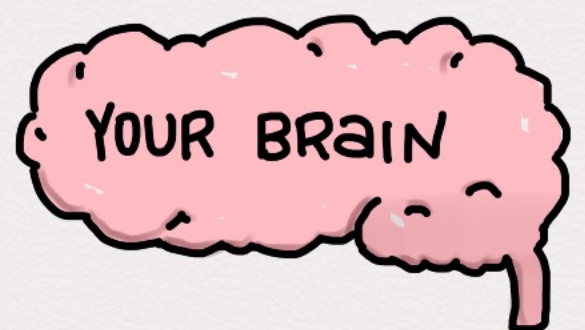


crucial conversations

TOOLS FOR TALKING WHEN STAKES ARE HIGH
 SKETCHNOTES BY JAN 2018
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RE-ENGAGE



OPTIONS

- 1 AVOID THEM
- 2 HANDLE POORLY
- 3 HANDLE WELL

DIALOGUE

di·a·logue (dī'ə-lôg') n
 The free flow of meaning between two or more people.

POOL OF SHARED MEANING

BEST DIALOGUE RESULTS IN EVERYONE CONTRIBUTING TO MAKE THE SMARTEST DECISIONS

MEASURE OF A GROUP'S IQ



- WHAT DO I REALLY WANT FOR MYSELF?
- WHAT DO I REALLY WANT FOR OTHERS?
- WHAT DO I REALLY WANT FOR THE RELATIONSHIP?
-
- HOW WOULD I BEHAVE IF I REALLY WANTED THESE?

DON'T ENTERTAIN A FOOL'S CHOICE

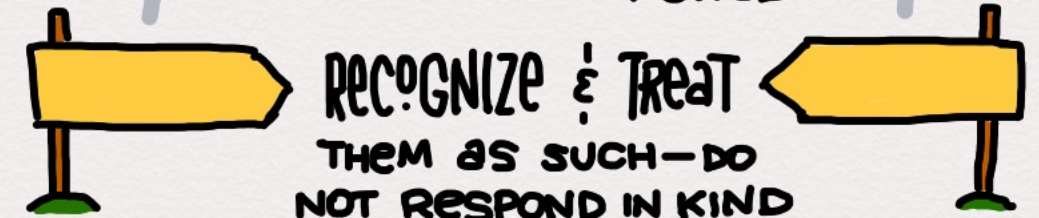
BE 100% HONEST OR PRESERVE A RELATIONSHIP

- 1 CLARIFY WHAT YOU REALLY WANT
- 2 CLARIFY WHAT YOU DON'T WANT
- 3 CONSIDER A MORE COMPLEX PROBLEM

ME FIRST US SECOND
 seek to change



THESE ARE SIGNS THAT SAFETY HAS SUFFERED



LEARN TO LOOK



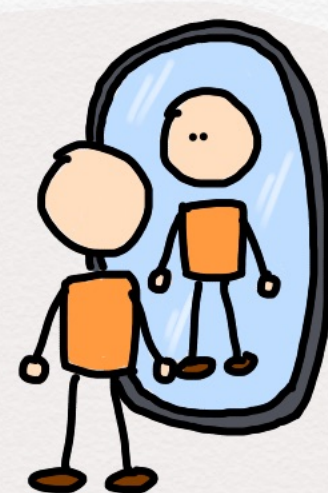
WATCH FOR SIGNS THAT A CONVERSATION HAS BECOME CRUCIAL

SAFETY

- PHYSICAL
- EMOTIONAL
- BEHAVIORAL

Style UNDER STRESS

RECOGNIZE HOW YOU RESPOND IN A CHARGED SITUATION



YOU MUST BECOME A VIGILANT SELF-MONITOR

People rarely become defensive because of what you're saying. They only become defensive when they no longer feel safe. The problem is not the content of your message, but the condition of the conversation.

MAKE IT safe

THEN YOU CAN TALK ABOUT ANYTHING



WHEN YOU NOTICE THAT CONDITIONS DETERIORATE, ADDRESS THOSE BEFORE CONTINUING TO DISCUSS

RESTORE SAFETY

crucial conversations

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RESPECT is like AIR
NO ONE THINKS OF IT UNLESS IT'S GONE AND THEN IT'S ALL ANYONE THINKS OF

TWO SAFETY CONDITIONS

MUTUAL PURPOSE

THE ENTRANCE CONDITION

DEBATE DEFENSIVENESS HIDDEN AGENDAS
CIRCLING BACK ACCUSATIONS

- DO OTHERS BELIEVE I CARE ABOUT THEIR GOALS IN THIS CONVERSATION?
- DO THEY TRUST MY MOTIVES?

MUTUAL RESPECT

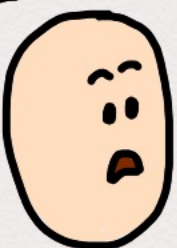
THE CONTINUANCE CONDITION

EMOTIONS POUTING NAME-CALLING THREATS
YELLING

- DO OTHERS BELIEVE I RESPECT THEM?

