



WEBINAR SERIES

Crucial Skills for Crucial Times



Crucial Conversations in a Crisis: How to Create a Threat Adaptive Culture

With Joseph Grenny

1 Execute

1 Execute

+ 1 Innovate

1 **Execute**

+ 1 **Innovate**

11 **High Performance
Culture**

What are the **fundamental capabilities of a human system** that are crucial to its capacity to execute flawlessly and innovate consistently?

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- Most employees and customers will be moving about more freely.
- People will come out of their caves still anxious and hyper vigilant.
- The virus may become “seasonal” – meaning, like the seasonal flu that takes 500,000 lives every year, it will always be lurking.

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3. **Virtual-Adapted.** We've moved irreversibly to new modes of working. If done casually, all of your old cultural weaknesses will be magnified. You need the cultural strengths and behaviors that will help you turn this new reality into a strength not a weakness . . . long term.

Two Leadership Problems

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2. How can we prepare to be more resilient the next time?

Three Change Challenges for Recovery and Beyond

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- More than 10x more likely to respond effectively.

Agility = Resilience

Which of the following are the most critical adaptations your company must make quickly?

1. Reprioritizing spending/stopping and starting major projects
2. Rethinking products and services
3. Selling in new ways or to new customers
4. New customer preferences or buying methods
5. New supplier challenges
6. Getting things done and managing performance more virtually
7. New family and personal stresses
8. Reorganizing people's roles and teams, downsizing/furloughing
9. New decision-making processes
10. Rapidly adding staff
11. Other _____

Poll

Are there interpersonal, emotional or political sensitivities that get in the way of candidly discussing and quickly deciding on the bold changes we need?

Strongly disagree



Strongly agree

Poll

In that situation, what gets in the way of a completely transparent and effective conversation?

(Check all that apply)

- Concerns about losing power
- Past histories of conflict
- Mistrust
- Worries about job security
- Our tendency to involve too many or too few people

Poll

How long do you think it will take to gain real agreement on the bold decisions that should be made?

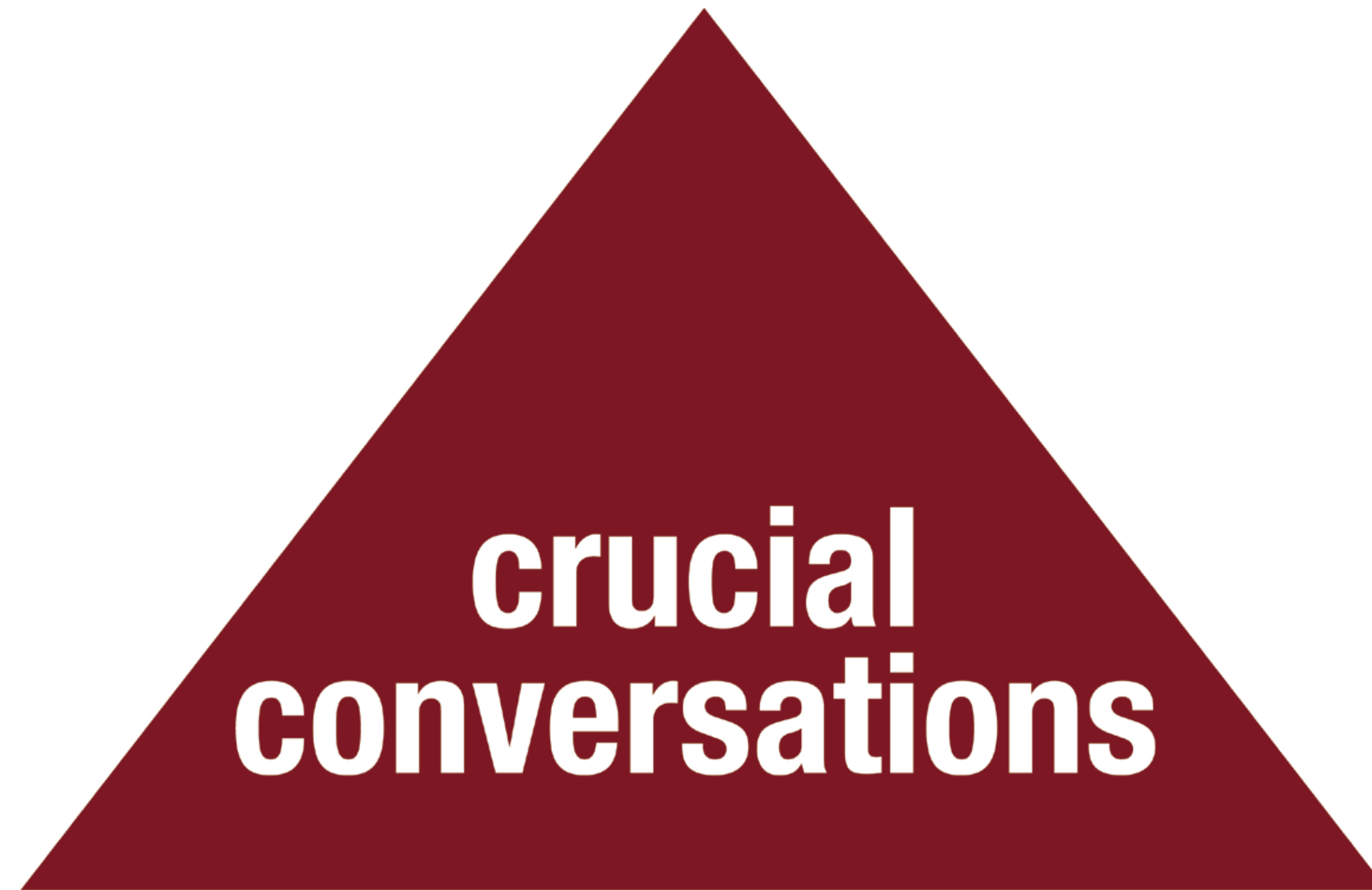
< 1 month | 1-3 months | 4-12 months | > 1 year | Never

How quickly would they be made if we could be completely candid with no reservations?

