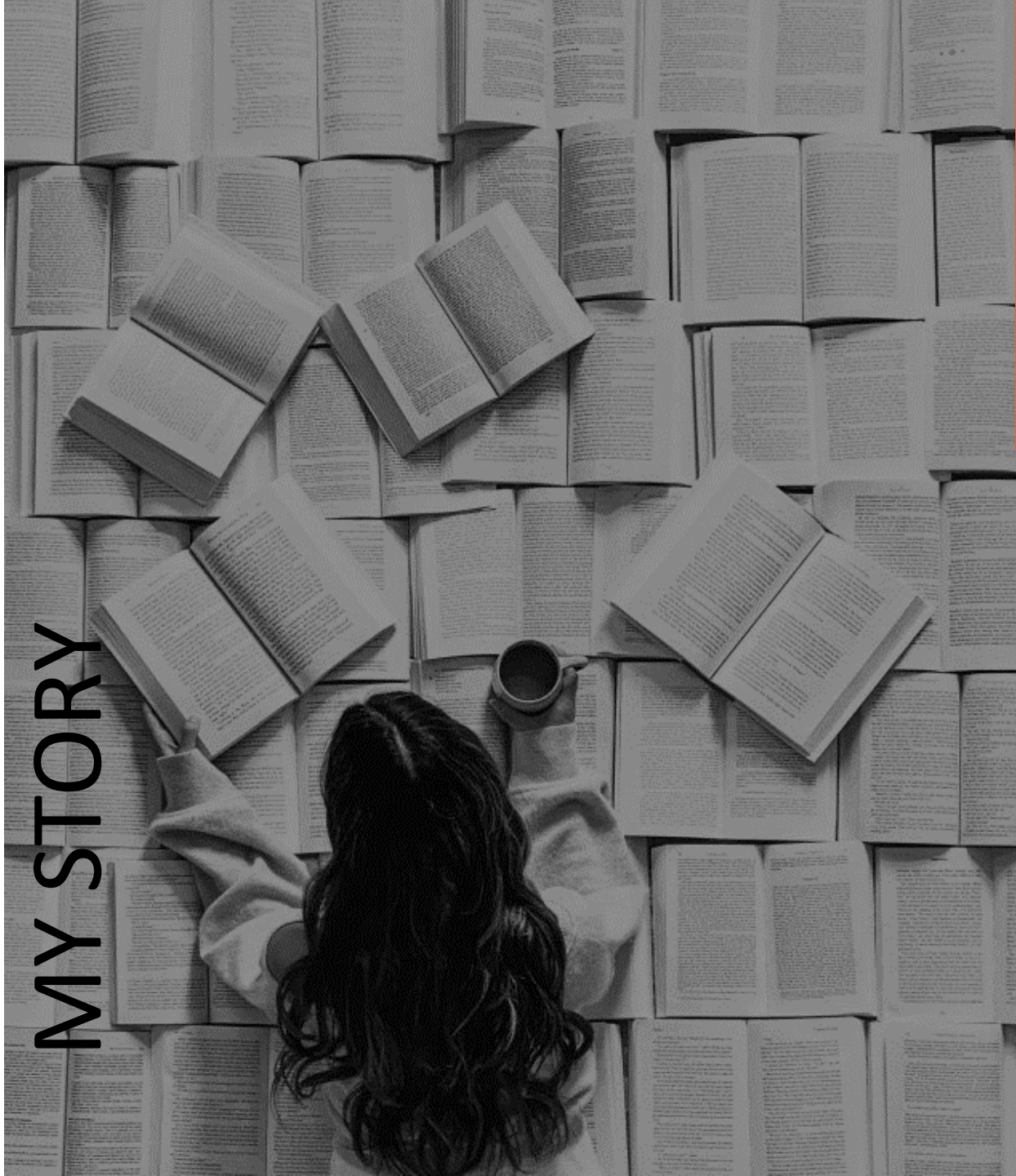
MAKE IT  
SAFE





# MASTER

## MY STORY



We tell our story – take charge of your emotion!

The power to choose our response.

The Victim Story – “It’s Not My Fault”

The Villain Story – “It’s All Your Fault”

Helpless Stories – “There’s Nothing Else I Can Do”

Viktor Frankl - “Everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one's own way.”

Viktor Frankl – “Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

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HARE YOUR FACTS

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MY PATH



I CAN WIN AN ARGUMENT ON ANY TOPIC,  
AGAINST ANY OPPONENT. PEOPLE KNOW  
THIS, AND STEER CLEAR OF ME AT PARTIES.  
OFTEN, **AS A SIGN OF THEIR GREAT RESPECT,**  
THEY DON'T EVEN INVITE ME

DAVE BARRY



Tools to help make it safe for others to share:

- Ask to get things rolling
- Mirror to confirm feelings
- Paraphrase to acknowledge the story
- Prime when you're getting nowhere

“One of the best ways to persuade others is with your ears – by listening to them”.





# MOVING TO ACTION



Have clear expectations about how decisions will be made. **EMOTIONALLY** connected, willing and committed!

Summarise all the key takeaways with clear expectations:

- Make assignments – “Everybody’s business is nobody’s business”
- Deliverables
- Deadline
- How will you follow up?