

Crucial Conversations by Patterson, Grenny, McMillan, Switzler

- 💡 Nothing fails like success
- 💡 I transform others and my relationship to them through crucial conversations
- 💡 I bond with others by collaborating to produce something truly creative
- 💡 I clarify what I want to have happen, focus on what is actually happening, create safety and leverage self-awareness / self-knowledge
- 💡 I watch how I behave when others disagree with me about high-stakes, emotional issues
- 💡 The single biggest problem in communication is the illusion that it has taken place
- 💡 I focus on face-to-face conversations to skillfully address emotionally and politically risky issues and reach productive outcomes
- 💡 I choose and achieve absolute candor, but in a way that shows deep respect
- 💡 I find ways to get all relevant (meaningful) information out into the open
- 💡 I make it safe for others to add their meaning into the shared pool
- 💡 I realize that more accurate and relevant information enables better choices and decisions
- 💡 I recognize that when meaning is shared, people willingly act on whatever decisions they make - with unity and conviction
- 💡 I invest time establishing shared pools of meaning in exchange for faster, more unified and more committed action
- 💡 I work on changing myself instead of trying to change others
- 💡 I stay focused on the right motives no matter what happens
- 💡 I remind myself of what I really want for myself, for others and for my relationships; and how I would behave if I really wanted those results
- 💡 I avoid speaking in absolutes, pointing out only those facts that support my view and withdrawing from uncomfortable discussions
- 💡 During conversations, I pay particular attention to how others are feeling and acting; and the tones they use to express themselves
- 💡 I watch for the moment conversations become unhealthy (when others feel unsafe), so that I can respond quickly
- 💡 I notice when my brain is beginning to disengage and I'm at risk of moving away from healthy dialogue
- 💡 I create safety and intimacy in conversation so that others feel comfortable saying anything
- 💡 I choose curiosity and empathy over judgment and indifference
- 💡 When experiencing crucial conversations, I step out of the content and focus on restoring safety and the free flow of shared meaning
- 💡 During conversations, I work to establish and maintain mutual purpose and mutual respect
- 💡 I identify and find ways to care about the interests of others - not just my own
- 💡 I always provide ways for others to gain and maintain dignity
- 💡 I always identify similarities and common ground as a basis for respect and connection
- 💡 I apologize and take ownership for causing (or at least not preventing) pain or difficulty to others
- 💡 I give up being right, saving face and winning in order to focus on what I really want from an interaction or exchange
- 💡 I use contrasting to provide context and clarify misinterpretations - reassuring others of my intentions
- 💡 I ask others what they're really after and why - so that I can understand their purpose and help create something shared
- 💡 I commit to stay in conversations until a solution is identified that serves the shared purpose
- 💡 I focus on higher and longer-term objectives to transcend short-term conflicts and compromises
- 💡 I create my emotions - no one else; I either master them or fall hostage to them
- 💡 I control my emotions by controlling the stories that I tell myself
- 💡 I notice my behavior, get in touch with my feelings, analyze my stories and get back to the facts
- 💡 I expand my emotional vocabulary so that I can better understand how I feel and why
- 💡 I focus on what I can see or hear rather than subjective speculation
- 💡 I watch out for "Clever" (victim, villain, helpless) stories
- 💡 I admit mistakes and avoid obsessing over others' faults
- 💡 I tell useful stories by filling in gaps and taking ownership for my role, normalizing others' motives and focusing on what I really want
- 💡 I watch for difficulty when discussion topics turn from things to people
- 💡 I speak my mind completely (frank) - in a way that makes it safe for others (respectful)
- 💡 I employ confidence, humility and skill in conversation with others
- 💡 I sort facts from conclusions when sharing my point of view; and encourage others to do the same
- 💡 I am willing to abandon or reshape my stories as more information becomes available
- 💡 I soften my messages so that others remain open-minded vs. feeling forced
- 💡 I encourage others to offer different points of view - realizing that my view is only one possible perspective
- 💡 I am prepared to listen when I ask others to open up
- 💡 When others are silent or violent, I become curious and get to the source of their feelings
- 💡 I seek to understand why a reasonable, rational and decent person would say something that I don't initially understand or agree with
- 💡 I am patient with others, allowing their emotions to catch up with the safety that I create
- 💡 I respectfully mirror others to help them acknowledge that their tone and body language may not match their words
- 💡 I am vulnerable with others and sometimes prime them by suggesting what I think may be at issue re their thoughts and/or feelings
- 💡 I find ways to agree with and then build on the perspectives of others; otherwise, I compare rather than debate differences
- 💡 I help dialogue by getting more meaning into the shared pool
- 💡 I recognize that dialogue is not the same as decision making
- 💡 I am clear about how decisions will be made, who will be involved and why
- 💡 In making decisions, I involve people who care, who contribute relevant information and whose commitment is required
- 💡 I always help identify who does what by when; and how we will follow-up key decisions
- 💡 I document key conclusions, decisions and assignments; and give others the opportunity to be accountable
- 💡 I continually ask myself whether I'm in or out of dialogue
- 💡 I accept and act on the challenge of keeping dialogue safe
- 💡 It is possible for me to be both candid and respectful with the right skills
- 💡 The current quality of my leadership and my life is fundamentally a function of how I am presently handling crucial conversations
- 💡 I ask the right question to get the right solution
- 💡 I remain suspicious of my convictions during moments of strong emotion; in crucial moments, they are almost always wrong
- 💡 I keep others safe in dialogue by persisting over time, refusing to take offense, making my motive genuine, showing respect and constantly searching for Mutual Purpose