REALTIME FILE

EHDI 2018 Annual Meeting

Crucial Conversations: The Benefits of Exploring Differing Opinions

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Welcome to EHDI 2018 Annual Meeting   
>> Karl White: Good morning! We encourage you to come in, take your seats, we'll get started in just a minute. We're expecting a very full house. So, if you could scooch into the center instead of the edges, that might be helpful for people coming in later. We'll get started in just a moment. We're looking forward to a great session and a great meeting. Thank you.   
>> Good morning! On behalf of the meeting organizers and Planning Committee, welcome to the 17th annual EHDI meeting. We're so pleased to welcome you here to Denver, Colorado, in the snow, the rain, the sunshine, all in 24 hours. My name is Janet DesGeorges, the executive director for Hands & Voices. For the first time in the history of this meeting, we're so proud and honored to be named as official co‑organizers with the other organizers for this meeting. I'm also proud to be a parent, to be here among hundreds of parents who are here in this room this morning.

We're here to participate with a strong, thoughtful and hopeful presence, representing the diversity of families and children we all serve across the land. I know that's true for you as other stakeholders as well.

This meeting is an opportunity for us to open our minds and hearts, learn new skills and knowledge, listen and dialogue with others who may have a different perspective than our own, and then return to our work, wherever we live, to further support families and their children.

Many of you attended the instructional sessions yesterday and had the chance to catch up with old friends at the reception last night. We hope it was a warm welcome for you. We wanted to thank Pediatrix for their contribution towards last night's reception. In the next two days, over a thousand of us will participate in state stakeholders meetings, poster sessions, networking opportunities, and many excellent presentations. The meeting is designed to give us new skills, broaden our perspectives, and inspire us to carry on our work.

We want to thank you for all you do, day in, day out, for EHDI. Before we begin our opening plenary session, we have a few announcements and housekeeping notes to share. I don't know about you, but the whole reason I came to this meeting was to get away from housekeeping, but here we go.

Later in the meeting, we'll recognize the Planning Committee, whose time and dedication have resulted in what we believe will be the best EHDI meeting ever. At this time, we would like to especially recognize our Colorado Planning Committee participants. If you would please just stand and wave when I call your name. Vicki Thompson with the Denver EHDI program. Jeannene Evenstad with Colorado Hands & Voices and Ashley Renslow from the Colorado School for the Deaf and the Blind. Thank you for helping host in this beautiful city. Could you please just stand and wave. Thank you.   
[Applause]  
We would also like to extend a special thanks to seven organizations that have contributed as sponsors to the 2018 EHDI Annual Meeting. We have one platinum sponsor Med‑El. This year four sponsors reached the silver level, Otometrics, Audiology Systems, Vivosonic, otocon pediatrics, and Advanced Bionics. We also have two bronze level sponsors this year, Pediatrix newborn hearings screens and the National CMV Foundation. The support of these organizations adds greatly to the EHDI meeting. Sorry. I'm reading from notes. OK, now I'm gotting to the housekeeping notes. All right. Remember, every registered participant in the EHDI meeting needs to wear their name badge. This morning, beverage break and the afternoon snack, will be in the exhibit hall. Today and tomorrow, you will be on your own for lunch. There are some grab‑and‑go options in the exhibit hall available for purchase by cash or credit card. Other nearby places to eat are on page 5 of your program. We encourage you to grab your lunch, then visit the posters. Today, from 12:45‑2:00.

Finally, if you have not already done so, I strongly encourage you to download the 2018 meeting app. By the way, apparently, you earn points. I have no idea how you earn points, but I have earned some points. Those of you who are competitive, let's bring it on. It's pretty fun, fun app.

It is now my extreme pleasure to introduce this morning's keynote. The title of this morning's presentation is Crucial Conversations: The Benefits of Exploring Differing Opinions. Beth Wolfson is the founder and CEO of Beth Wolfson Leadership Consulting Services. She operates on her philosophy that one person can truly make a difference in any organization or group. She combines 20 years of executive level management with over 16 years of consultative and training experience. Beth's insights and ways of thinking, for individuals, teams, and organizations, form the basis for long lasting change that creates the true value of Beth's work. Clients often say that Beth's insights and ability to bring difficult issues into focus motivate participants to action. By helping her clients reframe their issues, innovative solutions and opportunities are often recognized, which lead to breakthrough results. Participants consistently notice and relate to Beth's high positive energy and single minded focus on helping them. Won't you all please help me welcome Beth Wolfson.   
[Applause]  
  
>> Beth Wolfson: Thank you. Good morning! And thank you for the opportunity to be here with you today. I am a master certified trainer with VitalSmarts, the authors of the book "Crucial conversations" and today I'll be talking about a few key highlights, concepts and skills that I hope you can take out of the room today and bring into your lives. We have provided a few books that Mandy will find some way to give away in some of your events over the week.