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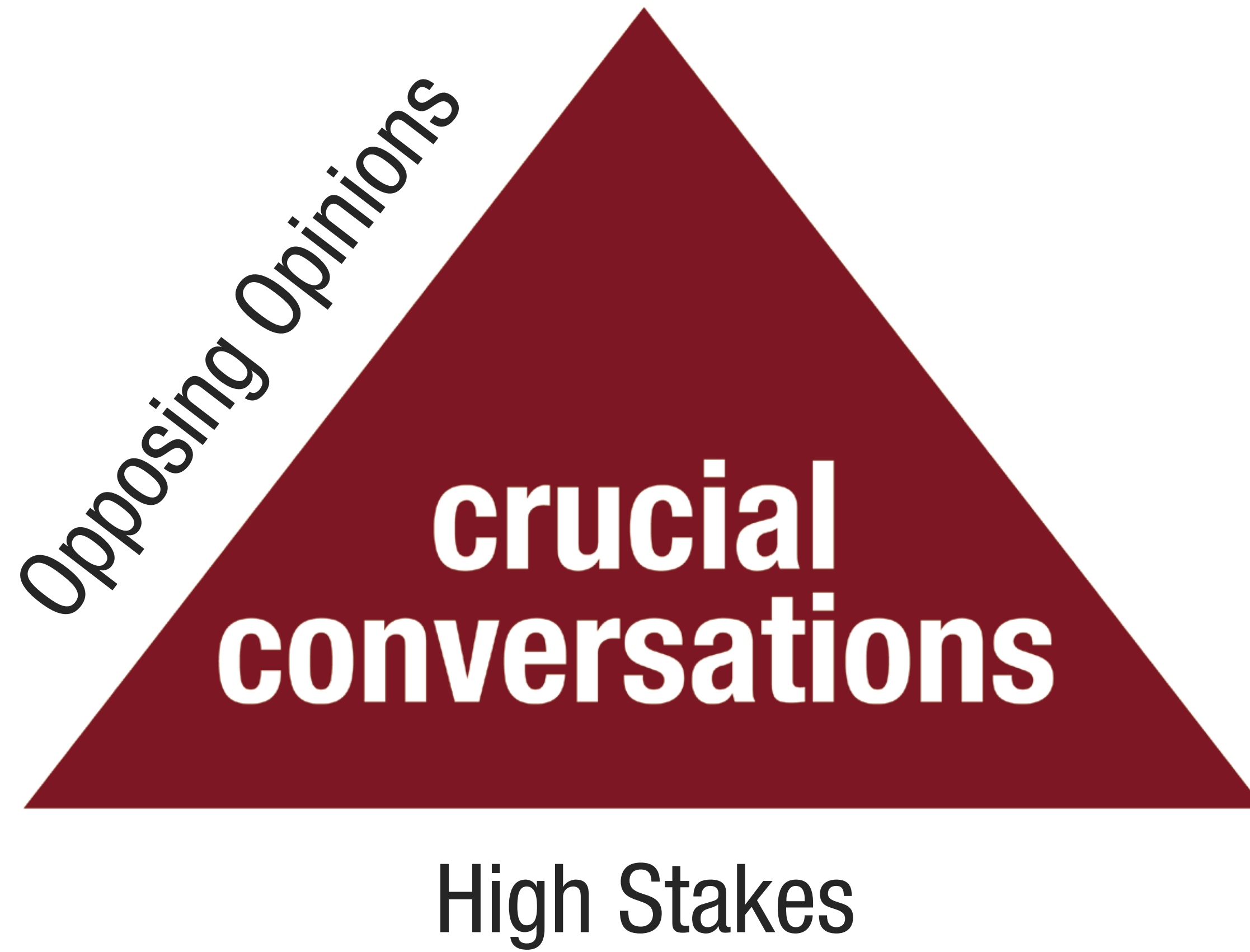
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Why are Crucial Conversations So . . . Crucial?

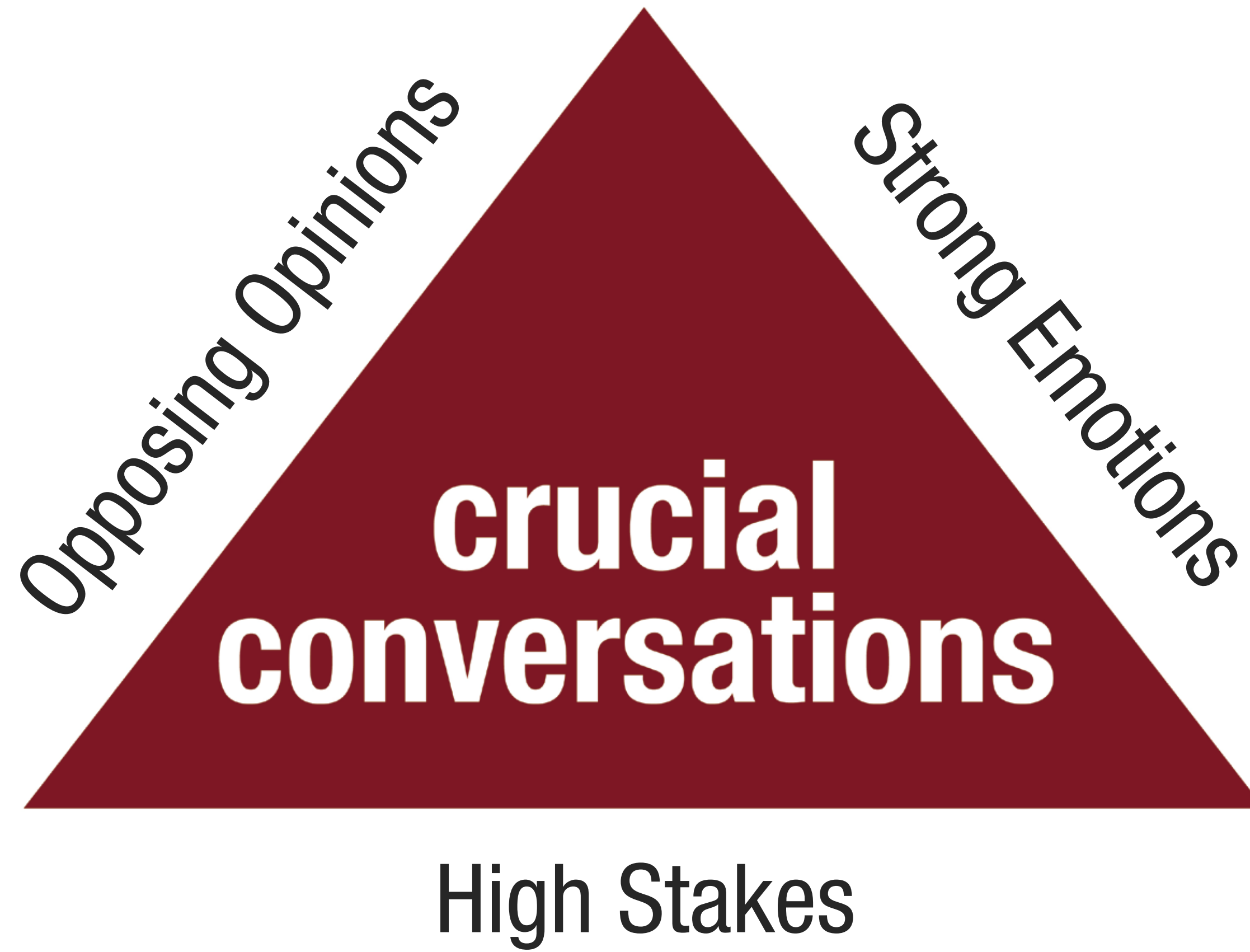


High Stakes

Why are Crucial Conversations So . . . Crucial?



Why are Crucial Conversations So . . . Crucial?



BIG IDEA

#1

How to Get Unstuck

“What is the crucial conversation we are either not holding or not holding well?”

For Example . . .

How can you have an honest conversation and make a real decision when there are hidden motives?



Four Crucial Moments



Four Crucial Moments

1. Debate, Dithering, & Denial.
2. Undiscussables & Sacred Cows.
3. Silent Collusion.
4. Irrational Slashing.

Undiscussables & Sacred Cows

“We were scrambling to find places to cut the recruiting budget, and I suggested dropping five low-value universities from our recruiting schedule. It turned out to be a non-starter. My boss knew exactly which executives had gone to those schools. She said it was one of those topics you just didn’t bring up.”

What Would You Say Next?

Your mother says:

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Your mother says:

“Am I a better cook than your wife?”

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What would you say next?

BIG IDEA

#2

Before opening your mouth, decide what the real issue is that stands between you and progress.

CPR

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C

Content

—the immediate pain or problem.

