



Crucial Conversations Overview

(the WebEx edition)

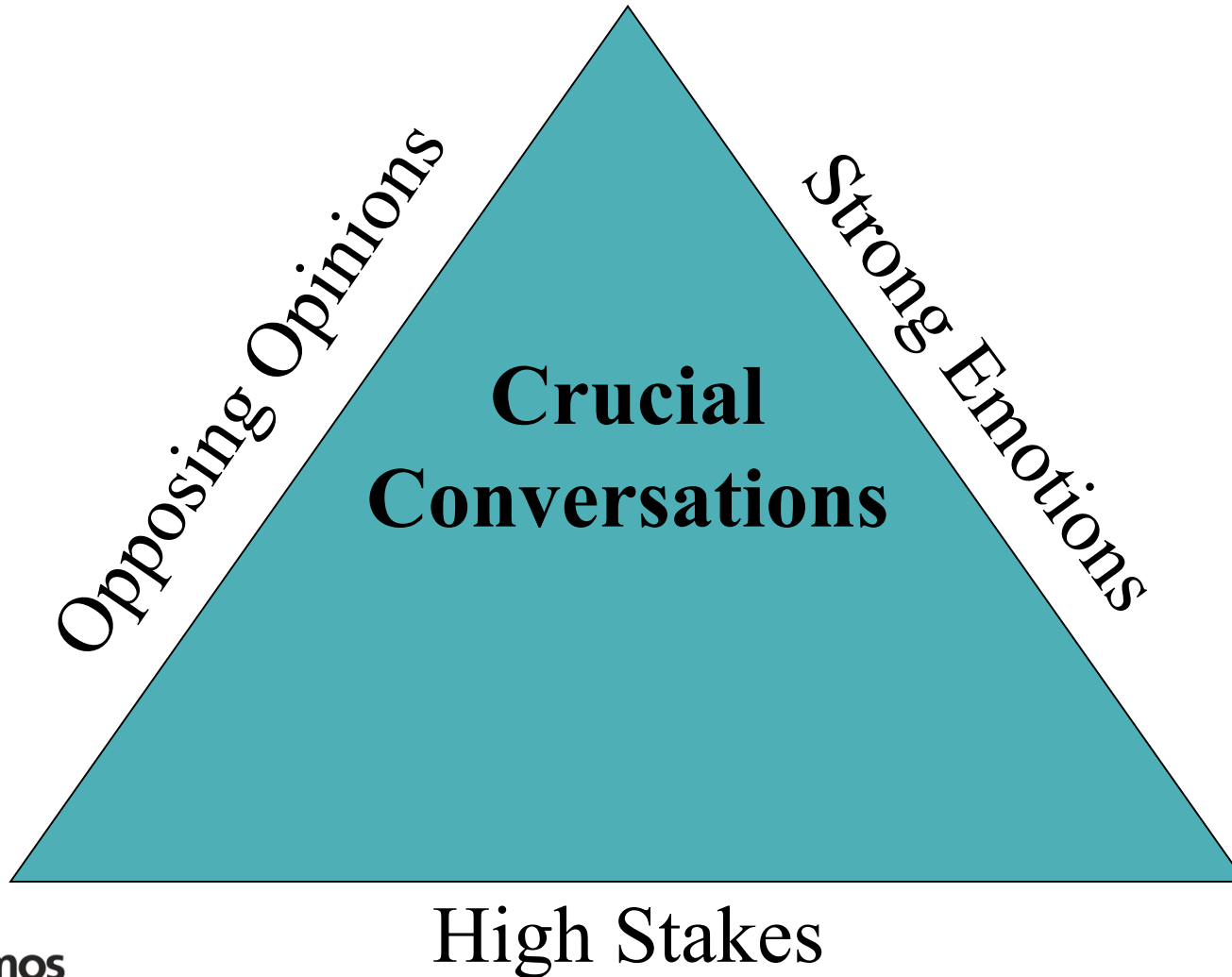
Mary Beth Stevens, Laboratory Ombudsman
Certified Organizational Ombudsman Professional

Gathering Time

Name one thing you can see from where you are right now.
(Type in chat)



When to Have a Crucial Conversation





What conversation are you avoiding, or do you wish you could do over?