I spent a good bit of my time on the road teaching crucial conversations in very different and diverse organizations. They can be businesses, federal agencies, or government agencies, as well as nonprofits. But the greatest gift that I think I see is when I see people use the skills that we teach in the concepts, then they're able to communicate in new and different and collaborative ways. I hope that I share some ideas today that will help you think of new ideas, and also ways to collaborate when there are differing opinions, which is one of the things that highlights a crucial conversation.

Now, I've chosen some examples today to share with you that are not your typical day‑to‑day examples. I want to give you a heads up on that. But I chose these examples because I wanted to illustrate if these skills can create breakthrough in some of these situations, they also can help in some of the day‑to‑day crucial conversations that you might have.

The Philadelphia inquirer, at last, this is the front page headline of the Philadelphia inquirer on February 4, 2018, when the eagles won the Super Bowl against a fierce rival. But I'm not here to talk about sports at all. You're probably glad I don't talk about sports. I'm talking about a more contentious competition that was won on May 29, 1996, in Philadelphia. But it didn't make the front page news, but it did make the news, section M, page 1. This is when two individuals, two leaders, Karen swallow‑Pryor and Carolyn Schmidt, came together in Philadelphia. These two women would describe themselves as self‑proclaimed mortal enemies. Because they saw themselves on the on sit sides of a very ‑‑ on the opposite sides of a very volatile issue, pro‑life and pro‑choice. As people were in the streets shouting and screaming, these two ladies were on the ra id ‑‑ radio trying to talk with each other, shouting, but more politely. One of the things that happened at the end of this week together, they were able to come up with a mutual purpose. Think about this. How could individuals that have such extreme positions on something such as pro‑life and pro‑choice find something that they could agree on and find way to work together? Today I'll introduce skills and tools that you can use, and I am also goes to ‑‑ going to relate to how they used them to find a mutual purpose.

I'm going to introduce you to Joseph Gretty, one of the authors of "Crucial conversation" and he will set the stage for what a crucial conversation is and why it is important. He will use two individuals, Kevin and Chris, to illustrate what dialogue looks like and what could happen if we can't enter into dialogue.   
>> Anytime you find yourself stuck, there are crucial conversations keeping you there. Our focus in this training won't be on communication. It will be on results. What tends to keep us stuck and from producing results in our lives, in our organizations, in our relationships are crucial conversations we're either not holding or not holding well. Let's begin exploring how to dramatically improve results by eavesdropping on a crucial conversation. A Vice President, we'll call Kevin, stepped into a meeting with a CEO of the company to decide on a new location for their corporate offices. The first two execs presented their arguments for top choices their points were greeted with penetrating questions from the full team. Then Chris, the CEO, pitched his preference. One that was both unpopular and potentially disastrous. However, when people tried to disagree or push back, Chris became slightly defensive. First he raised an eyebrow. Then he raised a finger. Finally, he raised his voice, just a little. But it wasn't long until the discussion shifted from is this a good idea to when should we implement your ingenious plan. In spite of the team's significant reservations. When we began our research over two decades ago, our burning question was are there a handful of moments that disproportionately affect organizational performance, team performance, and even relationship success? If so, what are those moments? We found much of whether you achieve stellar results or get stuck can be predicted by watching you during just a few minutes a day. Those moments, when there are opposing opinions about a high‑stakes issue, and emotions are running strong.

We later came to call these moments crucial conversations. Because our research showed that they profoundly affect many outcomes, like projects, productivity, safety, diversity, quality, and even the happiness and duration of a marriage.

It's not the riskiness of the conversation that determines success or failure, it's how we handle them. That's what brought us to study this VP Kevin, sitting in a high‑stakes meeting. When it seemed everyone was shutting down and letting the CEO have his way, Kevin spoke up.   
>> Hey, Chris? Can I check something out with you?  
>> Everyone in the room stopped breathing. But Kevin plunged on head. He in essence told the CEO he appeared to be violating his own decisionmaking guidelines. He was suddenly using his power to push his preference, rather than candidly discussing the pros and cons. But the way he did it was not just candid. It was disarmingly caring! Chris was quiet for a moment.   
>> You're absolutely right. I've been trying to force my opinion on you. Let's go back, try again.   
>> Can you see what Kevin did here? He found a way to be both candid and respectful. It was pure magic! The team, by the way, didn't choose the boss' first preference for location, and now year later it's clear they chose right. But East Coast Wally important, the skills Kevin used to handle this moment actually strengthened his trust and relationship with Chris. Today, we spent over 10,000 hours watching people all over the world who have found a way to discuss remarkably risky things in astoundingly respectful ways. That's what all of us need to learn to do more consistently. When we do, we get unstuck. Relationships improve. Teams strengthen. Organizationing organizational results are profoundly improved, all from handling just a few crucial conversations in a much better way.   
>> Beth Wolfson: As a review then, a crucial conversation occurs anytime these three conditions come together. We have an opposing opinion. We see things differently. Went was ‑‑ we want something different. The stakes are high. That means all parties involved in the conversation care about the issue, they care about the results. The strong emotions are a critical factor , because that often is what drives us to not be at your best and speak as productively as we would without those strong emotions of

Now that you have a sense of what a crucial conversation is, I'm going to give you 20 seconds or so to think about is there anything in your life that fits this description. Just take a few seconds, please. I'm going to take that as a yes.

