

Crucial Conversations

Style Under Stress

Your silence and verbally aggressive scores give you a measure of how frequently you fall into these less-than-perfect strategies. It's actually possible to score high in both. A high score (one or two checked boxes per domain) means you use this technique fairly often. It also means you're human. Most people toggle between holding back and becoming too forceful.

Masking
__ 5 (T)
__ 6 (T)

Controlling
__ 7 (T)
__ 8 (T)

Avoiding
__ 3 (T)
__ 4 (T)

Silence Total : ____

Labeling
__ 9 (T)
__ 10 (T)

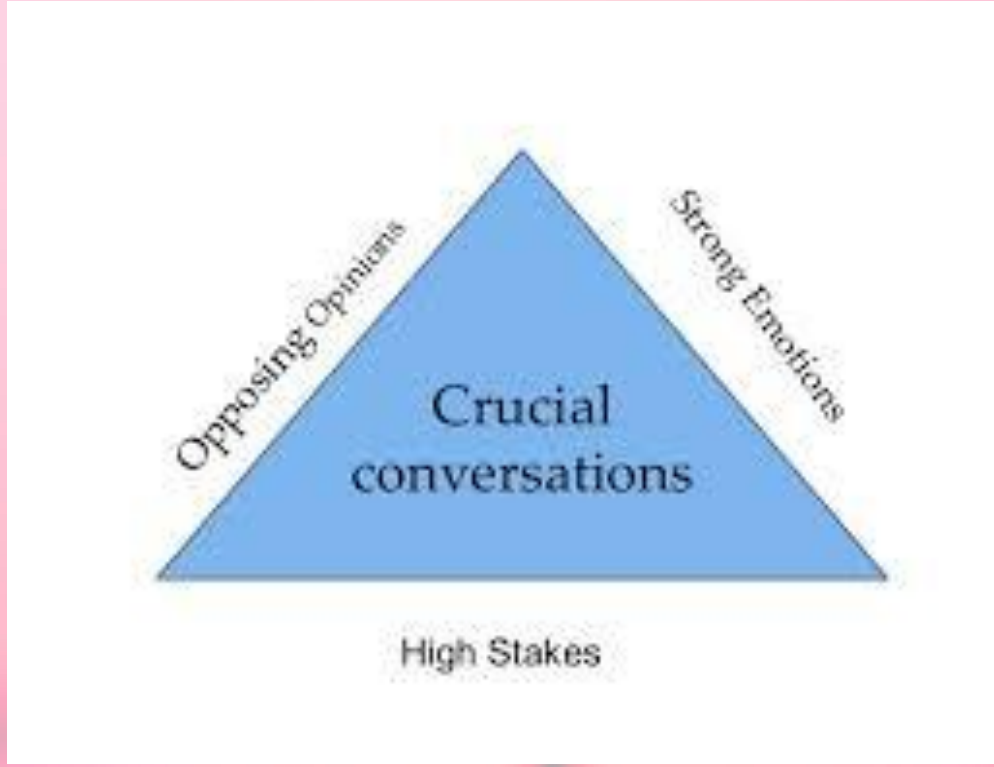
Withdrawing
__ 1 (T)
__ 2 (T)

Attacking
__ 11 (T)
__ 12 (T)

Verbal Agression
Total :____

Crucial Conversation

- Opposing Opinions
- Strong Emotions
- High Stakes



The Problems Crucial Conversations Addresses

Important issues left unaddressed

Decisions made without full input

Disagreements that escalate into unproductive conflict.