RESPECT ≠ AGREE

SKILLS



I'M SORRY

WHEN YOU HAVE VIOLATED RESPECT, CHANGE YOUR MOTIVES, FOCUS ON WHAT YOU REALLY WANT AND

Apologize

2

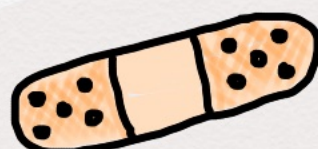
CONTRAST

FOR WHEN OTHERS MISINTERPRET YOUR PURPOSE OR YOUR INTENT

[DON'T] / DO STATEMENT

ADDRESSES CONCERNS THAT YOU LACK RESPECT OR HAVE A MALICIOUS PURPOSE

CONFIRMS YOUR RESPECT OR CLARIFIES YOUR REAL PURPOSE



FIX OR PREVENT PROBLEMS

3

CREATE A MUTUAL PURPOSE

C

OMMIT TO SEEK MUTUAL PURPOSE

R

ECOGNIZE PURPOSE BEHIND STRATEGY

I

NVENT A MUTUAL PURPOSE

B

RAINSTORM NEW STRATEGIES

EMOTIONS

- ① ONLY YOU CREATE THEM
- ② ACT ON THEM OR BE ACTED ON

crucial conversations

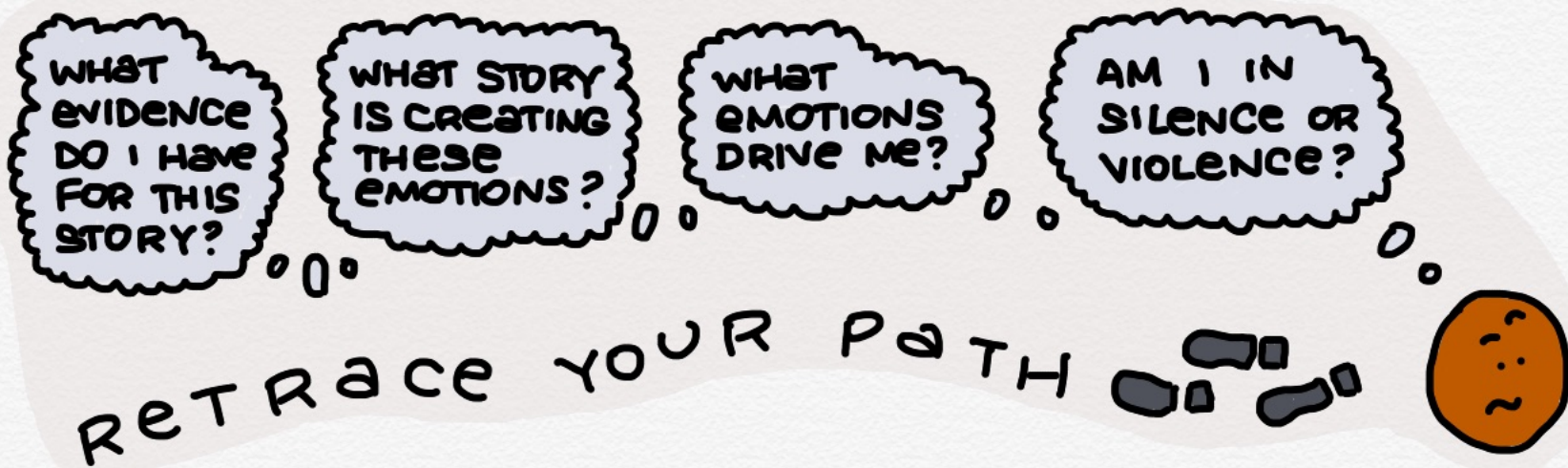
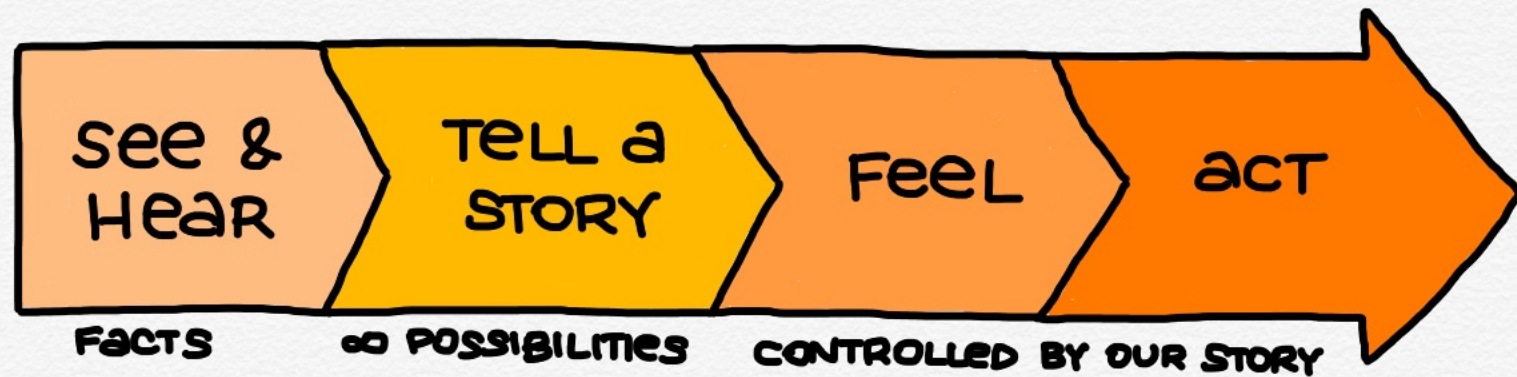
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3 "CLEVER" STORIES