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P

Pattern/Process

—a series of concerns/a concern with how we're discussing the issue.

CPR

Content

—the immediate pain or problem.

Pattern/Process

—a series of concerns/a concern with how we're discussing the issue.

Relationship

—a deeper concern with trust, competence or respect.



If during the conversation you are getting increasingly frustrated, you may be holding the wrong conversation.



If you ever have the same conversation twice, you're having the wrong conversation.



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Tip: If you're stuck at one level, move a level deeper.

If you don't talk it out,

If you don't talk it out,
you WILL act it out.

Whenever I get mad at you, you never seem to get upset. How do you manage to control your temper?



I just go and clean the toilet.

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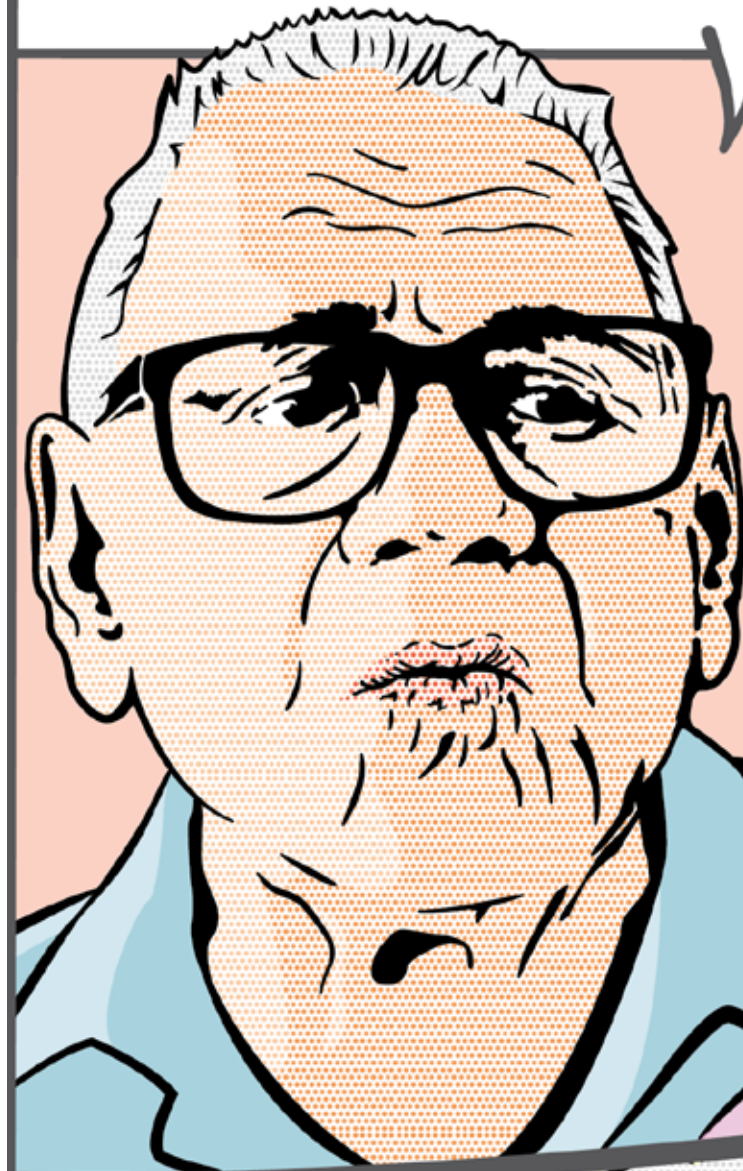


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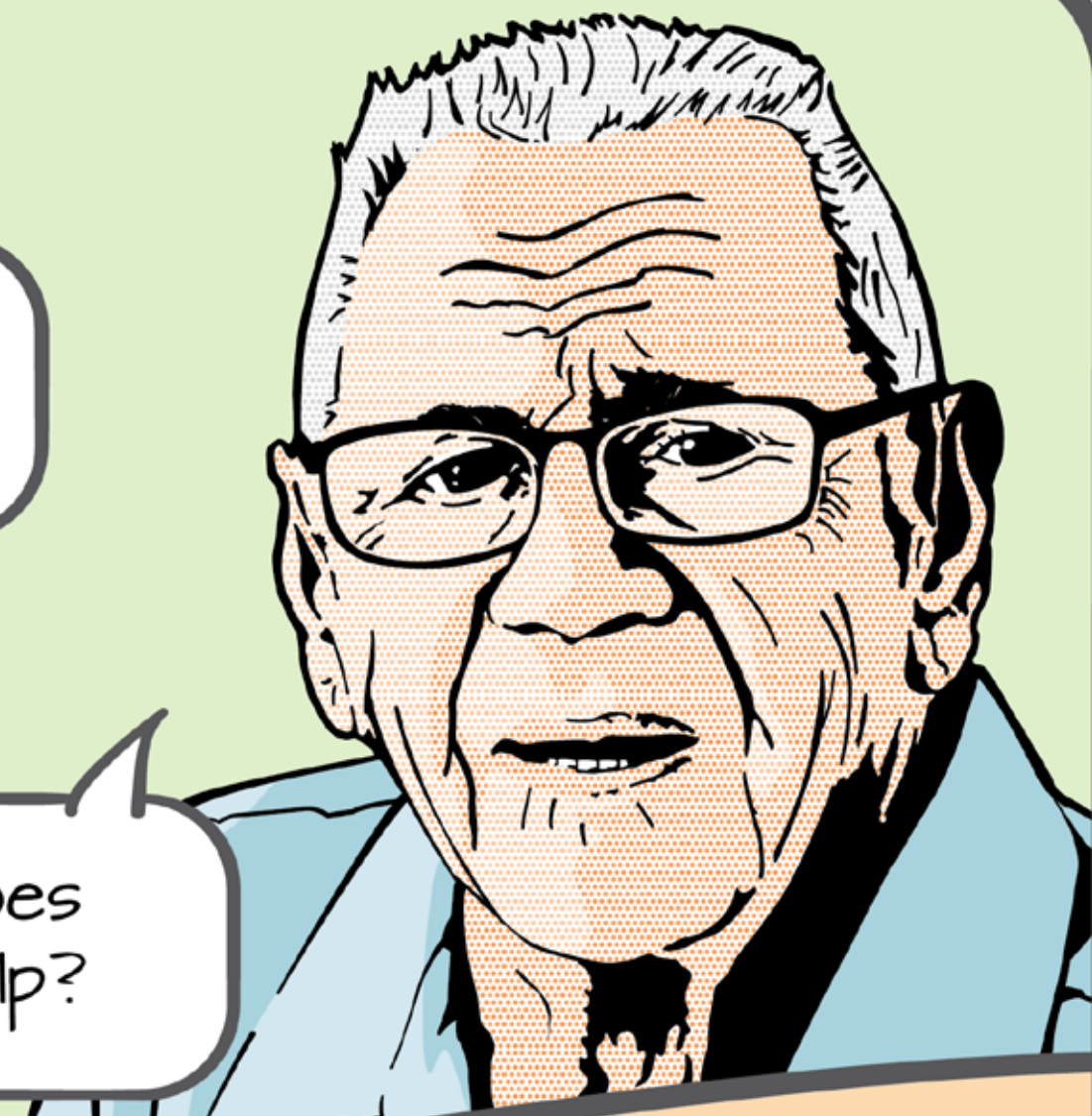
How does that help?



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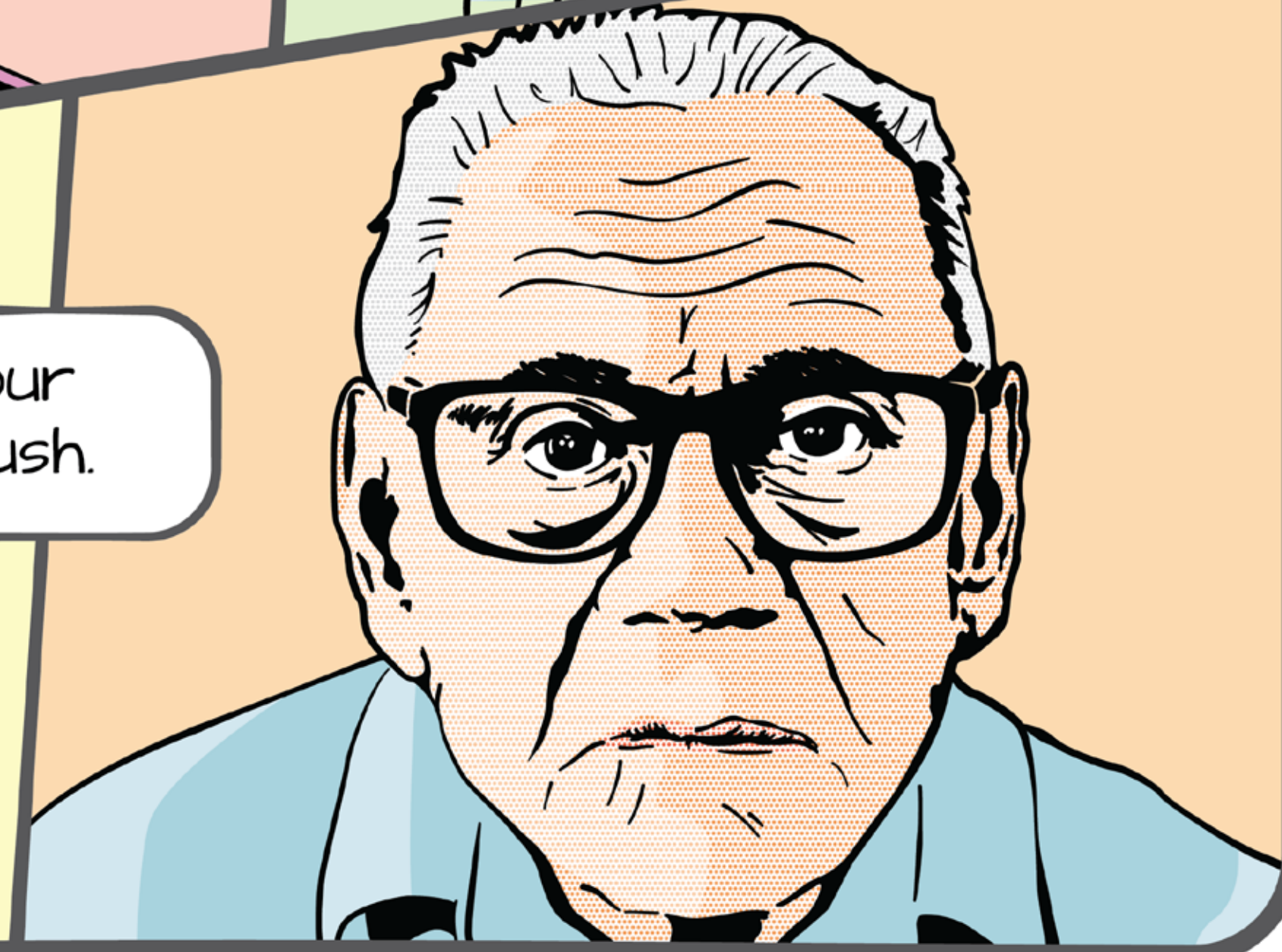
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How does that help?



I use your toothbrush.



Undiscussables & Sacred Cows

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6x less likely to have their boss impose a less-effective solution.

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What is the crucial conversation we are not holding or not holding well?

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What is the crucial conversation we are not holding or not holding well?

- Individual Influence
- Teamwork
- Productivity
- Marriage Success
- Diversity
- Quality
- Safety
- & many more

Another Example



Question: How can you get high involvement AND fast decision making?

Answer: Have the right conversation





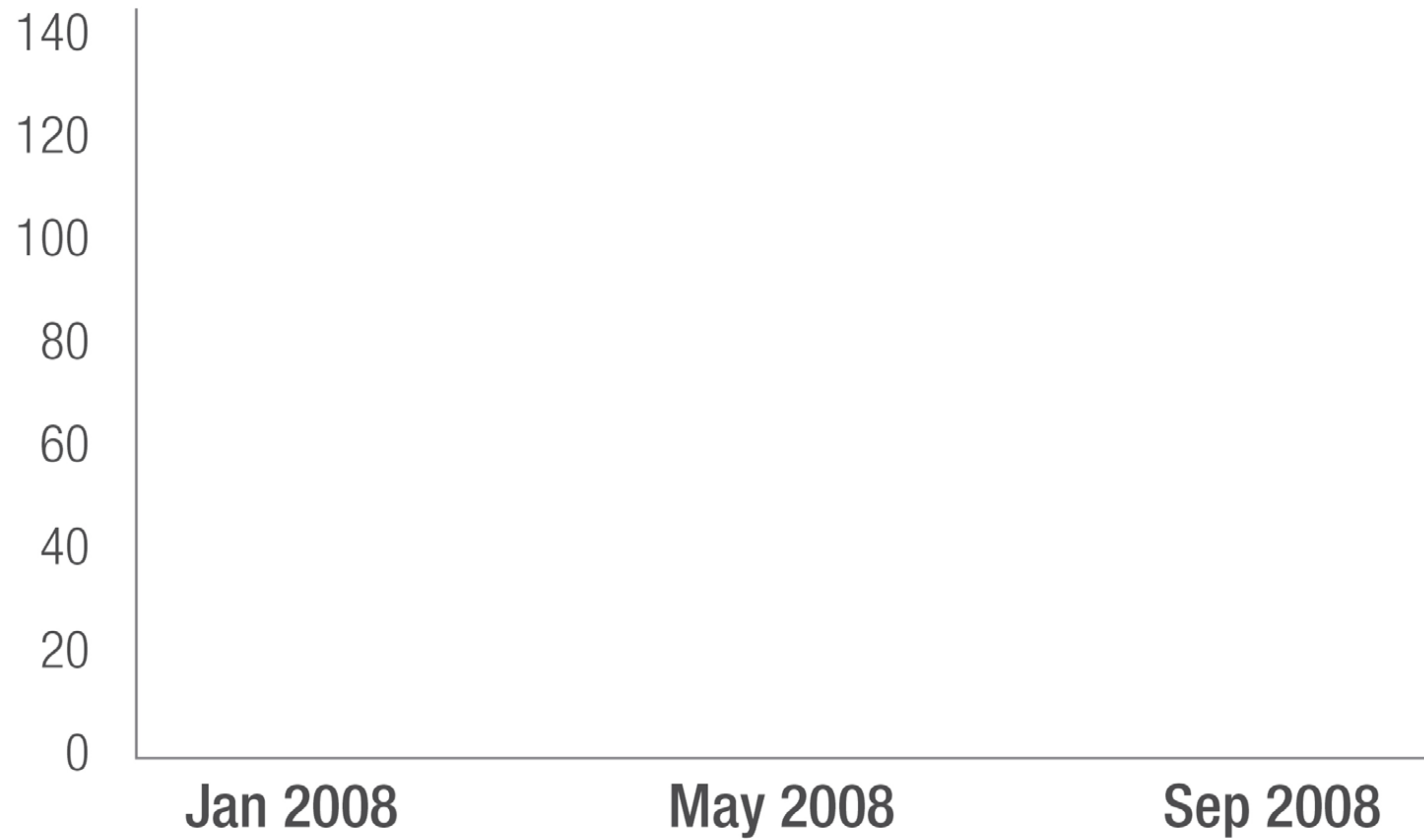
- 2008 Financial Crisis

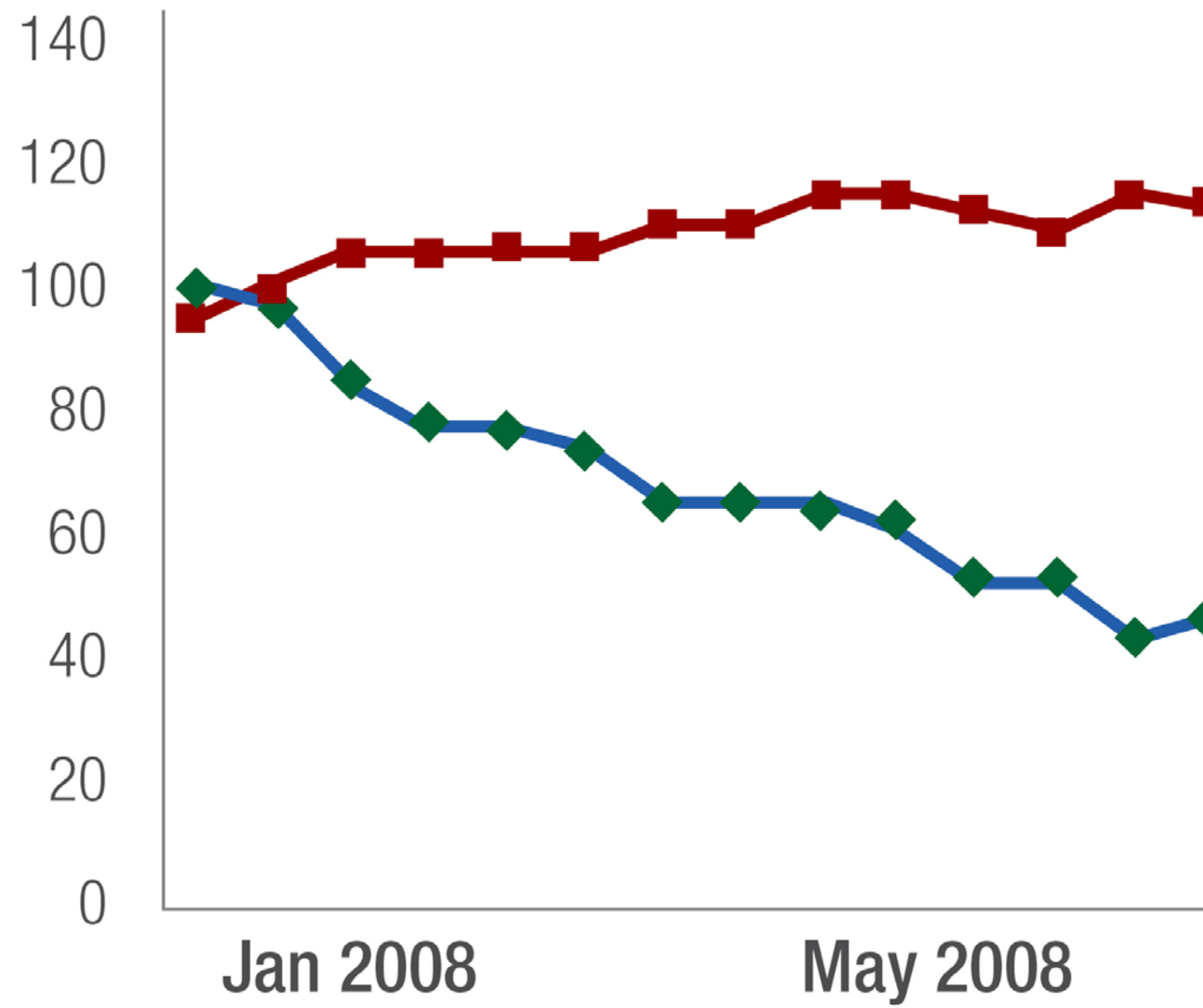


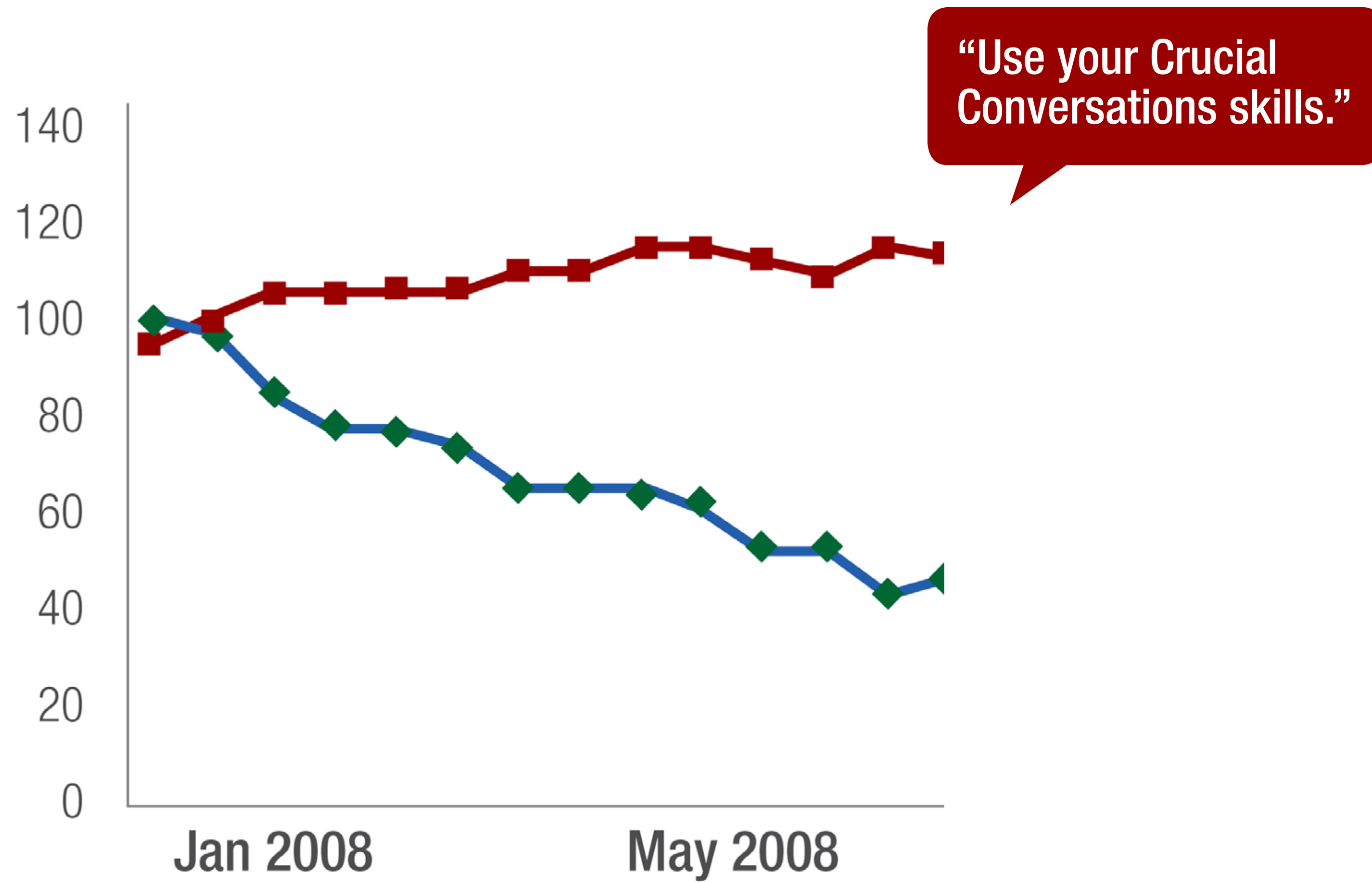
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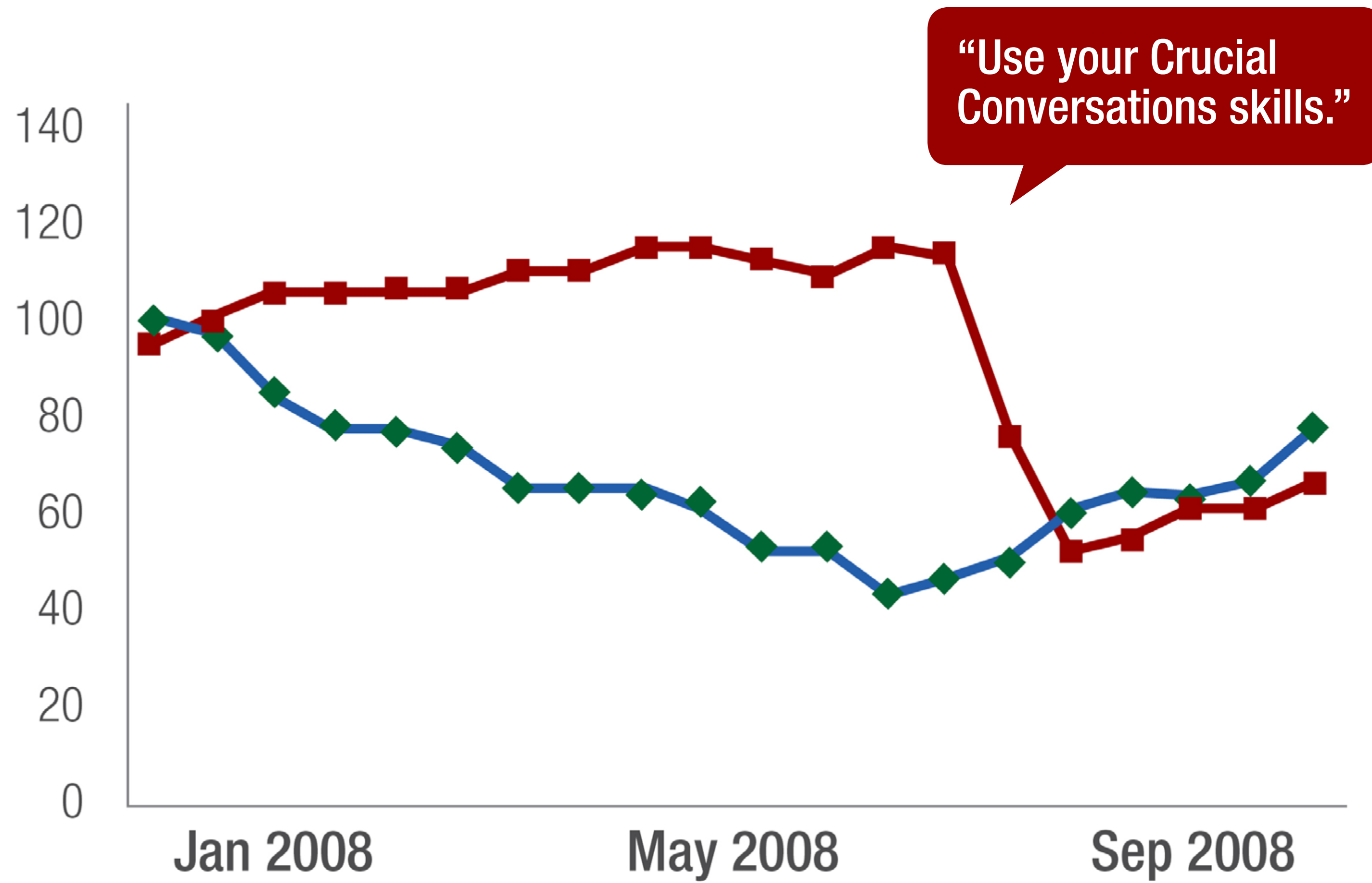


