### Learn to spot a Crucial Conversation:

- **Opinions vary**
- **Stakes are high**
- **Emotions run strong**

Look for physical signs (stomach ache, dry throat, sweaty palms, etc.)
Has anyone gone to *Silence or Violence*?

### If you need to initiate a Crucial Conversation:

**Start with the Heart**
1. Work on yourself first by noticing when you’re in a Crucial Conversation and realizing what you are doing to contribute to the problem.
2. Focus on what you really want for yourself, the other person and the relationship.
3. Refuse the Sucker’s Choice- when it seems there are only two ugly options, look for a third option.

### If there is a misunderstanding regarding your purpose, or the conversation is going in circles:

**Make it Safe**
1. Apologize when appropriate.
2. Contrast by starting with what you don’t intend or mean, then explain what you do intend or mean.
3. **CRIB** to get to mutual purpose:
   - Commit to seek Mutual Purpose
   - Recognize the purpose behind the strategy
   - Invent a Mutual Purpose
   - Brainstorm new strategies

### If you are getting emotional or telling clever stories:

**Master your clever stories** - separate facts from stories. Watch for three “clever” stories—the victim, the villain, and the helpless.

### When you have a tough message to share and/or you don’t want to come across as too pushy:

**STATE your path**
- Share your facts
- Tell your story
- Ask for others’ paths
- Talk tentatively
- Encourage testing

### Turn Crucial Conversations into action and results:

**Decide how to decide**
- Command: Decisions are made without involving others.
- Consult: Input is gathered from group, then a subset decides.
- Vote: An agreed upon percentage makes decision.
- Consensus: All agree and support the final decision.