What do we typically do when we face a crucial conversation? I honestly think you know. When I describe the two behaviors we're going to pretty much revert to, they'll sound very familiar to you. We send tend to either go silent or we go violent. These are strong words, so let me give you our definition. Silence and violence are not physical actions that we take. Silence and violence refer to the type of communication that we use. If you go back to the video we just saw, we saw some leaders at that table go silent. The moment they felt awkward or uncomfortable or even a little threatened by the CEO, they shut down, they stopped talking, and they looked down. That's what silence looks like. Violence is where we use our verbal behavior to be able to get our way. We saw the CEO use a little bit of that in his communication style. Raising his eyebrows, raising a finger or his voice, he was trying to get his way. When we use the words silence and violence, it describes ways we communicate, or don't communicate, well when we have these crucial conversations. I'm going to give you our definition of each of these. Silence is described as any action we take to withhold information or meaning from the conversation. If you're sitting in a meeting and you feel awkward and uncomfortable and you don't speak up, you're withholding meaning and information from the conversation, the problem solving, the decision. The behaviors could look like avoiding the individuals or topic, dropping hints, making jokes. Sugarcoating things, rolling our eyes, even withdrawing from the conversation. These are silent behaviors, and many of you may recognize some of these in your self‑and others.

Violence is described as any nonphysical, verbal action we take to compel others to our point of view. Some of these behaviors included talking over each other, interrupting people, finishing their sentences, making threats, yelling, arguing, etc. As I describe what silence looks like and what violence looks like, raise your hand if you recognize any of these behaviors in the world you live in. Good answer. Thank you so much. So far, so good. You're keeping up just great.

Why do we react this way? Why do we go to silence or violence? Why do we have this emotional hijack? It's related to our amigdula. How many of you know about that? Am of you do. He I thought you would. Those who don't, I'll give you a very brief biology, physiology lesson. Our amigula is part of the brain. It's our primitive brain, because it evolved first as we were evolving as humans, and some animals, like sharks and alligators or crocodiles never evolved beyond that. We call this the reptilian brain, the emotional brain. It has a very important job in keeping us alive and allows us to survive. Its job is to consistently scan the environment. If it senses any danger out in the environment, it sends a message to the body, because it wants to protect the body. It begins to activate different kinds of things that squirt adrenaline through your blood, then our blood is diverted from the thinking part of our brain to our large muscle groups. You may have heard of this phenomena as fight or flight. In crucial conversations, we call that going silent or going violent.

Now, a strong ‑‑ as strong and important as this amygdala is, it can't tell the difference between a lion chasing you and an e‑mail from your boss. To that amygdala, all it knows, there's danger out there. I've done my job. By the way, I'm taking the blood from the thinking part of your brain. Good luck! That's what happened to us and why we go silent or violent in conversations. When we have these strong emotions, we then don't see the third option that we have. Our third option is holding dialogue. This is the definition we use for dialogue. We can be 100% honest and candid as long as we're being 100% respectful as we're having that conversation. When these two things come together, we're able to talk about things in new and different ways.

So a definition we use is an honest and respectful conversation about how we can work together to create a solution that works for all parties involved. We talk about working together, if you look at the imapples mes ‑‑ images up here, sometimes this looks like us on a day‑to‑day basis, we want something different and begin to tug and pull from each other and resist each other. But what would happen if we began to work together? Could both parties get their needs met? We like to call this a win‑win. Even donkeys can figure out how to do this.

What are some benefits of these diverse opinions? You heard Joseph talk about those in the opening video. We get unstuck. We're able to achieve our desired goals. We can meet deadlines, adhere to quality and safety standards, create and maintain customers, constituents, and happiness and duration of relationships. Also, we end up having less stress in life and more balance. If you remember on the crucial conversations triangle, I'm pointing to the strong emotions. The typical strong emotions that people feel in a crucial conversation are some of the common ones like anger, frustration, being hurt, being mad. Those are strong drivers of our behavior.

But there's another emotion that we often don't think about or talk about, but I want to mention it to all of you, because I believe this is an emotion that many, if not all, of you experience as you go through the work that you do, and that emotion is passion. Passion is a strong driver. We tend to oft be admire ‑‑ often admire people who are very passionate about what they do and care about. They love that they basically have that fire in the belly and they can ignite others to get onboard. Experts in communication and emotions were asked this question: Could there ever be a downside of too much passion? The answer is yes. Some of these are, when we are so focused on accomplishing things, getting our way, seeing things our way, we often overlook strategies that might be more helpful at the time.

We can lose our identity and become wrapped up in being passionate rather than finding solutions. We also, too much passion can also make us blind to opportunities that exist and they may even be right in front of you.

So what can you do to manage your emotions and the tools? There are two tools I'll introduce you to today. We'll walk through them. I hope you walk out today finding a way to use these two rather simple tools.