- 2008 Financial Crisis
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BIG IDEA

#2

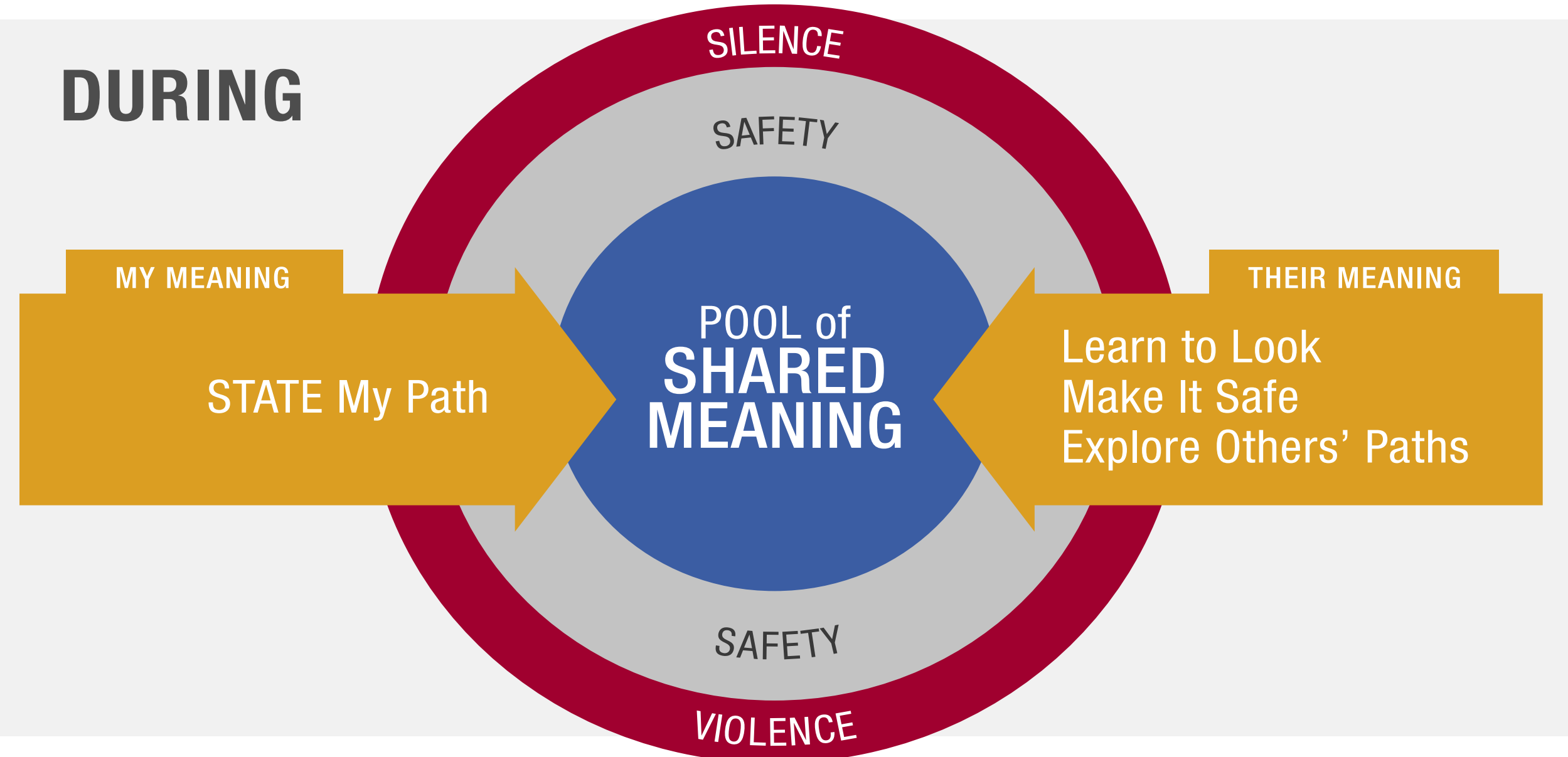
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BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



AFTER

MOVE TO ACTION

Who does What by When
Follow up

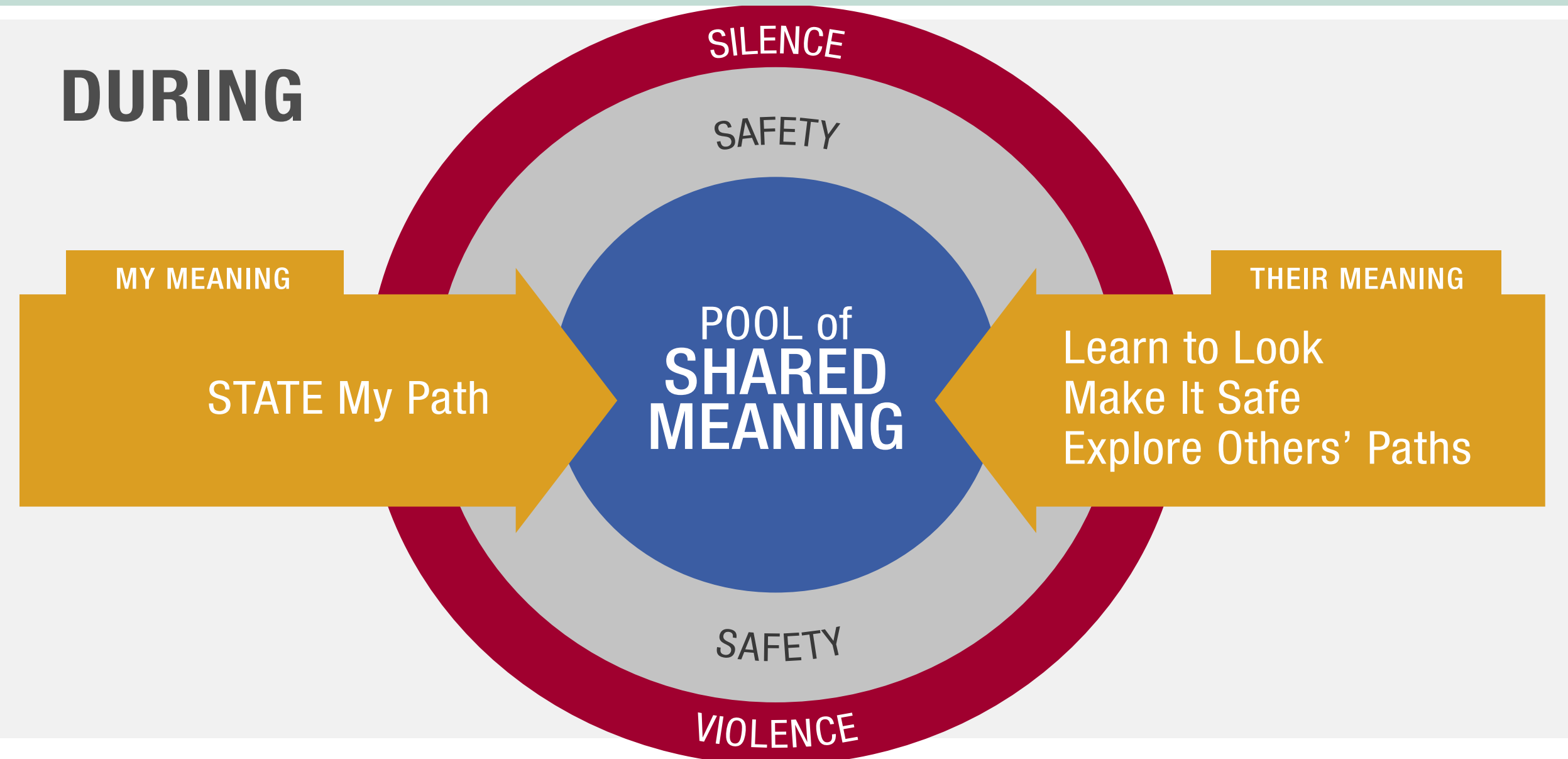
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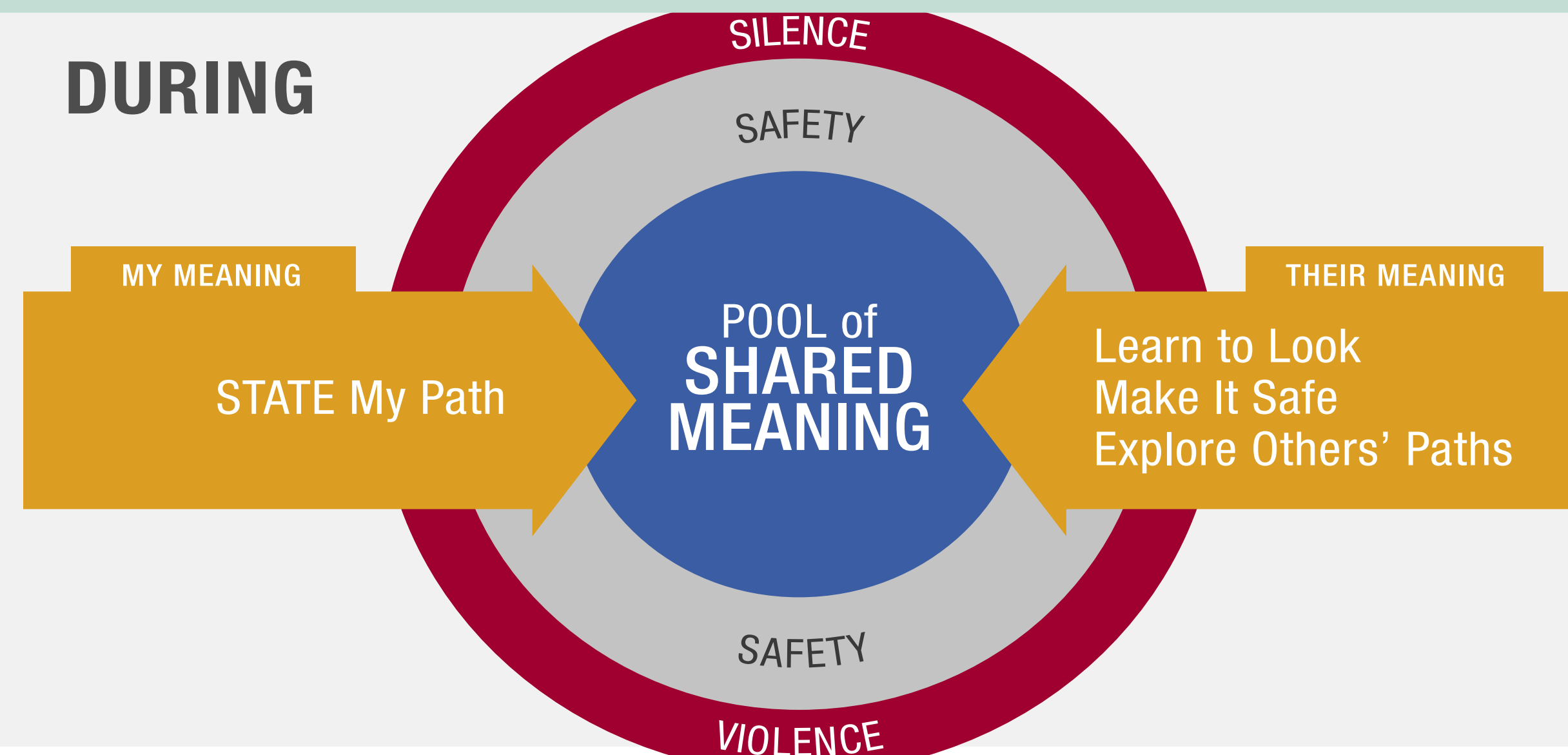
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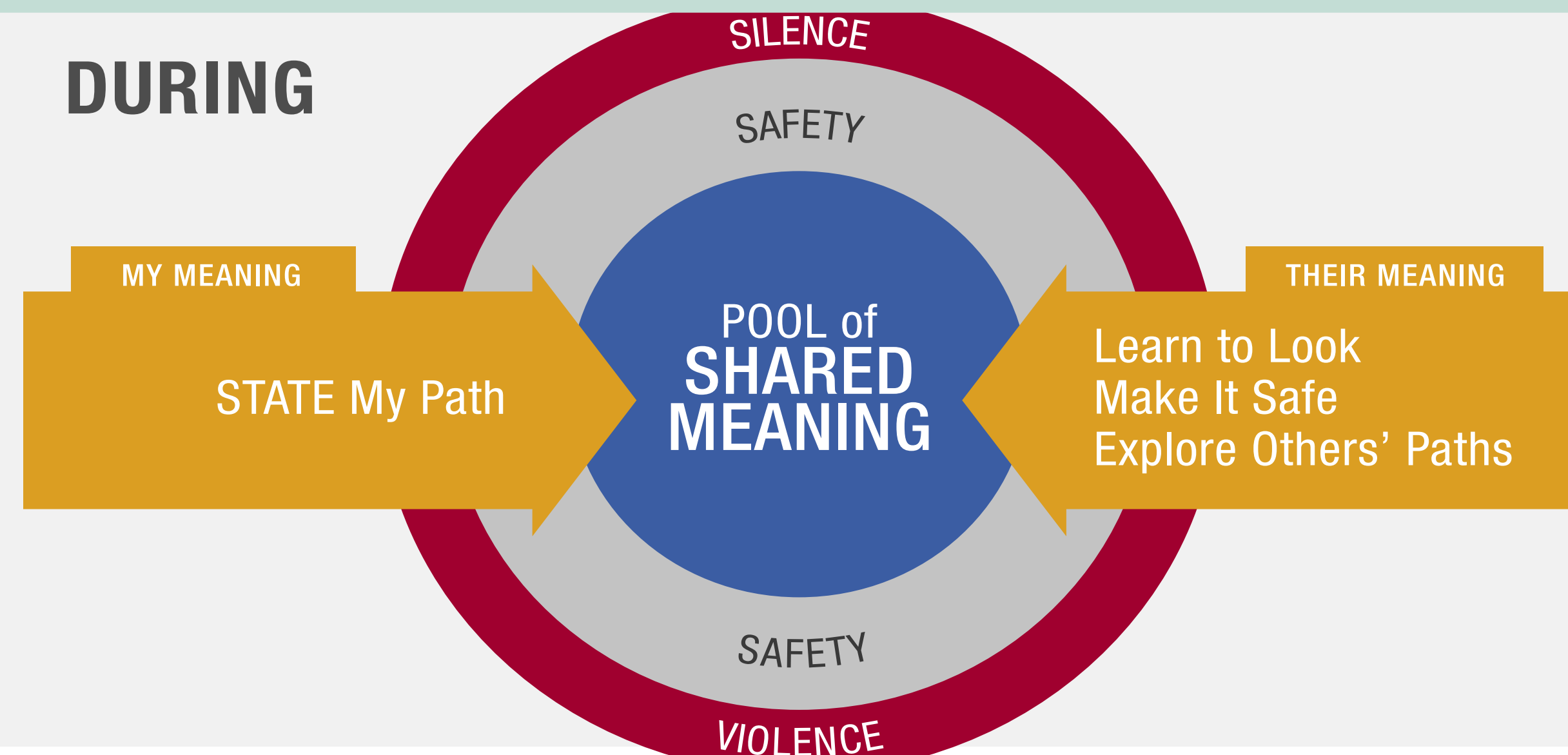
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- Master My Stories
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- Learn to Look
- Make it Safe
- Explore Others' Paths

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- Move to Action

Sorry You Can't Make It

Dr. Biff is VP of research. It's become clear to you that he has no interest in supporting your cost cutting project. In previous meetings, he participates only to show how naïve and unrealistic others' ideas are. He has yet to offer a single constructive comment. In order to make progress, you've begun scheduling meetings when he's on travel. A very important one will take place tomorrow.

You're sitting at your desk when he calls.

Sorry You Can't Make It

He opens with: “I heard you scheduled a Cost Team meeting tomorrow. This is the third one that you’ve done while I’m on travel. Are you intentionally trying to cut me out?”

What will you say next?



Make It Safe **The Problem**

With too little safety,
nothing is discussable.

Ingredients of Safety

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Mutual Purpose

The ENTRANCE CONDITION



You know that I care about
your goals.

Ingredients of Safety

Mutual Purpose

The ENTRANCE CONDITION



You know that I care about
your goals.

Mutual Respect

The CONTINUANCE CONDITION



You know that I care about *you.*



Candor is Never the Problem

People never become defensive
about what you're saying.

People become defensive because
of why they think you're saying it.

BIG IDEA

#3

Make It Safe

When safety is at risk, step out of the content and strengthen mutual purpose and mutual respect.

BIG IDEAS

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2. Hold the right conversation (**CPR**).

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1. Anytime you're stuck, **look** for the crucial conversation you are not holding or not holding well.
2. Hold the right conversation (**CPR**).
3. **Make It Safe:** step out of the content and restore mutual respect and mutual purpose.

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