Before the conversation, consider the following . . .

What do I really want for myself?

What do I really want for the other person(s)?

What do I really want for the relationship?

How would I behave if I really wanted these results?

What do I Not want?

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Imagine yourself as the *other* *person*. Describe yourself in the space below (age, stage, work or life history, preferences, etc.):

As you continue to imagine yourself as the other person, describe how they might see themselves or their role in the current situation:

Still imagining yourself as the other person --describe the challenges or frustrations they might be facing in the current situation:

Conversation Norms

1. To establish an overall mutual goal/purpose
2. To maintain safety in the conversation, meaning we:
   1. Give up our right to be “right,” save face, punish others or win the argument
   2. Demonstrate mutual respect towards each other. Without respect towards each other, dialogue is not possible.
3. Demonstrate humility by asking others to share their views and by *really* *listening* to them
4. Accept we will have different views on things
5. Strive to be completely frank and completely respectful at the same time

The Pathway to Action:

**See & Hear:** The concrete facts of what you observed and experienced

**Tell a story:** The story/interpretation we tell ourselves about the meaning behind what we saw and heard. They are our theories on why things are happening.

**Feelings:** The stories we tell ourselves about the meaning behind the facts create real and powerful emotions in us.

**Actions:** Our feelings lead to our actions, whether positive or negative.

*Example Pathway to Action: Maria’s boss, Louis, dominates a presentation they were supposed to make together to the CEO. Maria’s pathway to action:*

*See & Hear: Louis makes 95% of the points in the presentation to the CEO*

*Tell a Story: He doesn’t trust me/thinks I’m weak. If I speak up, I’ll look too emotional*

*Feel: Hurt, worried, embarrassed, angry*

*Act: Silent treatment, doesn’t participate in meetings, sarcastic remarks to Louis*

Are there other potential stories for Maria to consider? Ask for the rest of the story ☺

**Pathway to Dialogue**

**First: Share the concrete facts**, avoiding emotionally loaded terms. Example: Instead of saying, “You micromanage me,” try, “You ask to meet with me twice a day and you also ask me to pass all of my ideas by you before I include them in a project.”

**Second: Tell your story as a possible interpretation of what is going on,** not as absolute fact since none of us have a monopoly on reality. Example: “I’m not sure if you’re trying to send this message, but I’m beginning to wonder if you don’t trust me. Maybe you don’t think I’m up to the job or that I’ll get you in trouble. Is that what’s going on?”

**Third: Invite the other person to share their view**: Encourage them to express their own facts, stories and feelings. Carefully listen to what they have to say and be willing to reshape your story as you get more information. Remember the goal is to *understand* their point of view, even if you don’t ever fully agree with it. **A**gree on the points where you share views; When the information is incomplete, **B**uild by pointing out areas of agreement and then adding elements that were left out of the discussion (“Absolutely, I agree with you. In addition, I noticed that. . .”); **C**ompare your two views: when you differ significantly, don’t suggest others are wrong but compare: “I think I see things differently. Let me describe how.”