At the end of this presentation, you'll be asked to identify at least one idea or tool you plan to apply to that situation.



Don't Waste Your Breath

“When emotional flooding occurs, it is impossible to think logically ... it is called amygdala hijack. The amygdala, caught up in fight or flight, hijacks our higher cortical functioning.” Hudgins, N., (2012)

Step One: Re-engage Your Brain

Respirate

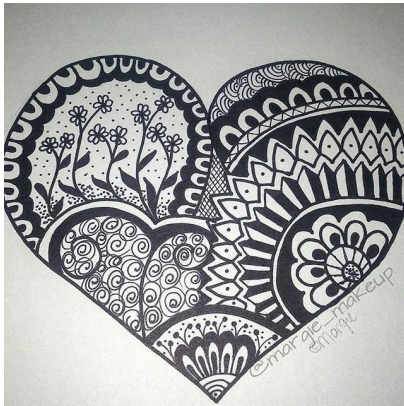
Hydrate

Recreate





Start with Heart

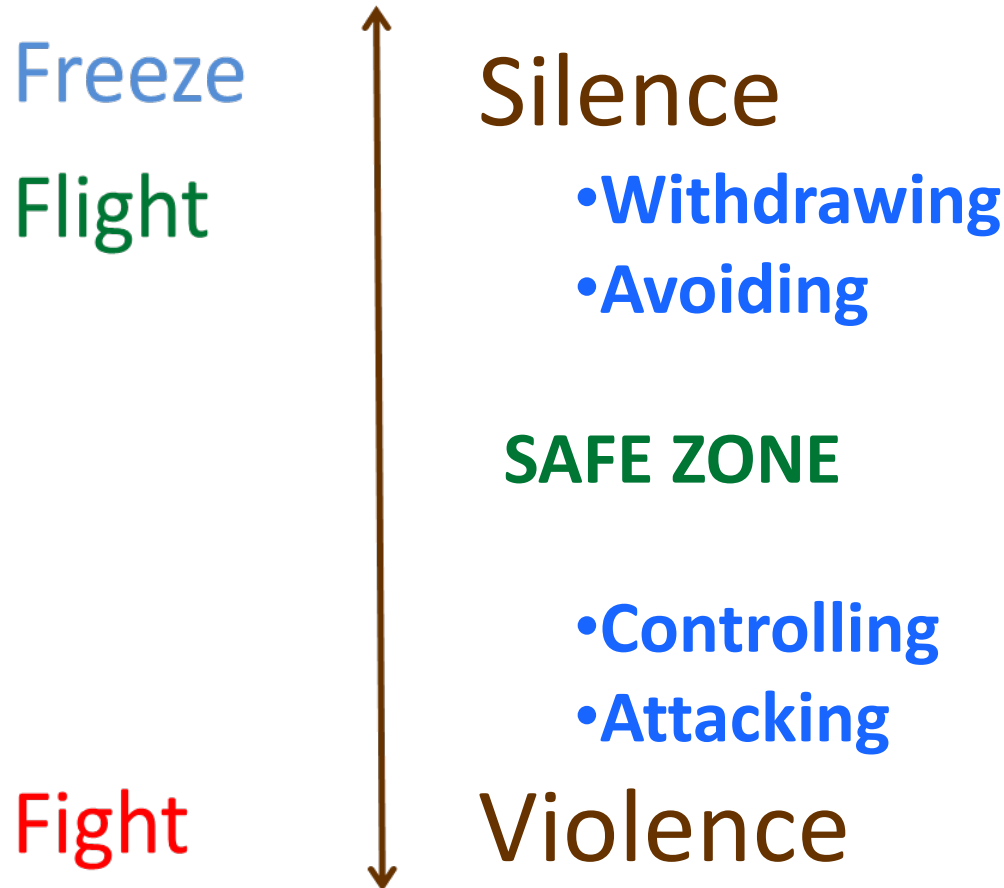


- Admit your role
- Focus on what you *really* want

Patterson, K., et al. (2002). Crucial Conversations: Tools for Talking When the Stakes Are High. McGraw-Hill.

