

Crucial Learning.

CIVILITY ISN'T A WEAKNESS

Four Skills for Speaking
with Strength, Not Force



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WHEN WE
EXPRESS HIGH-
STAKES AND
EMOTIONAL
DISAGREEMENTS

Female status drops by **15%**.

Male status drops by **20%**.



WHEN WE EXPRESS HIGH- STAKES AND EMOTIONAL DISAGREEMENTS

Female competency drops by **12%**.

Male competency drops by **15%**.



WHEN WE
EXPRESS HIGH-
STAKES AND
EMOTIONAL
DISAGREEMENTS

Female salary drops by **\$6,459.**

Male salary drops by **\$7,732.**



WHEN WE EXPRESS HIGH- STAKES AND EMOTIONAL DISAGREEMENTS

TRENT

stubborn

passionate

aggressive

determined

rude





What works in
performances
doesn't work in
relationships.



What works
once may not
work twice
(or more).

WHY ARE CRUCIAL CONVERSATIONS SO ... CRUCIAL?



- Covid
- Abortion
- Immigration
- Animal rights
- Gun control
- Gender equality
- Global warming
- Racism



**One fundamental false belief
causes most of the mischief in all
of our relationships . . .**

**you often have to choose between
telling the truth and keeping
a friend.**

YOUR FOUR PROBLEMS

- