



**VitalSmarts**<sup>®</sup>  
A TWENTYEIGHTY™ COMPANY

## Crucial Conversations

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The Philadelphia Inquirer

*Winner of 27 Pulitzer Prizes*

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 a more contentious competition was won on May 29, 1996 in Philadelphia. It wasn't on the front page—but it did make the news.

(Section M—Page 1)

**The Philadelphia Inquirer**  
*Winner of 20 Pulitzer Prizes*

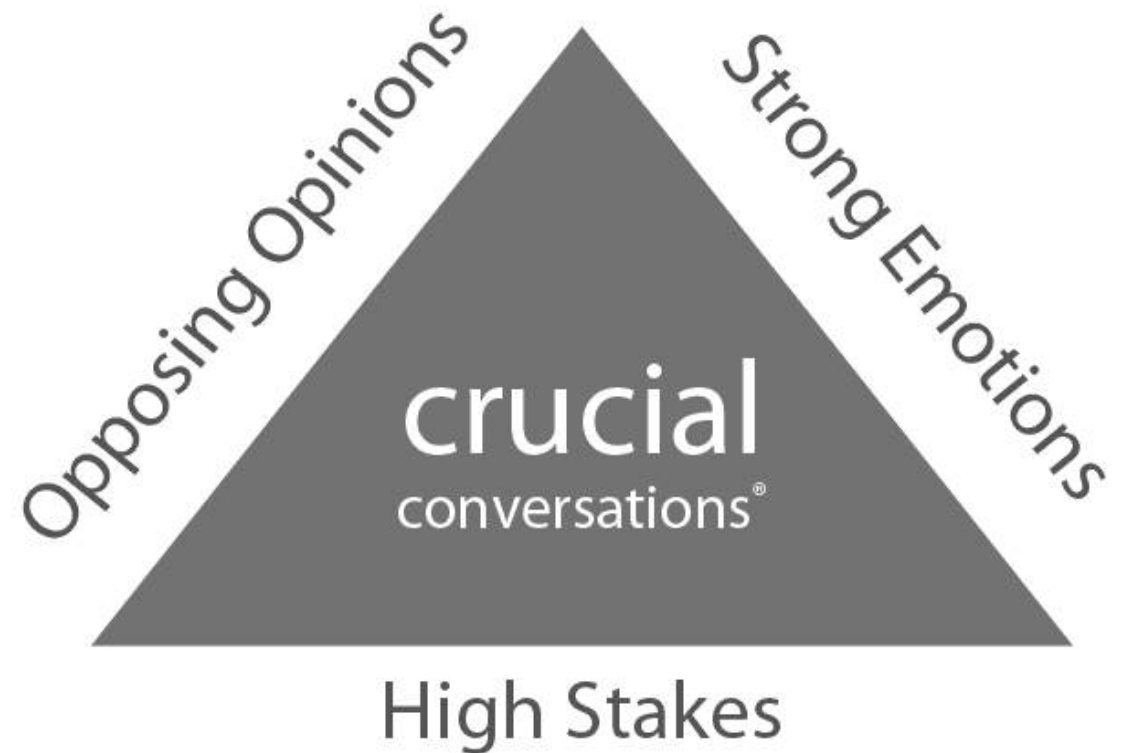
**AT LAST!**





# What is a **CRUCIAL CONVERSATION**?

Is there anything in **YOUR** life that fits this description.



## What do we typically do when facing a crucial conversation?

**Silence:** Any action taken to withhold information and meaning from the crucial conversation.

**Behaviors:** Avoid, drop hints, make jokes, sugar-coat, roll eyes, withdraw from the conversation, etc.



**SILENCE**



**VIOLENCE**

## What do we typically do when facing a crucial conversation?

**Violence:** Any non-physical, verbal action taken to compel others to your point of view.

**Behaviors:** Talk over others, interrupt, finish sentences,  
Make threats, yell, argue, etc.





# Emotional Hijack

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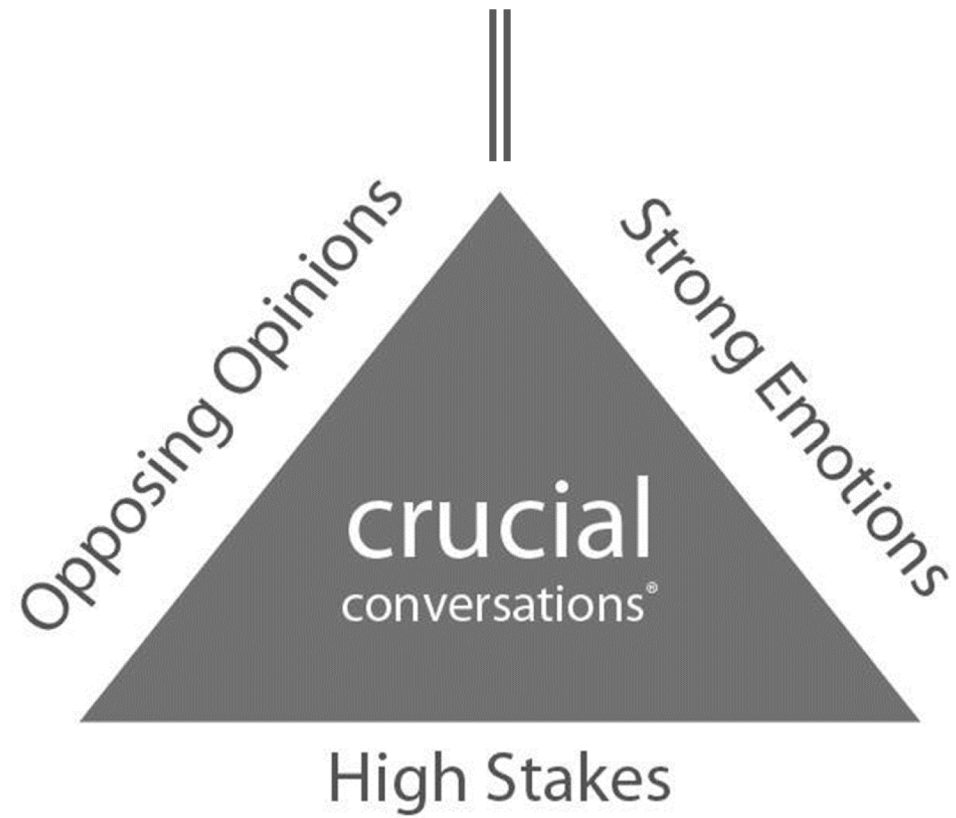
# The third option: Dialogue

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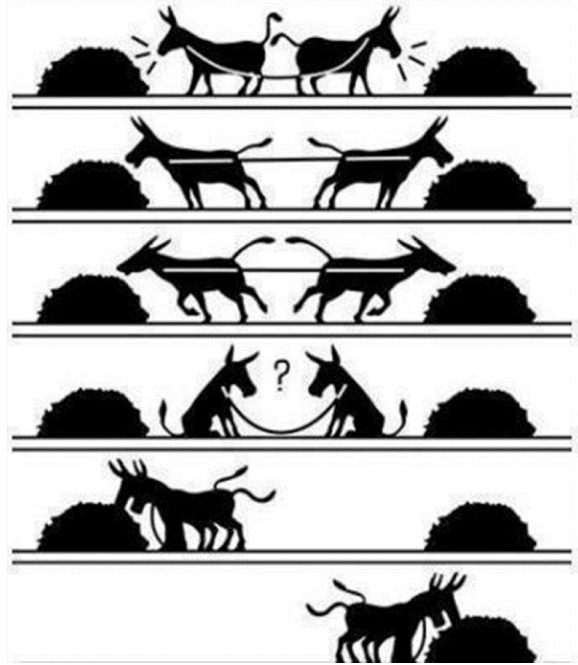
100% Honest &  
Candid while being  
100% Respectful



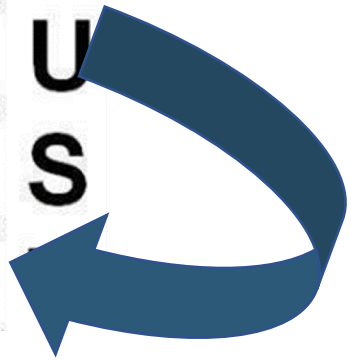




**An honest and respectful conversation about  
how we can work TOGETHER to create a  
solution that works for ALL parties?**



A  
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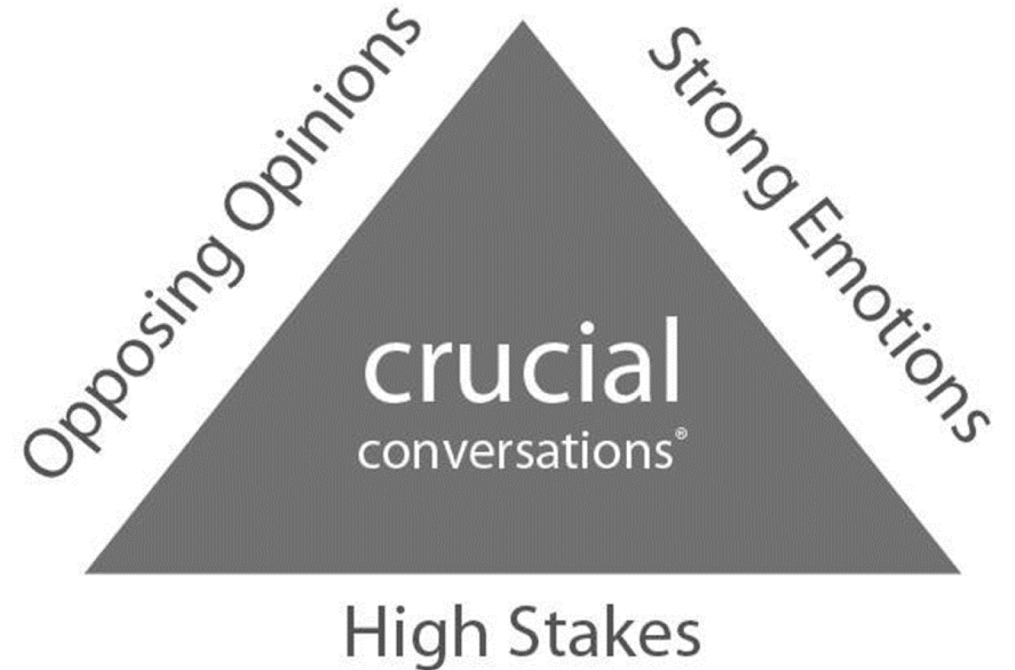


Parties putting their heads together to create a WIN:WIN

# Benefits of Diverse Opinions

## Get Unstuck:

- Achieve desired goals
- Meet deadlines
- Adhere to quality and safety standards
- Create and maintain customers
- Happiness and duration of relationships
- Less stress in life—more balance



People with passion are often admired for the “fire in their belly”—and emotional charge that ignites others.

But, can too much passion hurt us? Experts say “YES.”

- When we are so focused on accomplishments, we often overlook strategy.
- We can lose our identity and become wrapped up in “being passionate” rather than finding solutions.
- Too much passion can make us blind to opportunities that exist.



Passion

conversation

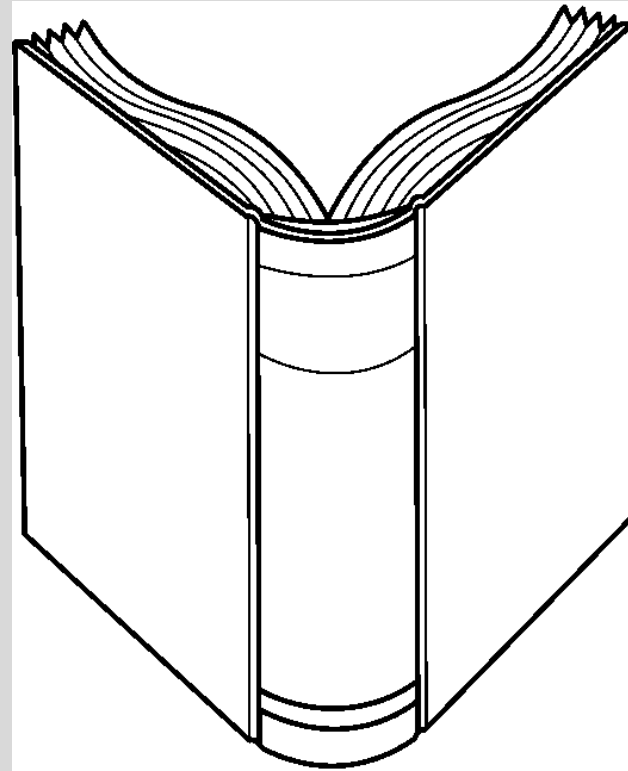
High Stakes

# What can we do to manage our emotions? 2 Tools

**Get Your Motives Right**

*Intention  
is  
everything*

**Master Your Stories**



# Get Your Motives Right

## UNHEALTHY & UNPRODUCTIVE MOTIVES

- Be right
- Look good/save face
- Get your way
- Win
- Punish
- Blame or shame others
- Avoid the conflict



## DIALOGUE FOR SOLUTIONS MOTIVES

- Learn from the other person
- Understand more about the situation and options
- Find their “truths”
- Produce results
- Move forward
- Strengthen relationship(s)

*We*

**How we create  
our emotions**

## **MASTER YOUR STORIES**





## We need to separate our **FACTS** from our **STORIES**

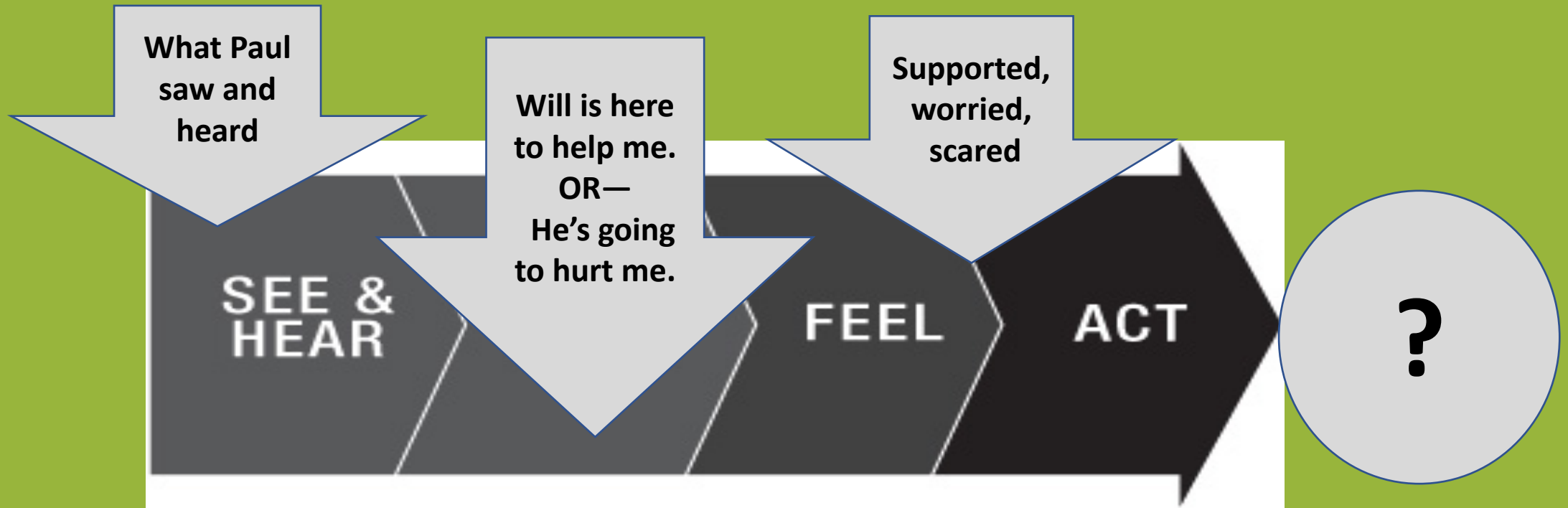
**FACT:** an actual occurrence—something that can be proven through observation or measurement.

**STORY:** what we tell ourselves about the facts:

- Judgements
- Conclusions
- Attributions







Our stories, what we believe is true, create our emotions—  
which drive our actions.

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To have **DIALOGUE**,  
there must be two  
conditions present:

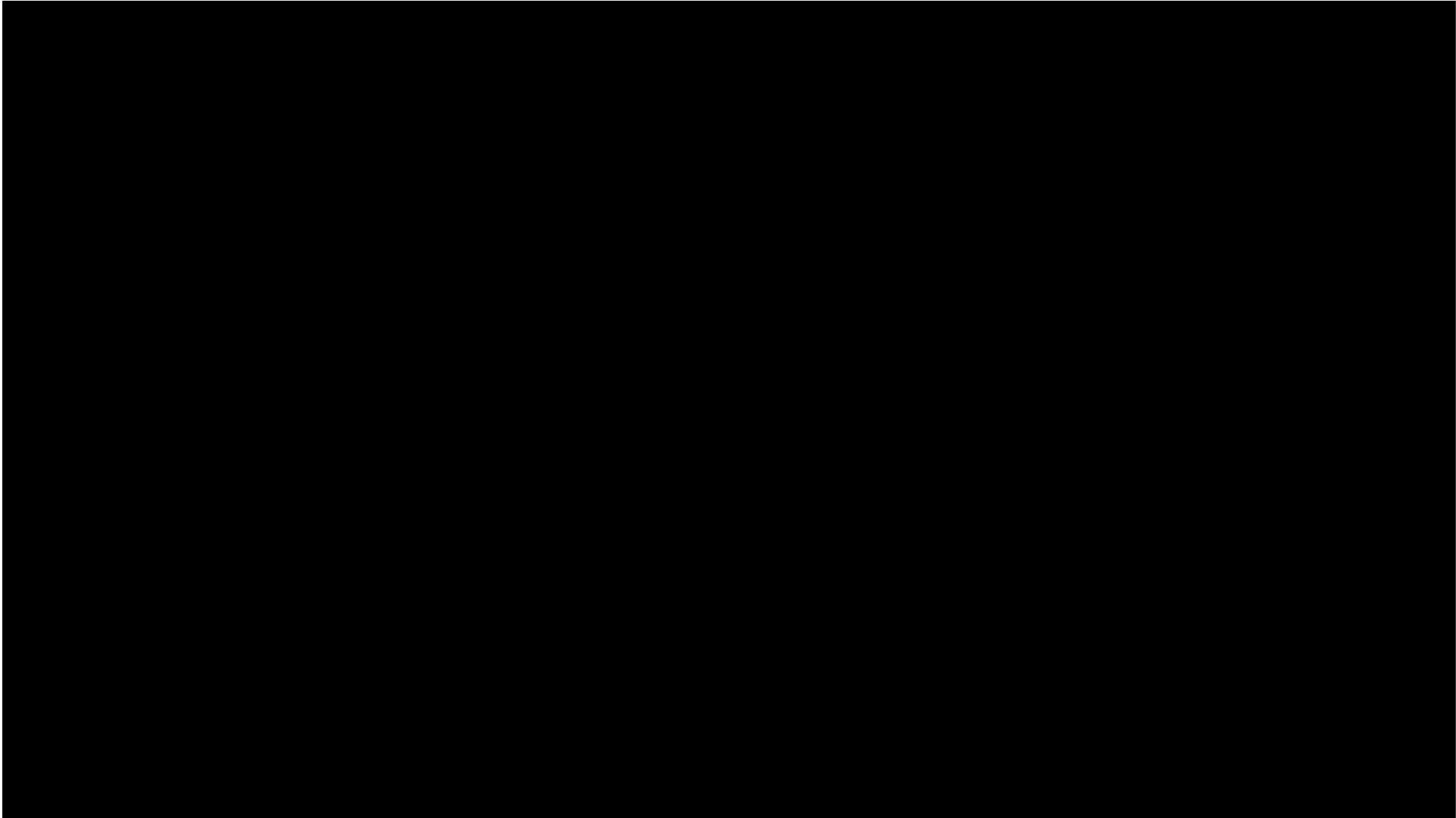
1. Mutual Respect
2. Mutual Purpose:





**MUTUAL RESPECT** means you care about the other party because they are a human being and vice versa.

**Respect is VITAL** to be able to have dialogue.





**Take a moment: What could you do to restore or demonstrate respect to the other party?**





**MUTUAL PURPOSE** means you care about the other party's goals and vice versa.

**You may not actually want the same thing.**



**Mutual Purpose: How do we get there?**

# Let's go back to Karen and Karalyn

What did they do?

- Had a facilitated interaction
- Set ground rules that removed “fixing the opponent” off the table
- They had them talk about their life experiences that shaped and led to their positions VS arguing their positions

# Let's go back to Karen and Karalyn

- ❑ They learned each other's human experiences that were both touching and real.
- ❑ Stereotypes were “exploded”—the enemy now had a human face. They were turned back into people; people who deserved respect.

## Let's go back to Karen and Karalyn

- ❑ The facilitators helped them find a mutual purpose—  
yes—a mutual purpose!
- ❑ They struggled and stayed in the conversation

# Let's go back to Karen and Karalyn

□ Once they stopped hurling emotional epithets at each other, they found a common goal.

**PREVENTION:** “We both want to live in a world where no woman, ever, feels she must make this decision.

Once they had a mutual purpose, they found ways to work together in support of their mutual purpose.



# Let's go back to Karen and Karalyn

- ❑ They found ways to join forces 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 positive way.
- ❑ Has spread to other cities: St. Louis, Cleveland, Denver, Cincinnati, Pensacola, Washington, DC)
- ❑ The players are different, but the outcome of find a Mutual Purpose are the same.



## What can you take away from today to create **DIALOGUE** when you have a Crucial Conversation?

- What makes up a Crucial Conversation
- We need to go from Silence or Violence to Dialogue
- Must have Mutual Respect and Mutual Purpose
- There are 2 tools we can use to manage our emotions:
  - Get Your Motives Right**
  - Master Your Stories**

**What  
will you  
try?**

The  
**Revolutionary Finding**

The more position power  
people used, the less likely  
they were to succeed.

**VitalSmarts**<sup>®</sup>  
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**Thank  
You**

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