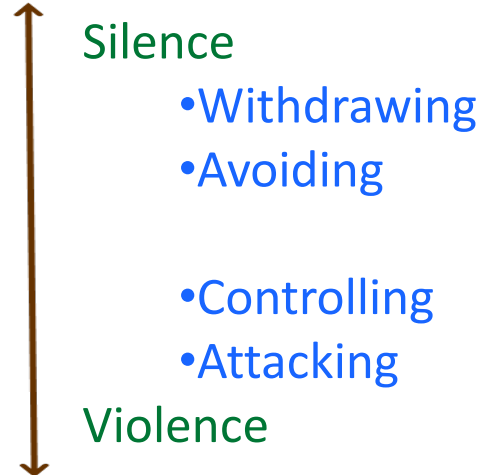


Interpersonal Flight to Fight



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

-
- When conflict arises, where do you usually fall on this continuum?
 - Type your answer in the chat box.





Make It Safe

- Step out of the content
- Apologize when appropriate
 - “An unexpected apology may be the most powerful jolt of all.” (D. Shapiro)
- Contrast to fix misunderstandings
- Commit to seek mutual purpose

Patterson, K., et al. (2002). Crucial Conversations: Tools for Talking When the Stakes Are High. McGraw-Hill.



**Now that we've created safety, let's
look at the stories we're telling.**





“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.”

Puls, D. (2011, February). “Truth Distortions in Interpersonal and Organizational Conflict.”
<http://www.mediate.com/articles/pulsD11.cfm>.