The first one, we need to get our motives right. Anytime we find ourself in a situation where we have opposing opinions, high stakes, really important, and we care, those strong emotions begin to come in, we tend to go for the wrong emotion. But we have a choice. Our choice is to look at the situation, what we really want, and choose wisely. I'll first talk about the unhealthy, unproductive motives. Those motives sound something like this: And if you look at these words, you may recognize times in your life you've been feeling these motives, or times when you could feel other people have these motives. When we enter a crucial conversation, sometimes our motive is above anything else, I want to be right. It's important that I look good or save face. Want to get my way. I want to win. Maybe punish, blame, or shame the other person. Or maybe I just want to avoid the conflict altogether.

We call these unhealthy, unproductive because what do you get at the end of the day? Imagine this, imagine it's the end of the day, you're talking with a friend or loved one, this he ask you so what did you do today? Here was your answer: Well, I was right seven times, looked good most of the day, got my way most of the day, won three arguments, punished three people and avoided two conflicts.

What did you really get done in that day? Some people, please don't name them, they call this a very good day. Now, on the opposite side is what we call dialogue for solutions. These are different motives. This is where we can honestly wrap our head around this concept. As much as I disagree with you, your position, what you are recommending, how you want to go about something, I want to learn from you. There's something I don't know that's driving your decision and your views on things. I want to understand more about the situation and options we might have. I'd like to find other people's truths. We all walk around with our truth, but other people also have their truths and they often aren't the same.

I could focus on results. Maybe I'm focusing on how can we move forward versus staying stuck. And make I ‑‑ maybe I want to spend the dialogue to strengthen our relationships.

One of the things I will let you know, if you ever focus on some of the top motives under dialogue, a natural byproduct is your relationship gets stronger and you strengthen the relationship.

There's a big difference between these two sets of motives. I will point it out for you. Unhealthy and unproductive motives are all about me. It's all about me. The opposite is dialogue is all about the we. One of the things we know from our research and facilitation and working with organizations is dialogue is not possible if there's not a we motive. Think about why that is not possible. Imagine you're in a conversation and you can tell the other person wants to look good, they want to be right and may want to punish you. How excited are you to enter into dialogue, to have that candid, honest conversation when that other person has that motive?

So getting our motives right is critical. It takes efforts. When I teach crucial conversation, people see this, they nod, yeah, I get it. When I have them try to apply this to a situation in their life, they sometimes struggle. This is the first step we need to take to be able to engage in a crucial conversation.

The second thing is how we create our emotions. Some of us falsely believe that other people create our emotions. You might hear people say things like you make me so mad. You irritate me. You frustrate me. That's actually not true. What the other person does is give you something, a stimulus, but it's your response. I'm going to introduce you to the path to, a ‑‑ the path to action. Before we act or shut down or raise our voice, before any of us pound the table, before we take any actions at all, there were three things that preceded that. Let's go back to the very beginning. We go through life and observe things. We see things. We hear things. We read things. We observe things. But we don't just leave it alone. We have to interpret it in some way. We call this interpretation that we make, we tell ourselves a story. The story we tell ourselves and the story we believe to be true, that creates our emotions and our motions that drive us to act. If you look at the path to action, we typically see the beginning and end part. We see what someone said or did, then find ourself acting. We falsely believe that they made us do that. But really, what's in the middle are two points we need to look at. One is when you observe them doing this thing, what story did you tell yourself? How did you explain it to yourself? When you explained it to yourself, what kind of emotion did you create that drove you to act the way that you acted?

The first thing we need to be able to do is separate out what is a fact and what is a story. I'll give you the definitions that we use. A fact is an actual occurrence, something that can be proven through observation or through measurements. While a story is what we do, what we tell about the facts. This is where we look at the fact, we observe something, and we judge it in some way, as good or bad, right or wrong, better or worse. We place a judgment on it. We draw conclusions about it. We try to figure out why someone's doing what they're doing. We often try to figure out what someone else's motives are when we see that behavior. Then assign attributions to people, which are characteristics, qualities or labels we put on other people to explain what we saw them do. Because these stories are powerful, we have strong judgments. We pull all kinds of things out in our conclusion. We assign some pretty strong attributions. Those create strong emotions and feelings that drive us to act the way that we do.

We're going to look at a short video, then back to our path to action to illustrate this. We've got two gentlemen. I don't think their names are that important. I'm so used to sharing their names. Paul at the desk. And Will coming into the office. We'll play the video, then back to our path to, a.   
>> Hey, Paul.   
>> Hey, Will.   
>> I heard about you struggling at the budgeting briefing.

>> What do you mean in,   
>> I think I know what is causing your problems. I'm happy to offer feedback on your process.   
>> You ‑‑   
>> Beth Wolfson: You saw how Will communicated. You will have different beliefs about that. Let's look at the path to action. What Paul heard Will say, and is the nonverbals that Paul saw, those are the facts, those are what were observed. But Paul could tell two very different stories. He could tell the story, Will is here to help me, or Will is here to harm me. Whatever story you pick and you believe, that's going to create the emotion that you feel. If you believe that Will is here to help you, you will feel supported, comfortable, maybe even good and happy. If you believe he's here to cause harm, you're going be worried, scared, and afraid. Can you imagine that your as ‑‑ your as will be very different based on the emotions that you feel, that you created. The first two things we can then do to manage our emotions and create dialogue is to really assess and check our motives. Are they healthy motives of dialogue? And master or stories. If we don't master our stories, they become the master of us.

To have dialogue, two conditions must be present. These two are mutual purpose and mutual respect. Again, we use a little different definition. I will walk through these. We describe mutual respect as it means you care about the other party because they are a human being and vice versa. Some people confuse respect for the behavior. Some say I will never respect that person because they did this. What they're saying is I don't respect the behavior and they confuse it with respect for the person. If we don't have respect for the other individual at a minimum, we seem them ‑‑ see them as another human being. Please note dialogue is not possible. I'll show another video. This one is a little unusual. It's about a hostage negotiation. It will illustrate how vital respect is in order to create dialogue. Ron McMillan, another author of "Crucial conversations" will share this with you.   
>> Hi, Amy.   
>> Hey, Cindy.   
>> Not until your homework is done.   
>> Since when?  
>> Since your mom asked me to watch you.   
>> Fine!   
>> Amy! You're coming with dad.  
>> Whoa, whoa, you cannot come in here. I'm supposed to call the cops ‑‑   
>> My daughter is coming with me today.  
>> Whoa.   
>> Amy, come on. Get your stuff. Let's go. Come on.   
>> Hey, Doris. How is the coffee? Whoa! We have a situation. 1036. We need backup right away.   
>> I've been on the road a long week. I was anxious to get home. I was sitting in the airport, had some time to kill. The guy next to me looked kind of interesting. I turned to him said, So what do you do to put bread on the table? He said, Me? I'm a hostage negotiator. All clear? What's the situation? Everything online?  
>> I said a hostage negotiator? I'd never met one of them before. If some sleaze ball is holding all these people hostage, you're the one they call? I said OK, picture this, here you got this guy with a big gun, holds these people hostage. What's the first thing you do? He said well, you secure perimeter. You don't want this thing moving on you. You don't want to escalate it. You want to control it. I said OK, OK, now there's a perimeter secure. What do you do now? He said set up your base of operation so people know where you are, you know where everyone else is. That helps you keep that element of control.

OK, all right. Now your base is set up. Now what do you do? I wanted to get to the good stuff. I wanted to hear about all of guys with the guns and how they take this guy down.   
>> No, that's not what I want! Stop talking and listen.   
>> Now what do you do?  
>> Perp's out.   
>> He said, well, I find a quiet place where I won't be interrupted. And I create respect in my heart for the perpetrator. I can get your ex‑wife on the phone.   
>> No!   
>> Say what? Create respect in your heart for the perpetrator? That didn't sound very law enforcement to me.   
>> Guys, can you give me some space?  
>> Yeah.   
>> Respect in your heart for the perpetrator? You're kidding, right? He goes, Oh, no, I'm very serious. I said, But why? He said, People are respect radars. They're constantly scanning their environment. If they sense disrespect, he goes, That becomes issue one, everything else is back burner.   
>> That's not what I want.  
>> I know you care about your daughter.   
>> As soon as he said that, I knew he was right. Can they tell on the phone whether or not you respect them? He said, Oh, yes. After a few interactions it they ‑‑ if they sense disrespect, they'll kill a hostage. You don't respect me? At least you will fear me. Now let's talk.

Wow. This got my head spinning. Here's a hostage negotiator that shows respect.   
>> Just listen for a second.

>> I said how do you do that? How do you respect someone doing such a horrible thing? He said I just close my eyes, he said I think in my head I don't know what circumstances led up to this situation. I don't know what you want. I don't know how you were raised or where. But this I know: You are a human being, and you are due the respect every human being deserves. He said, I lock that thought in my head. When I feel it in my heart, he said, We're ready to negotiate.   
>> I just want to take my little girl home.   
>> Wow! What an intense situation. Here was this hostage negotiator telling me he was able to give someone his respect regardless of their actions, almost in spite of their behavior. Imagine that an important relationship of yours is stuck, or perhaps you're stymied in a negotiation with a co‑worker, friend or family member. The last thing you may think to do may be the first thing you should do. This is all very counterintuitive. I had always assumed respect was something you earned. If someone was rude or disrespectful, fearful or suspicious, you can still give and demonstrate respect to them. Set aside your sense of superiority and find respect. You may not ever be called upon to rescue a hostage, but if you think to start with respect you may rescue a relationship.   
>> Beth Wolfson: It might be a little surprising to have come to a conference like this and hear about hostage negotiation. But the principle is so important. In these kind of situations, we need to have dialogue and dialogue is not possible if the other person does not feel respected. If you have total disrespect for another individual, don't you think they know it? Because of that, that becomes so important to them, they can't open up their mind and their heart to even hear what you have to say, consider what you have to say, and engage in a crucial conversation or dialogue. I love the phrase "Respect radar." That's what's going on around us. Probably the amygdala plays a role in that, because lack of respect can feel life‑threatening to many people in different situations.