Conflict that slows or derails work

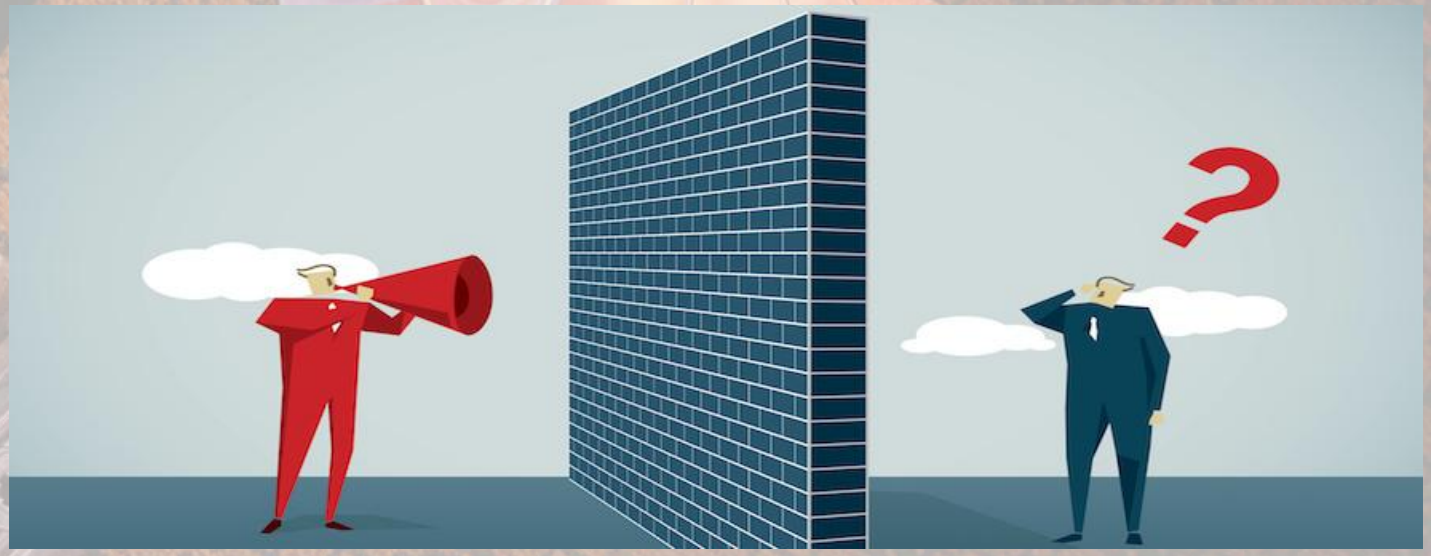
Workflows that stall due to silence or misalignment

Choices when faced with Crucial Conversation

- Avoid them
- Face them and handle poorly: Mask, Avoid, Withdraw, Control, Label, Attack
- Face them and handle well 

Barriers to Crucial Conversations

- Fear we will make matters worse
- Its what we've learned – Avoid uncomfortable tough conversations
- Change the subject
- Use tactics to dodge
- touchy issues
- Get Stuck



Avoid

- Throw hands up “whatever”
- Don’t address the issues

- Leaves the official or coach confused





Face & Handle Poorly

- Don’t recognize warning signs
- Not being genuine
- Not being curious
- Leaves mad and disgruntled



Face & Handle Well

- Start with heart
- Create Safety
- Pool of shared meaning
- Mutual Purpose
- Watch for signs of stress
- Understand your stories
- State your path to action
- Keep options open



