

Crucial Conversations Overview

Mary Beth Stevens
practicalempathy@gmail.com

June 2023

Make It Safe

Re-engage your brain

Step out of the content

Apologize when appropriate

Contrast to fix misunderstandings

Focus on what you really want

Refuse the “sucker’s choice”

Patterson, K., et al. (2002).

Prepared and presented by
practicalemathy@gmail.com

Interpersonal Flight to Fight

Freeze
Flight

Silence

- **Withdrawing**
- **Avoiding**
- **Masking**

SAFE ZONE

- **Controlling**
- **Labeling**
- **Attacking**

Violence

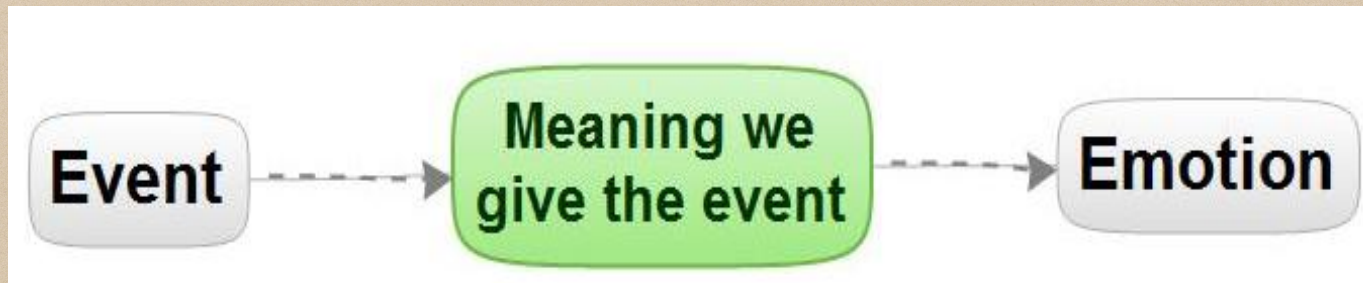
Fight



Beware “Truthiness”

“Every(one)...comes with a story he or she wants you to believe. It is their ‘truth’ and they will try to convince you that it is a factual, even dispassionate, rendering of historic events.”

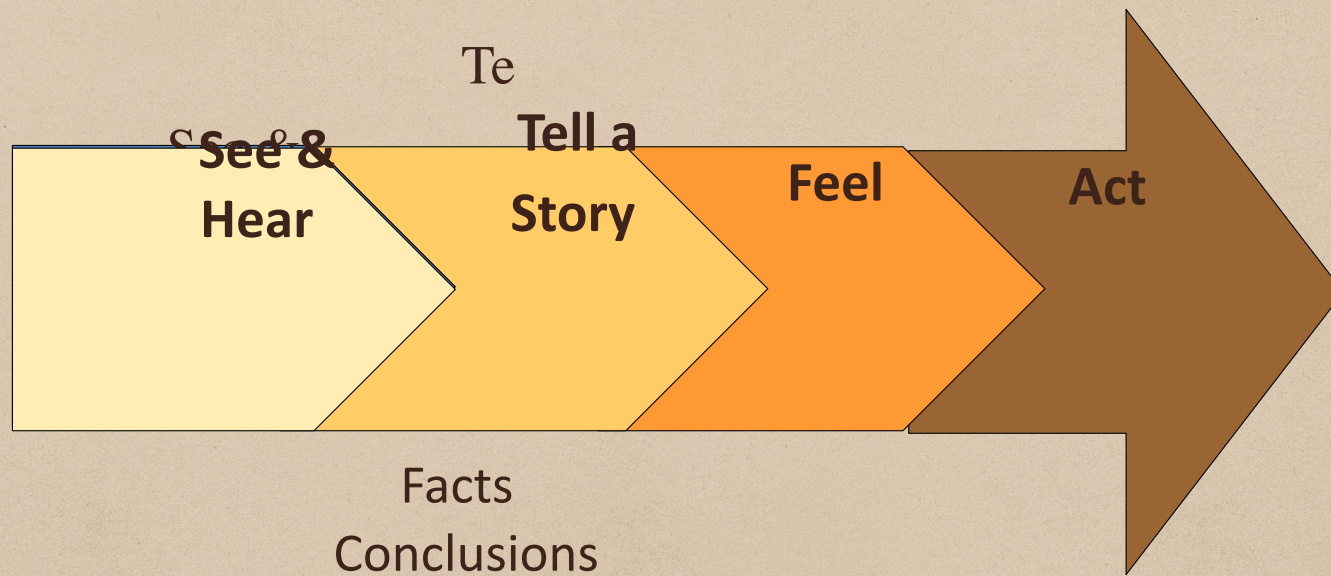
Automatic Thoughts



Vivyan, C. (2009).

Prepared and presented by
practicalemathy@gmail.com

Path to Action



Patterson, K., et al. (2002).

Prepared and presented by
practicalemathy@gmail.com

Impact



Intent

Prepared and presented by
practicalemathy@gmail.com

The Empowering Question

Victim → Lead Actor

“What one thing can I do right now?”

Patterson, K., et al. (2002).

The Humanizing Question

Villain → Human Being

**“Why would a reasonable, rational,
& decent person do this?”**

Patterson, K., et al. (2002).

Prepared and presented by
practicalemathy@gmail.com

Share your facts

Tell your story

Ask for others' paths

Talk tentatively

Encourage testing

Patterson, K., et al. (2002).

Prepared and presented by
practicalemathy@gmail.com

When you reach agreement



Who will do

What by

When?

Follow-up*

***Do the follow-up**

Practice

Practice

Practice

What one thing will you practice in the next week?

References

- Benjamin, R. (2012, June). "The Natural History of Negotiation and Mediation: The Evolution of Negotiative Behaviors, Rituals and Approaches (updated)." <http://www.mediate.com//articles/NaturalHistory.cfm>
- Brafman, O. & Brafman, R. (2008). *Sway: The Irresistible Pull of Irrational Behavior*. New York, NY: Doubleday.
- Dempsey, T. (2013, April). "The Man Who Led Us to Yes." <http://www.mediate.com/articles/DempseyT1.cfm>
- Fisher, R. & Ury, W. (1981). *Getting to Yes*. New York, NY: Penguin Books.
- Lenski, T. (2012, September). "How to End a Negotiations Tug of War." <http://www.mediate.com/articles/LenskiT120120911.cfm#>
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*. McGraw-Hill.
- Persinger, T. (2004, May). "All Behavior Makes Sense." <http://www.mediate.com/articles/persingerT4.cfm>
- Puls, D. (2011). "Truth Distortions in Interpersonal and Organizational Conflict." <http://www.mediate.com/articles/pulsD11.cfm>.
- Smutko, L.S. (2005). *Negotiation & Collaborative Problem Solving*. Raleigh, NC: National Resources Leadership Institute.
- Ury, W. (2007). *The Power of a Positive No: How to Say No and Still Get to Yes*. New York, NY: Bantam Books.
- Vivyan, C. (2009). "About Automatic Thoughts." www.getselfhelp.co.uk/thoughts.htm.