The second element ‑‑ can we stop here? Take a moment. What could you do to restore or demonstrate respect to any other party, your children, spouse, neighbor, mother‑in‑law, colleagues, co‑workers, individuals? Take a moment. What could you do to restore respect? Some of the ideas we teach in crucial conversations, sometimes we need to have a very authentic and sincere apology. Sometimes we need to listen to what the other person has to say. Sometimes we have to demonstrate to the other person that we see and recognize them as another human being in the conversation.

The second is mutual purpose. Some people falsely believe that mutual purpose is we want exactly the same thing. We look at it a little differently. Mutual purpose to us sounds like this: I am going to care about what's important to you, and you will care about what's important to me. We're going to look at our needs, our interests, the things that are really important to us. Oftentimes, we find we're debating and arguing how to do something, the strategy, and right beneath that is why is it important. If we can figure out what's important, then we're able to come up with different options, different ideas, and move forward and get unstuck.

So how do we get there? I'm now going back to the two ladies I introduced this morning, Karen and Carolyn. I will share the steps taken. As you look at each of these steps, see if you can connect this back to the things we've talked about this morning, the need for mutual purpose, mutual respect, seeing each other as other human beings, checking your stories to make sure you're not creating strong emotions. Also looking at what your motives are. Here's what they did. They had a facilitated interaction. Sometimes when you're that polarized having a third person can help. They set ground rules that we're going to operate by. One of them was we're taking off the table that we are here to fix the other person. How often is that our number one agenda item as we go through this? I've learned the long, hard way I'm not supposed to fix my husband or my children. I've taken that off the table.

Then they talk about their life experiences that shape them and led them to the positions versus arguing about the positions. Think about how this connects to mutual respect. He I'm not ‑‑ I'm not seeing you as the opposing position, but understanding you as a human being. Something, I don't know what, led you to your strong opinion that you have. When I understand it, I think I'll be better able to work with you.

Some people fear if they understand the other person's point of view, the other person wins. It's not about that at all. It's really about understanding and having that mutual understanding between all parties involved.

Then, when they learned about each other's human experiences, they were both touched by these. They had some kind of emotional connection because of that. Because they heard these experiences, that was the facts that they heard, they then told themselves different stories, and that creates a very different emotion that allowed them to act differently to be able to listen to the other person, communicate, and work together.

They exploded some of the stereotypes they had assigned to each other. These are the attributions we often assign to the other side. The enemy now had a human face. They were turned back into people and people who deserved respect.

The facilitators helped them find a mutual purpose. Yes, these two polarized women were able to find something they could both agree on and work together. Now, it's not magical. They struggled and had to stay in the conversation. You have to go through a lot of emotions, kind of wrestle with things, but they came up with a mutual purpose.

When they stopped hurling epitaphs at each other, something came out. This is the mutual purpose they both could agree on with passion. Prevention. We both want to live in a world where no woman ever feels she must make this tough decision. Both parties have passion around that. Can you imagine different kinds of strategies and ways they can work together to find ways to support this mutual purpose and prevent these kind of situations for women, especially teenagers?

They found ways to join forces and to find ways to prevent teen pregnancy, which would lead to a teen never having to make an abortion decision.

They joined forces in a very positive way.

I'm going to give you a moment to reflect on this. These are two groups that see things very differently. It's been their life work. They've had experiences that have molded their opinions and ideas. Yet, they were able to put those aside, respect each other, listen to each other, see the other person as a human being, and explore ideas for how they could move forward.

It wasn't a one‑time event. This very process has spread to other cities. St. Louis, Cleveland, I'm happy to say Denver, Colorado. Pensacola, Washington, DC. The players were different, but the outcome defined a mutual purpose and occurred in every one of these discussions that they have. Think about the power and optimism of this kind of result.

So what can you do to take away today to have dialogue and have more crucial conversations? First, recognize what makes up a crucial conversation. You need to be able to identify I've moved from good morning, how are you, into a crucial conversation. Something's happened. Opposing opinion. Different desires have emerged. Along with that, people's passion and their caring about these have also come into play.

Then these strong emotions come in. Those strong emotions are the driver for disastrous conversations. Strong emotions get in the way of very productive dialogue.

Then we got to look at not moving into our natural tendency. Each of us has a natural tendency to go silent or violent. After this program, there's information you can fill out. If you would like to receive a free assessment you can take, there's 12 questions you can answer, where you analyze and look at your behaviors. From this assessment, you will see if your tendency is to go more silent in conversations or to get a little more aggressive and controlling in conversations. If you want to have fun with this, give this to your spouse, children, and neighbors, and let them take that assessment for you, see how that partners up.

Then, it's important to have mutual purpose and mutual respect. I want to emphasize mutual respect is not about you like the person, you want to hang out with the person, you want to invite them to your pot luck at your house. It's nothing about that. It's about seeing the other person as another human being. When we see that and they feel that, that's when some of the walls come down and dialogue is possible. Mutual purpose takes time. Mutual purpose is the crucial conversation, it is the dialogue. This is where you spend time really listening to what is important to the other side. Because, if we don't listen to what's important to the other side, we'll make it up. We'll assume I know what you're trying to do. I know you want this and don't want to listen to me. We make up things that are not true. This is what we call we tell ourselves stories and buy into them. We buy into them, create strong emotions which drive us away from dialogue into silence or violent ways of communicating.