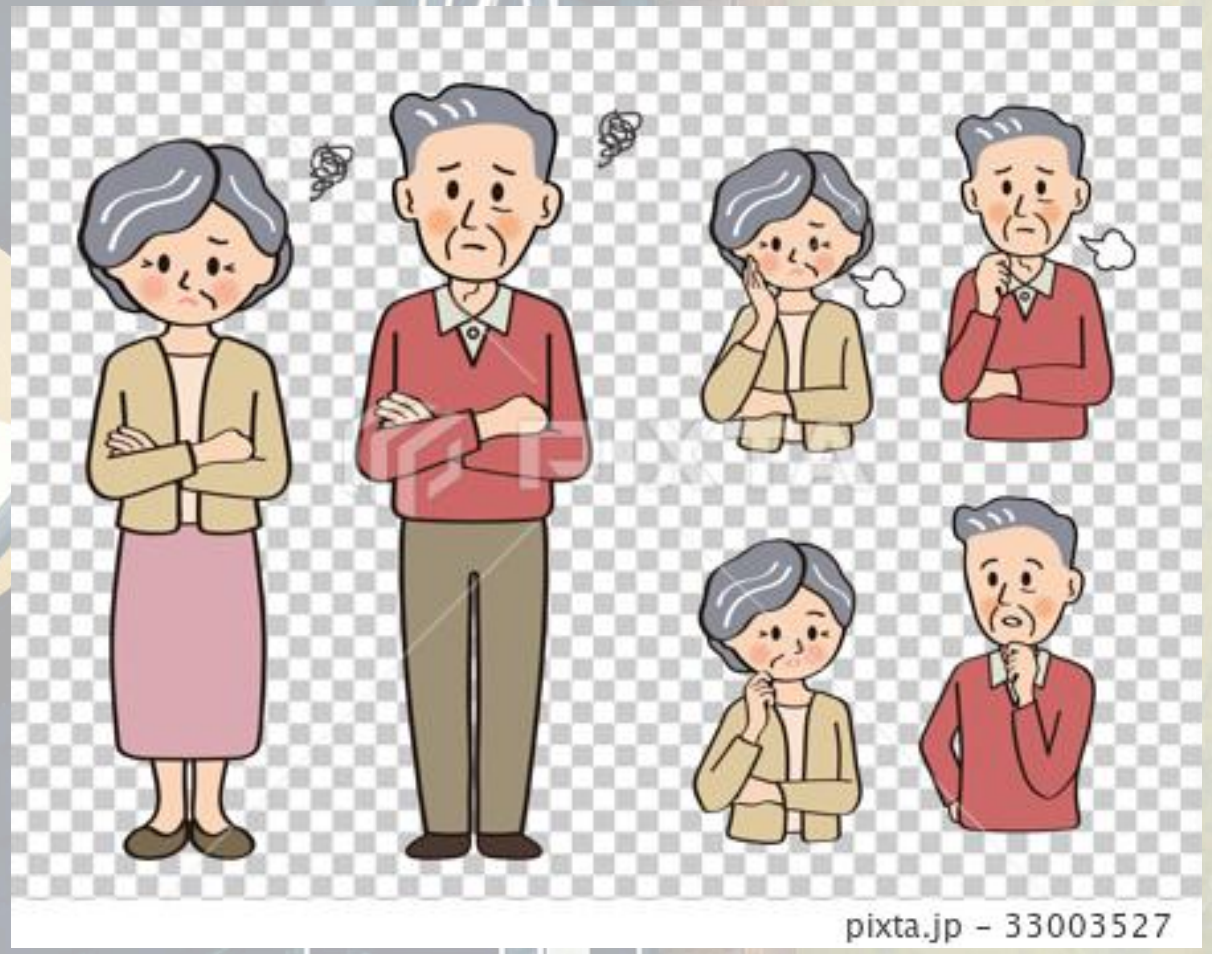
Start with heart (deep breath)

- Remind yourself of why you are a Referee
- Put your heart at peace
- What do I want for the other person (coach or official)
- What do I want for me
- What do I want for this relationship



Watch for Signs of Stress

- Anxiety
- Defensiveness/Angry Tone
- Words
- Physical signs
  - Arms crossed
- Acknowledge distress
- Stick to goal



Fight vs Flight

https://www.youtube.com/watch?v=JtSP7gJuRFE

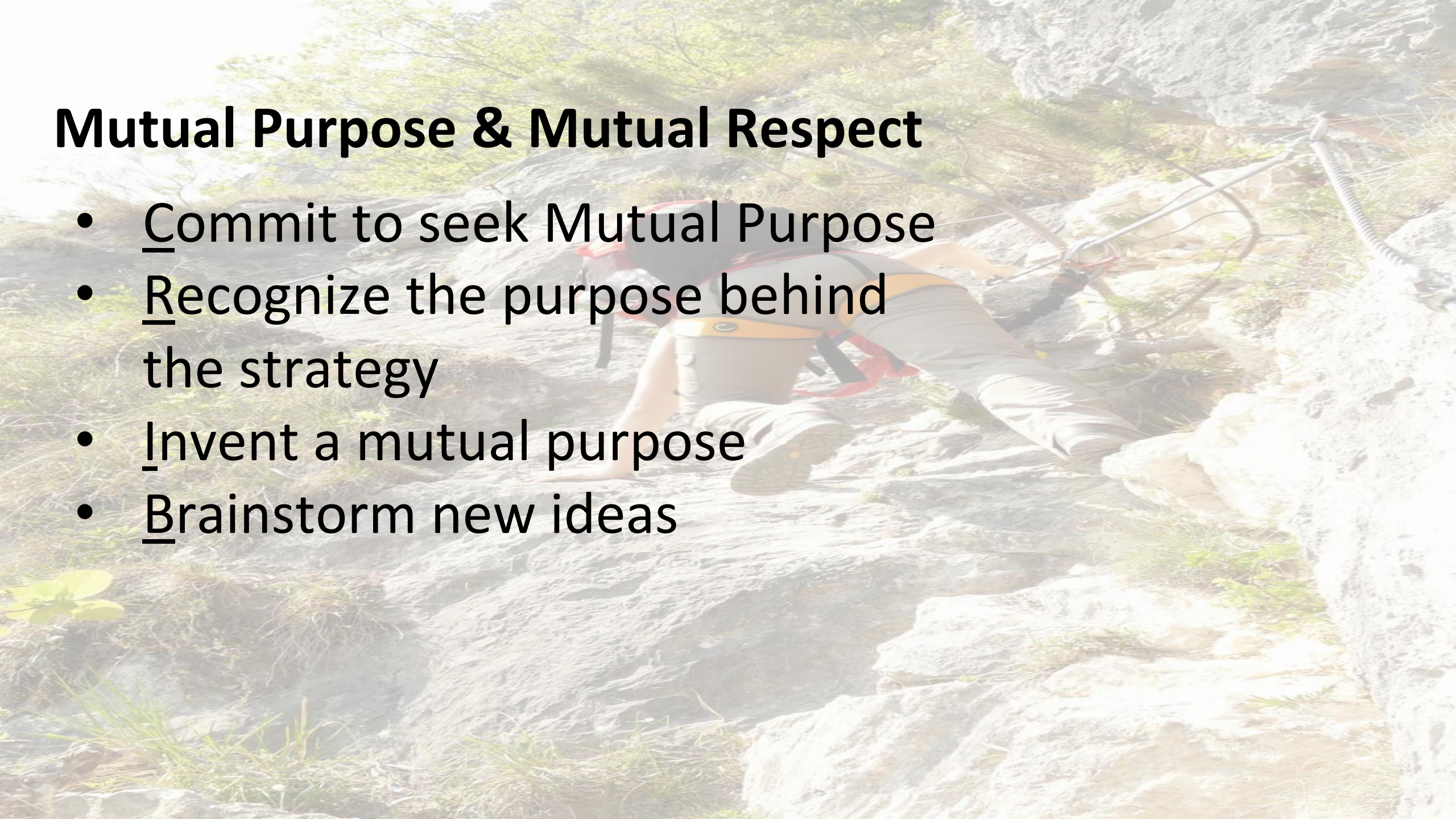
- What can I do to restore safety?
- They need to know that you care about them & their interests
- Show respect
- Check yourself
- We create the safe environment



Create Safety so problems can be solved

- Remember your goal
- Do not need to win
- Shared goals: both want a good official
- Safety allows them to relax and absorb
- Have a conversation





Mutual Purpose & Mutual Respect

- Commit to seek Mutual Purpose
- Recognize the purpose behind the strategy
- Invent a mutual purpose
- Brainstorm new ideas

Master your Stories

- Assumptions
- My role
- Replace defensiveness or assumptions with curiosity

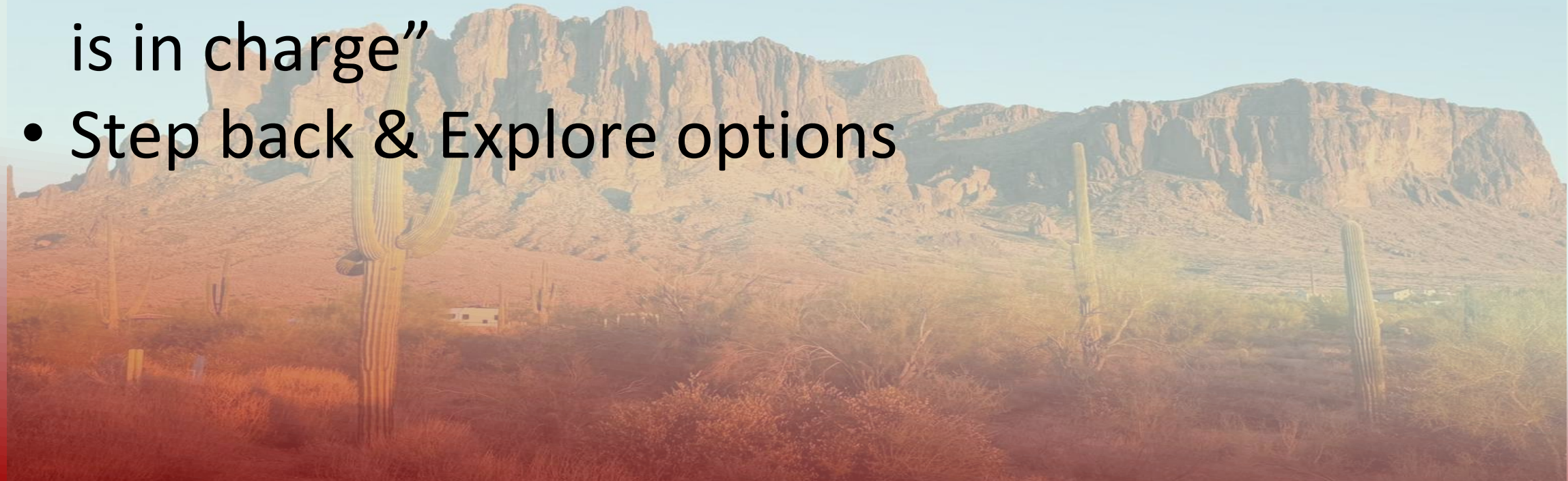


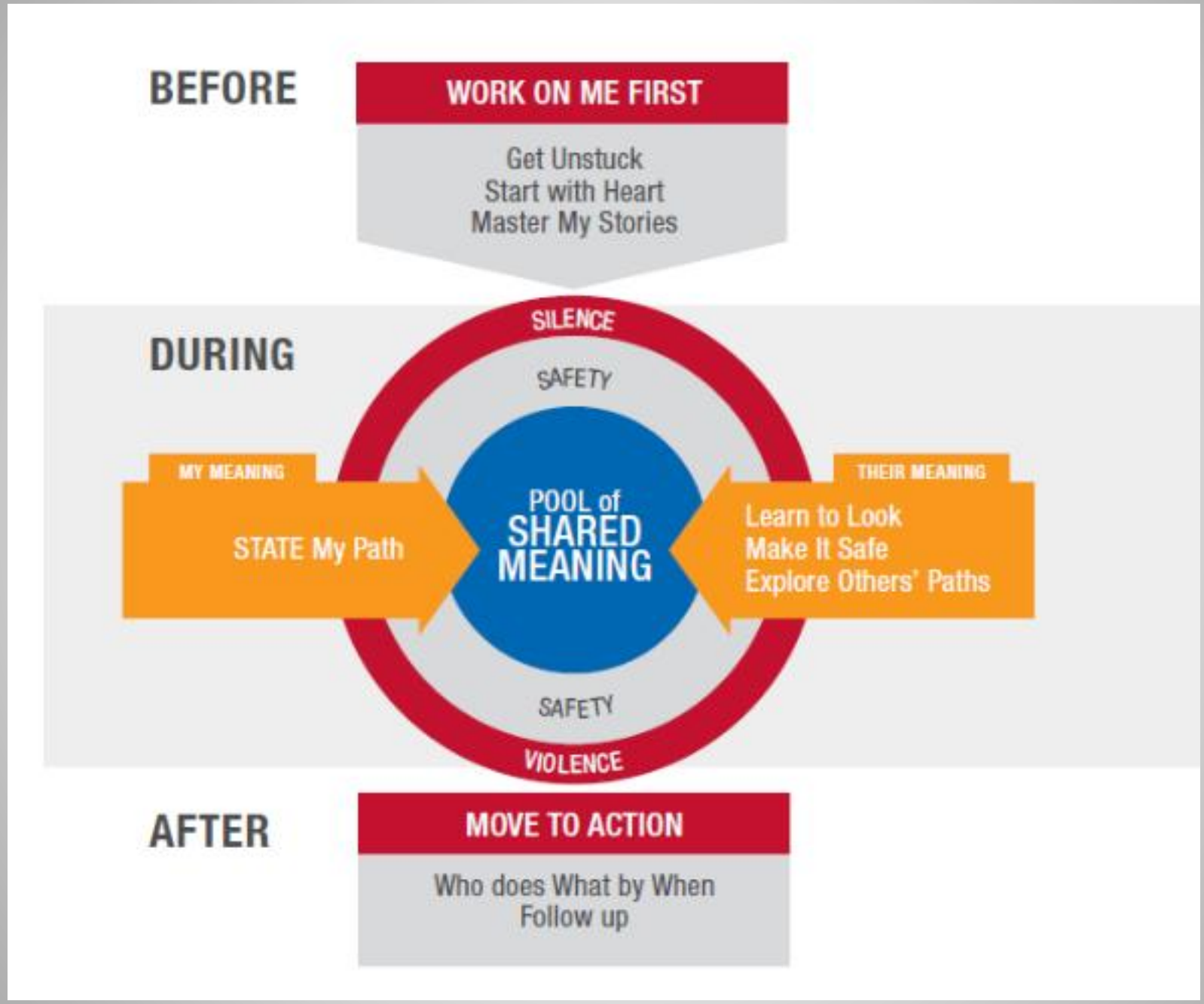
State your path to Action

- Share facts – Professional Documents , Rulebook
- Tell you story – your observations
- Ask for their path (perception)
- Talk tentatively (encouraging their point of view)
- Encourage testing