- 1 VICTIM "IT'S NOT MY FAULT"
- 2 VILLIAN "IT'S ALL YOUR FAULT"
- 3 HELPLESS "THERE'S NOTHING ELSE I CAN DO"

MASTER YOUR STORIES

THE PATH TO ACTION



- 1 TURN VICTIMS INTO ACTORS
AM I PRETENDING NOT TO MY ROLE IN THE PROBLEM?
- 2 TURN VILLIANS INTO HUMANS
WHY WOULD A REASONABLE PERSON ACT THIS WAY?
- 3 TURN THE HELPLESS INTO ABLE
WHAT DO I REALLY WANT? HOW WOULD I ACT IF I REALLY WANTED IT?

WHAT SKILLS

HOW SKILLS

SHARE YOUR FACTS

TELL YOUR STORY

ASK FOR OTHERS' PATHS

TALK TENTATIVELY

ENCOURAGE TESTING

How to share a tough message or prevent pushing too hard

EXPLORE



OTHERS' PATHS

HELP OTHERS LEAVE
SILENCE/VIOLENCE
AND SHARE THEIR
STORIES

ASK
MIRROR
PARAPHRASE
PRIME

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WHEN YOU REPLY

A B C
AGREE BUILD COMPARE

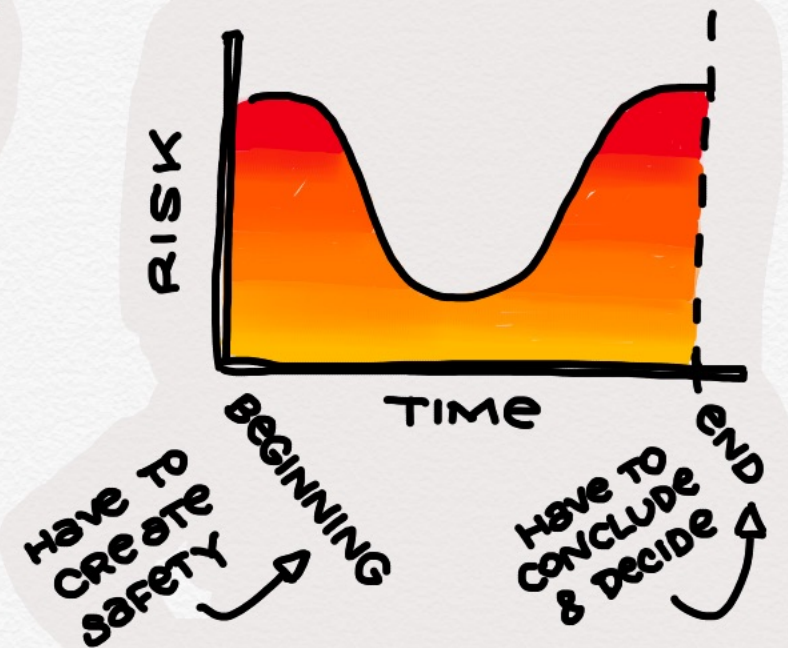


LOOK FIRST FOR AREAS OF AGREEMENT,
THEN ADD YOUR ADDITIONAL PERSPECTIVE
AND THEN EXPLORE YOUR DIFFERENCES
RECOGNIZE THAT YOU MIGHT BE WRONG!

DIALOGUE

≠

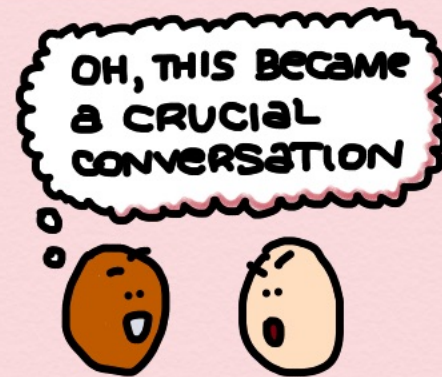
DECISION MAKING



A CRUCIAL CONVERSATION

HOW TO PUT IT ALL TOGETHER

1 LEARN TO LOOK
- ARE WE IN OR OUT
OF DIALOGUE?



2 MAKE IT SAFE
- DO WHATEVER YOU THINK OF

PREPARE

TAKE TIME BEFORE CONVERSATIONS YOU
KNOW WILL BE CRUCIAL TO REVIEW SKILLS

• [DECIDE HOW TO DECIDE] •

1 2 3 4
COMMAND CONSULT VOTE CONSENSUS

INCREASED INVOLVEMENT, COMMITMENT, INEFFICIENCY

FINISH WHO does WHAT BY WHEN SET FOLLOW-UP DATE AND THEN HOLD PEOPLE ACCOUNTABLE