So we talked about the two tools that you can use. One of the most powerful tools that I have ever seen is getting your motives right. I do a lot of facilitating and work with teams in organizations. These are teams that act as though they are mortal enemies. They work in the same organization, but they see themselves as mortal enemies and wish the other team would leave the face of the company.

So an example might be working in an organization with a team in sales and a team in production. Salespeople can't stand those people in production because they never give them what they want, when they want it. Production people can't stand the salespeople because they're out there selling things that have not been created or making promises they can't keep. So they would rather get rid of each of those different functions.

But think about it, what happens in an organization when two key functions are out of the organization? Again, working together to say how can they find ways to you need this, and we need this, so how can we come together and have a win‑win?

Also focus on mastering your stories. This is powerful. One of the best ways to practice this is to pay attention to things you're thinking. Whenever you feel a strong negative emotion, hurt, pain, frustration, anger, when you feel that emotion stop and back up one step. What are you telling yourself that you believe is true? When you can identify that, you can the choice to change your story and create a different emotion.

Now, I will say when you feel love, joy, happiness, don't worry about those. Keep those. Those we don't have to sweat. I hope that as we have had our time together this morning, our very quick time, I hope you can answer this question: What will you try based on the information that you heard today?

I'd like to end with this quote you see up on the screen. This came out of the VitalSmarts research. It's a very powerful statement to pay attention to. The more positional power people use, the less likely they were to succeed. It's not about positions and having authority over someone. It's coming together, human to human, about something that is important to you and having dialogue.

So I'd like to thank you very much for your time this morning. I hope that you found something that you can bring out of this room into the life that you live. Thank you very much!   
[Applause]  
  
>> Wow! My heart and mind is full. We in this room have the opportunity to get this right, for the families in this room and the families that are outside this room. Thank you so much for that presentation!

A couple more housekeeping rules before I turn over to the next part of our program. I wasn't really honest about leaving my housekeeping behind, because I actually haven't really cleaned my house in about ten years. Anyway, just a couple other announcements. If you're presenting a breakout session, please go to the presenter ready room to be sure your presentation is ready for your session. The presenter ready room is in limestone located up one floor from the ballroom.

There are activity, especially for students and for parents and families, noted in your program app. Check out the info in the app and take advantage of the opportunities to meet other students and families at the EHDI meeting.

It's now my pleasure to introduce Dr. Karl White and Jenna Mall‑Morris to present our Family Leadership Award.   
>>[music]  
To dream the impossible dream   
to fight the unbeatable foe   
to bear with unbearable sorrow   
to run where the brave dare not go   
to right the unrightable wrong   
to love   
to try when your arms are too weary.   
>> Karl White: Don't leave. Just listen.   
>>[music continues]  
To reach the unreachable star   
this is my quest

[Music ends]  
  
>> Karl White: If you can give me that first slide. This is a wonderful time in this meeting to recognize a number of people who have done extraordinary things. Who have been willing to dream impossible dreams. The book Don Quixote by miguel De Cervantes is recognized by most scholars as the greatest novel ever written. It's great because it tells the story of a man that many people thought was a little deranged, who was willing to seek after things that seemed impossible, and did it with passion and discipline and with joy. And was willing to tilt at windmills, and was able to change the world in important ways, his world that he associated with, because he wasn't willing to accept the reality that most people saw. He had his own reality.

So this morning, we honor some people who have been nominated for the Family Leadership Award, who are those kinds of people, who change reality. We are honored to have them here and will recognize them, all of them will receive a copy of the greatest novel ever written, and in addition one has been selected for the Family Leadership Award, which recognizes that kind of passion and determination and joy. Jennae will introduce them. We'd like them to come up.   
>> Good morning. As I call your name and you come up, please remember that each one of you are dreaming the impossible dream and you're living in and making it possible for our children. Rachel Coleman, please come up.   
[Applause]  
Christine Griffin, please make your way.   
[Applause]  
Sheila Janning.   
[Applause]  
Irene Schmalz.   
[Applause]  
And Melissa Tumblin.   
[Applause]  
You guys can come a little closer. Congratulations to all of you for being nominated for this wonderful award.   
[Applause]  
I wish we had a drum roll, but the winner that we chose, this was very difficult, as I worked with the committee and nominees came in and when we read all of the wonderful things that all of these people were doing to help our children, to advocate, to advocate for the children, professionals, it was hard to make this decision. But you know we have to make one.

