

### Crucial Confrontations by Patterson, Grenny, McMillan, Switzler

- 💡 I avoid poorly handled disagreements - which lead to poor decisions, strained relationships and disastrous results
- 💡 I constantly improve the way that I handle failed promises, disappointments and other performance gaps
- 💡 I always speak openly and honestly with candor and respect - to resolve problems and enhance relationships
- 💡 I exert influence effectively by holding others accountable in a way that makes them feel good about themselves
- 💡 I avoid awkward silence and embarrassing violence in discussions
- 💡 I am present with others; listening empathetically and building on their ideas
- 💡 I employ policies, systems and programs to strengthen already established practices of communicating effectively with others
- 💡 I master my emotions; describing problems in ways that don't cause defensiveness and making tasks both motivating and easy
- 💡 I manage my body language; always communicating respect, interest, support and empathy
- 💡 I always end discussions gracefully; always leaving the environment ready for continued and productive communication
- 💡 I can only really ever change myself
- 💡 I choose my words and the way I deliver them carefully - to avoid defensiveness in others
- 💡 I clear my thinking before I communicate with others
- 💡 I take time to identify and properly unbundle problems to ensure that I'm dealing with the right one (that bothers me most; stated concisely) in the right way (Content, Pattern, Relationship)
- 💡 I focus on intentions (what came before) and consequences (what comes after) to determine the full scope of a problem
- 💡 I reflect constantly on what I want for myself, for the other person and for the relationship
- 💡 I discern the difference between defaulting to silence and carefully considering whether to engage
- 💡 I improve my influence skills regularly - choosing to and engaging more effectively more often
- 💡 I speak and act consistently in order to build credibility and security with others
- 💡 I set expectations in a way that shows respect for people with different views
- 💡 I use the first few seconds to set a positive tone and establish the climate for difficult discussions
- 💡 I avoid jumping to the conclusion that the other person is guilty of anything; thus avoiding anger and moral superiority
- 💡 I recognize that under the influence of adrenaline and cortisol, blood leaves my brain - making me less likely to think clearly
- 💡 I avoid the fundamental attribution error of assuming people do things purely because of their disposition vs. their situation
- 💡 I keep crucial confrontations professional, respectful and on track to achieve a satisfactory conclusion
- 💡 I tell myself better (more complete & accurate) stories about what leads reasonable, rational and decent humans to actions that I don't understand or agree with
- 💡 I slow down to examine Motivation & Ability across the dimensions of Self, Others and Things to understand why people do what they do; avoiding certainty, smugness and anger in the process
- 💡 I replace anger with curiosity when discussing problems; appreciating others' desire to belong, feel respected and be included
- 💡 I fight the natural tendency to assume the worst of others and engender genuine curiosity to ensure that my first words and deeds create a healthy climate for myself and others
- 💡 I think twice before speaking when angry
- 💡 When communicating with others, I never play games/charades, pass the buck or expect them to read my mind
- 💡 I solve problems while building relationships
- 💡 I create and maintain safety (mutual respect and purpose) in conversation with others; enabling us to discuss any topic
- 💡 I start confrontations by describing the gap between what was expected and what was observed
- 💡 I ensure that others feel respected by managing my tone and body language; and asking for permission to tackle touchy topics (in private)
- 💡 I give others the benefit of the doubt by thinking of them as rational, reasonable and decent
- 💡 I preempt confusion by establishing mutual purpose and contrasting what I intend with what I don't intend
- 💡 I keep conversations clear by stating facts around observations, tentatively sharing conclusions that I have drawn and then asking for the other person's perspective (diagnostic question: "What happened?")
- 💡 I listen to others to determine whether there is an issue with motivation, ability or both
- 💡 I leverage effective communication of expectations and natural consequences (never power) to motivate others
- 💡 I maintain safety and avoid defensiveness
- 💡 I link natural consequences to core values, (short- / long-term) pain vs. benefits and hidden victims
- 💡 I am patient and skillful at navigating difficult conversations
- 💡 I help remove barriers for others by making tasks easy and painless
- 💡 I understand that composite problems contain both motivational and capability elements
- 💡 I work jointly with others (inviting their thoughts) to overcome ability blocks and build motivation
- 💡 Effectiveness = Accuracy \* Commitment
- 💡 I leverage Mutual Purpose and shared solutions to cement relationships
- 💡 With motivation, once source is all it takes; With ability, any single barrier can impede enabling forces
- 💡 I explore all existing and all potential ability barriers (detractors & hidden forces)
- 💡 I make it safe for others to discuss personal challenges
- 💡 I kick-start others' thinking; and test for challenges in systems, physical layouts, processes and policies
- 💡 Once I've dealt with motivation, I check ability; and vice versa
- 💡 I ask for permission, feedback and when necessary, I prime the pump (share possible root causes)
- 💡 I stay focused on resolving problems (without getting sidetracked); and am flexible enough to step away from the current issue to deal with new problems when necessary
- 💡 I watch closely for loss of safety / trust, new issues and explosive emotions
- 💡 I restore safety by pointing to shared purpose, using contrasting to clarify misunderstandings and apologizing when necessary
- 💡 I communicate "If something comes up, let me know as soon as you can" so that others are clear about my expectations
- 💡 I leverage teaching moments to share natural consequences and work through problems
- 💡 I recognize that we all become righteously indignant only when others have tread on sacred ground involving our values
- 💡 I deal with my emotions by dealing with my stories; I tell them differently - leading to different feelings and actions
- 💡 I recognize the futility of attempting to have a rational discussion with someone who is blind with emotion
- 💡 I deal with others' emotions first, and then deal with the content of the argument

- 💡 I ask for permission to engage, mirror others' behavior (by pointing out inconsistencies with what and how they communicate), paraphrase and prime (guessing the root cause of a problem without judgment)
- 💡 I listen actively to understand whether there is a motivational or ability issue; as well as for others' stories about the facts
- 💡 I leverage strategic delays to get a handle on my emotions or come up with the right words
- 💡 I step into problem discussions by choice rather than by accident
- 💡 I create complete plans - including specific expectations about who does what by when - with follow-up
- 💡 When stakes are high, I leave nothing to chance
- 💡 I step up to crucial confrontations; avoiding silence and violence in myself and others
- 💡 I master making others feel safe by seeing problems from their perspective and leveraging empathetic questions over accusations
- 💡 I don't have to be right; I just need to be curious (I may not have all the facts)
- 💡 I frame crucial conversations as opportunities to solve problems that the other person cares about; and acknowledge my contribution
- 💡 I express my appreciation for others' willingness as well as for their results
- 💡 I set clear expectations with others before engaging in crucial confrontations about violations or related problems
- 💡 If I don't know precisely what I'm looking for, then I have no right to expect it
- 💡 I notice "things gone right" and make great use of praise between confrontations
- 💡 I dedicate regular time to doing something to boost the people I work with and care about
- 💡 I offer sincere appreciation to those around me