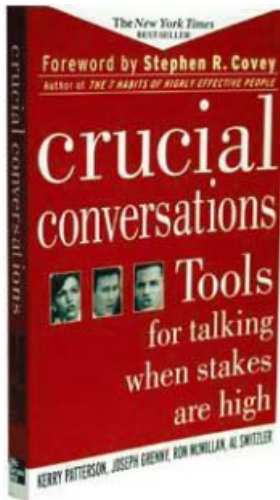




# Biz Books AND Breakfast

June 10, 2015

**Crucial Conversations**, by Patterson, Grenny, McMillan, Switzer



## BOOK SUMMARY

The single biggest problem with communication is the illusion that it has taken place. The book provides tools for talking when the stakes are high.

## KEY POINTS

- A crucial conversation is between two or more people when stakes are high, opinions vary, and emotions run strong.
- Ironically, the more critical the conversation, the less likely we are to handle it well....When we fail a crucial conversation, every aspect of our lives can be affected – from our careers, to our communities, to our relationships, to our personal health.
- The *best* at dialogue...aren't held hostage by their emotions, nor do they try to hide or suppress them. Instead they act on their emotions. That is, when they have strong feelings, they influence (and often change) their emotions by thinking them out. As a result, they choose their emotions, and by so doing, make it possible to choose behaviors that create better results.
- *Don't confuse stories with facts.* Sometimes you fail to question your stories because you see them as immutable facts. When you generate stories in the blink of an eye, you can get so caught up in the moment that you begin to believe your stories are facts. They feel like facts. You confuse subjective conclusions with steel-hard data points.
- In order to speak honestly when honesty could easily offend others, we have to find a way to maintain safety. That's a bit like telling someone to smash another person in the nose, but, you know, don't hurt him. How can we speak the unspeakable and still maintain respect? Actually, it can be done if you know how to carefully blend three ingredients – confidence, humility, and skill.