The winner this year is Melissa Tumblin.   
[Applause]  
We're going to have to do this in a ever ‑‑ in absentia. "Melissa is an advocate for promoting education and awareness and hearing loss as prompted by her daughter's condition. She has been an influential community leader, providing people with support and connection. Her contributions have led overall to improvement in the EHDI system. Melissa provides astonishing support to those with children who are deaf and hard of hearing. She has served as a member of the board of directors of Hands & Voices in Colorado and a family Advisory Council for the Deaf and Hard of Hearing group at Children's Hospital. She is an active member in IEP meetings, helping families navigate through the process of enrolling their children in educational settings, where they're most likely to succeed. Melissa worked across the globe to arouse awareness for microatrecia and hearing loss and has presented at numerous conferences. In addition, she delivered webinars through audiology online. Lastly, she has received several awards, including otocon's advocacy award. We will make sure Melissa gets this award. I really want to say to all of you standing here, we don't take this lightly. We congratulate you. To everyone out there, this is one of my favorite books, and a book that has meant a lot. My husband and I quote it all the time when we're feeling like we can't do it or it's impossible in dealing with the things we've had to deal with for our son for 22 years. We have quoted this, and it's kept us strong. So I want to say to all of you and to all of you out there, to continue to advocate, continue to fight, continue to engage in the crucial and critical conversations. Live your passion! Love your dream. And continue to dream and live the impossible dream. Thank you for the nominees. Thank you, Karl, and thank you, everyone.   
[Applause]  
  
>> Karl White: OK, We'd like Vicki hunting to come up and explain to you about the very important state stakeholder meetings that will happen next. This is a very important part. We hope you will participate.   
>> Thanks, Karl. Good morning, everyone. It's good to see you. Hope your travels were uneventful to arrive in Denver. Hopefully, the snow didn't impact you getting here. Hopefully, you had time to connect with old friends, renew those relationships, and meet some new friends already. First, I'd like to introduce to you to your state stakeholder subcommittee who put this together. If you just want to wave, Marcia Fort from North Carolina. Linda Hazard from Vermont. Kathy Lester from Kentucky. Gala Guignard from AG Bell. Hanna Sawher. Alyson Boyer, a student from University of Maryland. Treeby brown and Sandra bat east ‑‑ sands ra Battiste, and me, Vicki Hunting from Iowa. This year, we have more than 178 instructional sessions, special meetings, topical sessions and almost 90 posters including seven sponsors, 47 exhibitors and over 1,000 attendees, including over 370 individuals presenting sessions. That's a tremendous amount of information. In a few minutes, you will have an opportunity to learn more about your own state or territory EHDI system and think about how you will use the information that you learned here at this meeting to become more involved in your EHDI system.

The session will provide an opportunity for each of you as individual stakeholders in the EHDI system to commit to activities that will help further the system. As an individual, it is important for us as parents and students and providers and professionals in the system to understand the current status of your state or territory EHDI system. To determine how to use and share the information that you learn here and figure out how to apply it to your EHDI system. And to build on and expand your collaboration and networking.

This time together during the state stakeholder session will help you consider how to best contribute to the ongoing development and enhancement of your EHDI system.

We ask that you take the time to jot down the new ideas and most important information that you learn so that your learning can be used to enhance your EHDI system when you return home. In addition, be sure to share these ideas and information with EHDI leaders in your state and territory. Your time together this morning might include discussions about what you expect to get out of these next two days. They might be discussing or outlining EHDI priorities in your state and territory, reviewing your HRSA or CDC goals and objectives. You may discuss who is going to attend which sessions to cover the topics most relevant to the priorities in your state or territory. There also may be conversations about the learning community topics that you're working on.

Your feedback is valuable information that will help us in planning for next year's federal grantee meeting. Each year, thanks to your input, we have tweaked the format a little bit. So be sure to fill out your state stakeholder meeting evaluation. It's the tan form in your program booklet, so that we may continue to improve this particular session.

The state stakeholders meeting locations are on a light gray sheet included in your registration materials. On the back you will find additional information about this session. So also please note the location updates if you are in from Wisconsin or Wyoming. Wisconsin is in the capital foyer north. Wyoming is in the exhibit hall.

EHDI meeting staff are available to help you to find your designated meeting space, and will also be circulating during the session. So feel free to flag anyone down if you have needs or assistance.

Should you decide to move your group to a different location, we ask that you leave a note near your assigned meeting space so that those arriving after you will know how to find you.

Thanks four time this morning. Enjoy yourselves at the meeting, catching up with old friends, meeting new ones and learning new ideas to improve your EHDI system. Karl, if there's nothing else, I think it's time to head to your designated meeting space. Thank you!   
>>[music]  
To dream the impossible dream   
to fight the unbeatable foe   
to bear with unbearable sorrow   
to run where the brave dare not go   
to right   
the unrightable wrong   
to love from afar   
to try when your arms are too weary   
to reach the unreachable star   
this is my quest   
follow my star   
no matter how hopeless   
no matter how far   
to fight for the right   
without question or pause   
to be willing to March into hell   
for a heavenly cause   
and I know   
if I'll only be true   
to this glorious quest   
that my heart   
will lie peaceful and calm   
when I'm laid to my rest   
and the world   
will be better for this   
not one man   
scorned and covered with scars   
still strong   
with his last ounce of courage   
to reach   
the unreachable star!