

# THE LAW OF CRUCIAL CONVERSATIONS

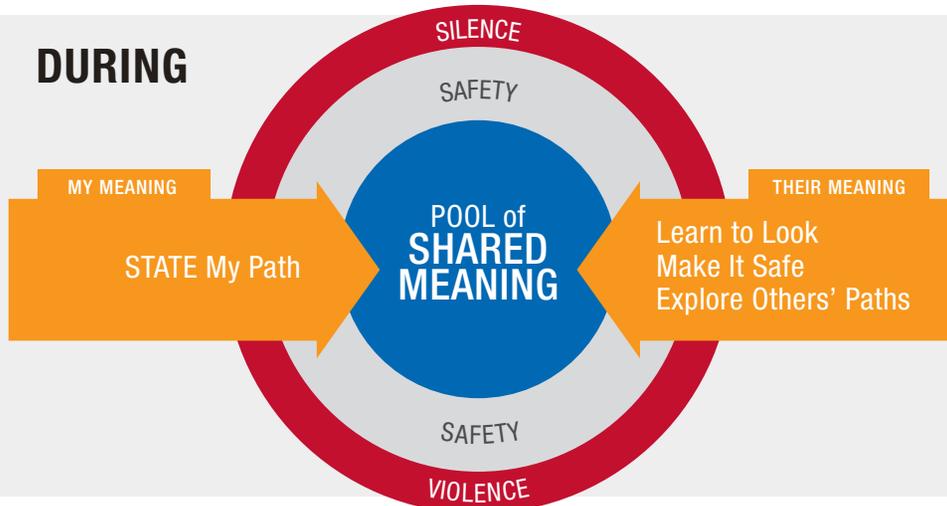
*Anytime you find yourself stuck, there's a crucial conversation you're either not holding or not holding well.*

**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
<b>1</b> Results and Relationships are suffering.	You need to hold a <b>Crucial Conversation</b> . <ul style="list-style-type: none"> <li>Identify where you are stuck.</li> <li>Unbundle with CPR.</li> </ul>
<b>2</b> You need to initiate a <b>Crucial Conversation</b> , or one is evolving.	<b>Start with Heart</b> <b>Focus on What You Really Want</b> for: you, them, the relationship, and the organization (your long-term results).
<b>3</b> If you are getting <b>emotional</b> or telling <b>clever stories</b> .	<b>Master Your "Clever" Stories—Tell the Rest of the Story</b> <b>Victim Story:</b> "What am I pretending not to notice about my role in the problem?" <b>Villain Story:</b> "Why would a reasonable, rational, decent person do this?" <b>Helpless Story:</b> "What should I do right now to move toward what I really want?"
<b>4</b> If you have a <b>tough message</b> , be <b>honest and</b> maintain <b>safety</b> .	<b>STATE Your Path</b> <b>Share your Facts:</b> "I noticed ..." "Twice you ..." <b>Tell your Story:</b> "I'm beginning to wonder if ..." "It seems to me ..." <b>Ask for Others' Paths:</b> "How do you see it?" "Help me understand ..." <b>Talk Tentatively:</b> Own your story and avoid absolutes. <b>Encourage Testing:</b> "Do you see it differently?"
<b>5</b> Others are <b>already in silence or violence</b> and you missed the early warning signs.	<b>Learn to Look</b> <ul style="list-style-type: none"> <li>For the signs that a conversation is turning crucial.</li> <li>For early warning signs of silence and violence.</li> </ul>
<b>6</b> If someone <b>misunderstands</b> your intent regarding <b>Purpose or Respect</b> .	<b>Contrast</b> "I <b>don't</b> think/mean/want _____ (their fear/misunderstanding)." "I <b>do</b> think/mean/want _____ (your actual purpose/meaning)."
<b>7</b> The discussion is going in <b>circles</b> . People are <b>arguing</b> . You're beginning a <b>tough project or discussion</b> .	<b>Create Mutual Purpose</b> <b>Commit to seek Mutual Purpose.</b> "Can we look for something we both agree on?" <b>Recognize the Purpose behind the Strategy.</b> "Why do you want _____?" "This is why I want _____." <b>Invent a Mutual Purpose.</b> "So, if you get _____ and I get _____, we're both happy?" <b>Brainstorm new strategies.</b> "What ideas do you have?" "I was thinking it may help if ..."
<b>8</b> If someone else is going to <b>Silence or Violence</b> , their full meaning isn't getting into the Pool.	<b>Explore Other's Paths</b> <b>Ask:</b> "I want to know what you think about ..." <b>Mirror:</b> (Silence) "You seem reluctant. Are you sure you're OK with it?" (Violence) "Wow, you seem really upset. What's up?" <b>Paraphrase:</b> "So you're saying _____." <b>Prime:</b> "Do you think that _____?"
<b>9</b> When you're ready to <b>Move to Action</b> .	<b>Move to Action</b> —Determine <b>Who</b> , does <b>What</b> , by <b>When</b> , and how we will <b>Follow up</b> .