Keep Options Open

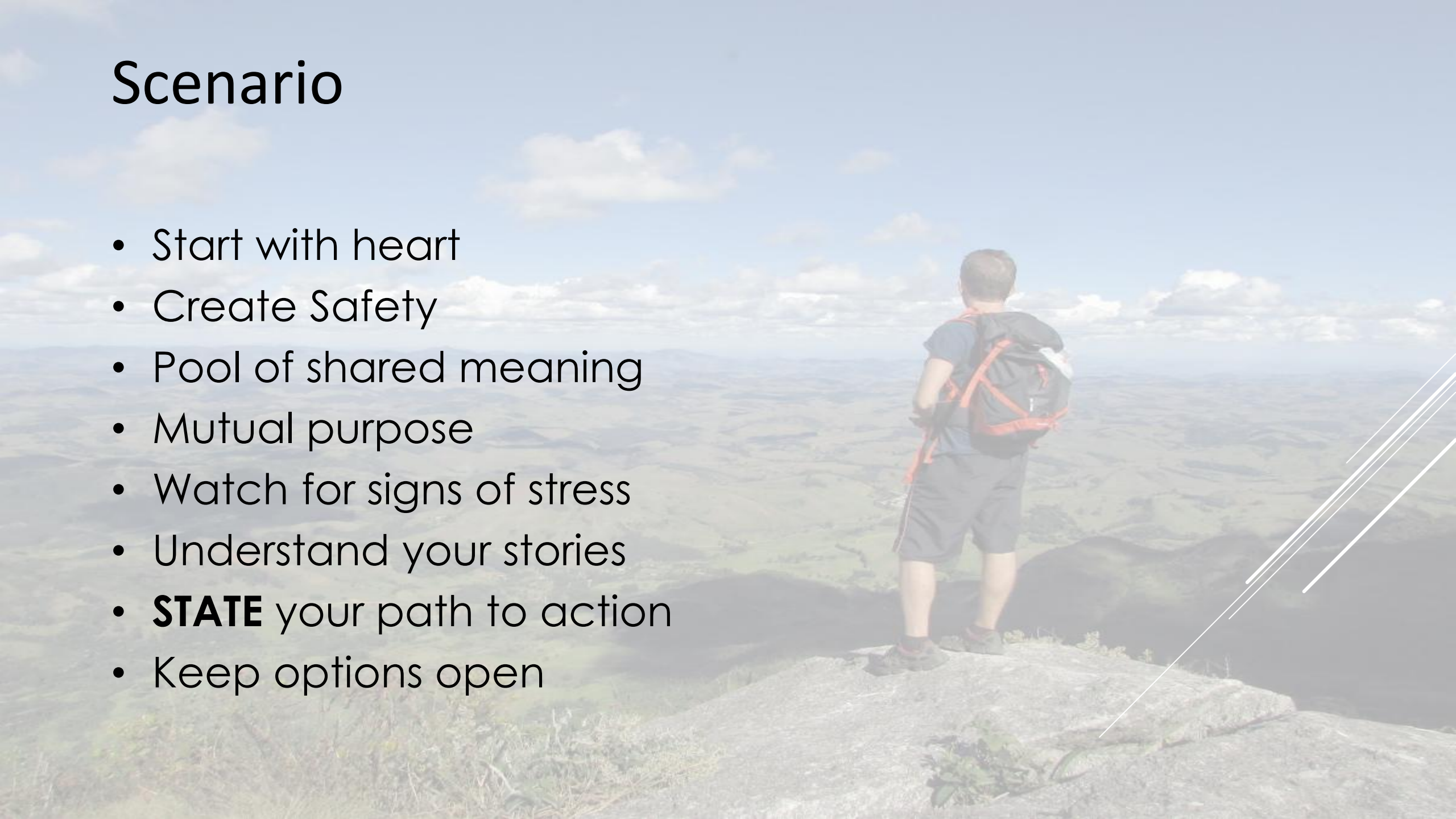
- Let go of Black & White thinking : “I have to uphold this call or they will challenge EVERY call” or “I am the Referee and am going to prove WHO is in charge”
- Step back & Explore options




BEFORE
WORK ON ME FIRST
Get Unstuck
Start with Heart
Master My Stories
DURING
SILENCE
SAFETY
MY MEANING
STATE My Path
POOL of
SHARED
MEANING
THEIR MEANING
Learn to Look
Make It Safe
Explore Others' Paths
SAFETY
VIOLENCE
AFTER
MOVE TO ACTION
Who does What by When
Follow up

Scenario

- Start with heart
- Create Safety
- Pool of shared meaning
- Mutual purpose
- Watch for signs of stress
- Understand your stories
- **STATE** your path to action
- Keep options open



Conclusion

- Start with heart
- Create Safety
- Pool of shared meaning
- Mutual Purpose
- Watch for signs of stress
- Understand your stories
- State your path to action
- Keep options open


QUESTIONS