

Crucial Learning

Turning Disagreements into Dialogue



NASA_APPEL



NASAappel



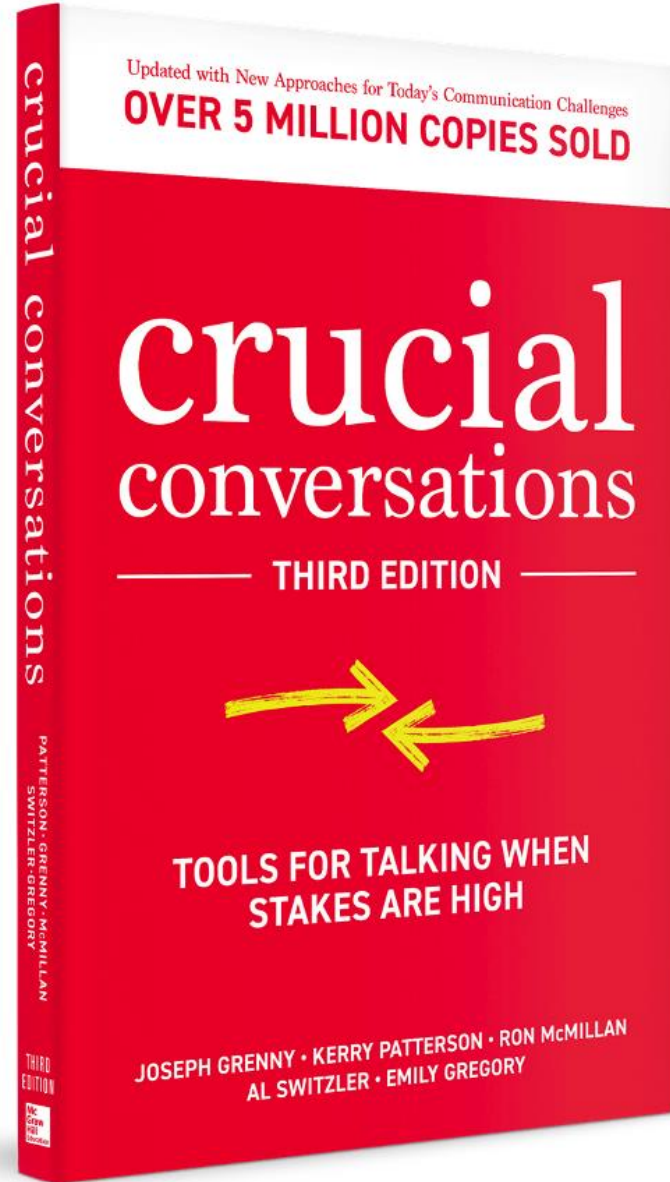
Crucial Learning[®]

We believe in a world where all human beings can be great at being human.

We know that, with the right skills, everyone can learn to behave in ways that make their lives, their families, their organizations, and our world better.

We are driven to find those crucial skills and share them with people in ways that make a difference.







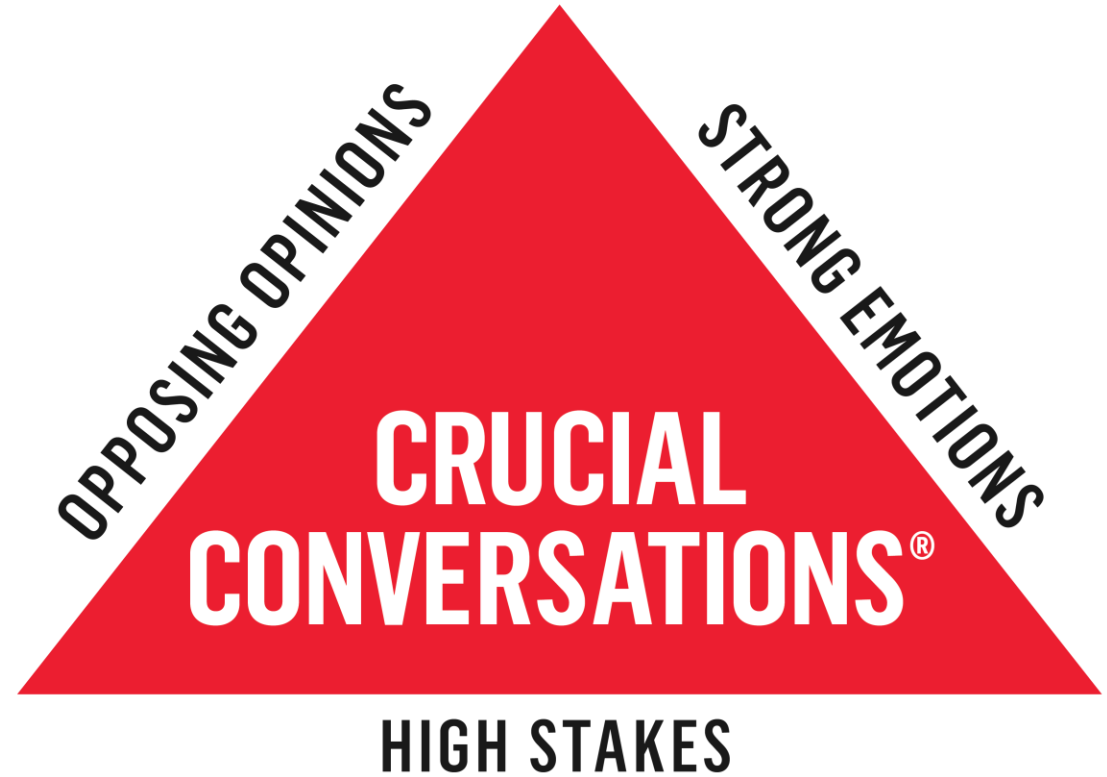
Watch
FOR EXAMPLE

Would you consider yourself skilled at handling a situation like this?



WHAT MAKES A CONVERSATION CRUCIAL?

THREE ELEMENTS:





COMMON RESPONSE

Watch how Anya responds. What would you call her approach?
What will be the outcome?



COSTLY CONVERSATIONS

Is Poor Communication Breaking Your Bottom Line?

DISAGREEMENTS HAPPEN IN ALL OUR RELATIONSHIPS, BUT SOME ARE **MORE CRUCIAL** THAN OTHERS.

At work, the top Crucial Conversations people admitted to avoiding were:

68%

When someone
is not pulling his
or her weight

66%

When someone
performs below
expectations

57%

When someone
shows disrespect
towards another
in the workplace

53%

When someone
doesn't follow
proper processes
or protocol

53%

When there is
confusion on
who owns a
decision



INSTEAD OF SPEAKING UP, WE FIND **ALTERNATE WAYS** OF RELEASING OUR FRUSTRATION

These replacement behaviors usually aren't helpful or constructive.



Complaining to others
(77 percent)



Ruminating about
the problem *(57 percent)*



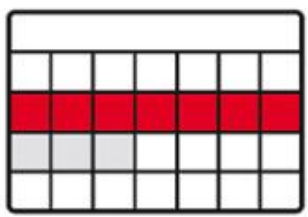
Doing extra or unnecessary
work *(63 percent)*



Getting angry
(49 percent)

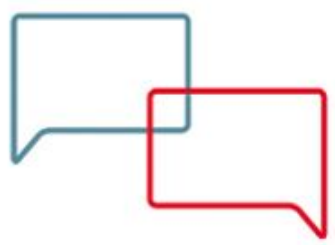


THE **COSTS** OF CONVERSATION FAILURES



7+ DAYS

Half of our respondents said they waste seven days or more avoiding Crucial Conversations.



\$7,500

They estimate their avoidance costs their organization an average of \$7,500 per conversation in lost time and resources.

OUTCOMES OF SILENCE

1

More
stress

2

More
time-wasting

3

Lower
morale

4

Lower
productivity

The health of a relationship, team or organization is a function of the average time lag between identifying and discussing problems.



HOW TO GET STARTED

1. Reverse Your Thinking
2. Change Your Emotions
3. Make Others' Feel Safe





Reverse Your Thinking



Watch

WHEN A CONVERSATION TURNS CRUCIAL

We know we should handle Crucial Conversations more effectively, and yet we still struggle. To explain why, let's watch a fun science experiment with kids. Why do the kids act this way and what does it teach us about adults?





FOOL'S CHOICE



PROBLEM

When it matters most, we often do our worst—we either don't hold conversations, or we don't hold them well.

SOLUTION

Learn to identify and hold the Crucial Conversations key to organizational, team, and interpersonal success.





Watch

THE SOLUTION—MASTERING DIALOGUE

Master Trainer Justin Hale explains what it takes to hold Crucial Conversations effectively.





Change Your Emotions



Watch

HOW DOES THIS MAKE YOU FEEL?

Imagine Chen is your manager. He asked you to take an assignment—one that required you to make some decisions on the fly to meet a customer's needs. You completed it on time, but the outcome wasn't ideal. He has some feedback for you. How would this make you feel? How might you react on your worst day?





PROBLEM

When our emotions kick in, we act our worst, and we think it's not our fault.

SOLUTION

Take responsibility for the emotions you bring to the conversation by owning your story.



THE PATH TO ACTION



The Path to Action explains where our emotions come from. Let's see how it works.



FIRST, YOU SEE OR HEAR



You're working on a report, and your manager checks up on you three times in one hour, offering suggestions.

Chat

What story might you tell yourself?

SECOND, YOU TELL A STORY



You decide your manager is questioning your capabilities. Your manager doesn't believe you can complete the task on your own.

Chat

How would this make you feel?

THIRD, YOU GENERATE A FEELING



You feel hurt, defensive, and angry. Your manager obviously hasn't paid attention to the other reports you've submitted perfectly in the past.

Chat

How might you act?

FOURTH, YOU ACT



You ignore your manager's suggestions and spend time complaining to coworkers about their management style.



Watch

CHEN'S PATH TO ACTION

Let's return to your manager, Chen, and see why he became so upset. Watch for each element of the Path to Action and consider: What happens when he acts on his story?



BUT WHAT IF ...

Chat

If his story had been accurate, would he be justified in acting this way?



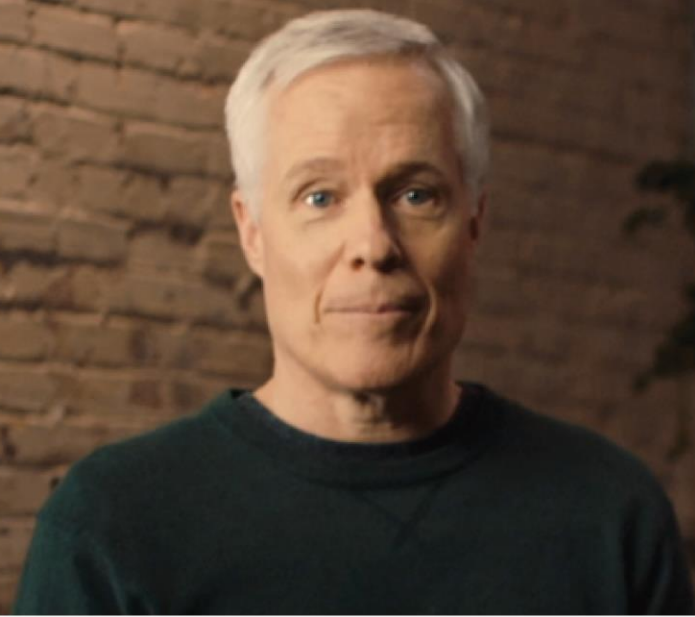
STORIES ARE KEY BECAUSE ...

We guess. We try to figure out motive. We judge, which leads to a feeling and then an action.

We tell stories quickly. Sometimes we don't even notice we're doing it.

We're our own worst enemy. Our negative story escalates our emotions, and we act our worst.





Watch

THE DOWNWARD SPIRAL

Listen as Joseph Grenny, coauthor of *Crucial Conversations*, describes the downward spiral that keeps us trapped in our strong emotions. What examples of downward spirals have you seen?





Make Others' Feel Safe



Watch

HOW SAFE WOULD YOU FEEL?

Josh and Álvaro are peers (and rivals) who are often competing for the same projects and assignments, both working hard for that next big promotion. Álvaro believes Josh has been undermining him for months. Let's watch as Josh comes to share some feedback with Álvaro. If you were Álvaro, how safe would you feel?



HOW SAFE WOULD YOU FEEL?

Forget what you thought you knew. Assume that Josh isn't an undermining peer but actually one of Alvaro's best friends for the last ten years. He has Álvaro's back, and vice versa. If you were Álvaro and Josh came to you with the exact same message you just heard:

How safe would you feel? Why?



THE POINT

People rarely become defensive about what you're saying (the content).

People become defensive because of why they think you're saying it (your intent).



HOW TO MAKE IT SAFE

Use your Leadership Blinker



TURN DISAGREEMENTS INTO DIALOGUE

1. Reverse Your Thinking
2. Change Your Emotions
3. Make Others' Feel Safe