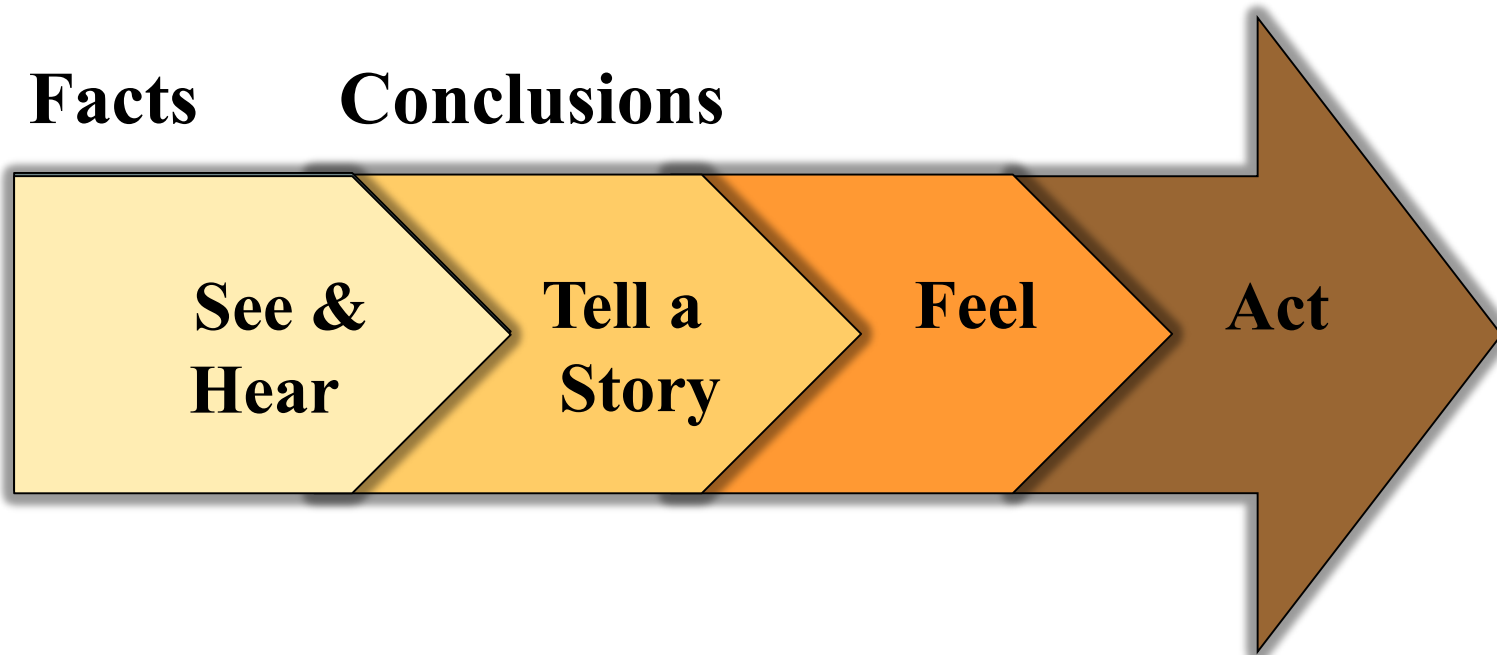
Automatic Thoughts



Vivyan, C. (2009). "About Automatic Thoughts." www.getselfhelp.co.uk/thoughts.htm.



Path to Action



Patterson, K., et al. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*. McGraw-Hill.



Good to remember

Impact



Intent



The Empowering Question

Convert Victim → Problem-Solver

**“What one thing can I do right
now, to move toward what I
really want?”**



The Humanizing Question

Convert Villain → Human Being

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

Patterson, K., et al. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*. McGraw-Hill.



“STATE” Skills

Share your facts

Tell your story

Ask for others’ paths

Talk tentatively

Encourage testing

Patterson, K., et al. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*. McGraw-Hill.



Close Cleanly



Who will do

What by

When?

Follow-up

(**D**o the follow-up)

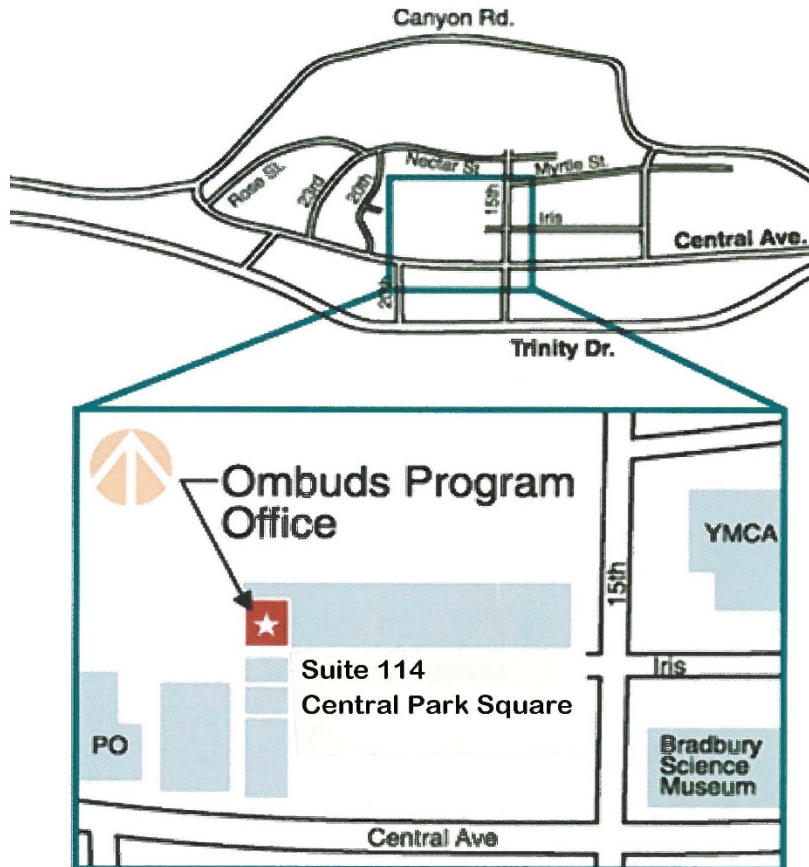


Practice, Practice, Practice

What one thing will you practice in the coming week?



Contact Information



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For those calling in who would like Utrain credit: please email evelynm@lanl.gov. Include your Z# and the course name, Crucial Conversations (#16144).



Recommended Reading

Brafman, O. & Brafman, R. (2008). Sway: The Irresistible Pull of Irrational Behavior. New York, NY: Doubleday.

Lenski, T. (2012, September). "How to End a Negotiations Tug of War."

<http://www.mediate.com/articles/LenskiTb120911.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>.

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.

The following slide is
supplemental material.



If you feel stuck

Ask

Mirror

Paraphrase

Prime

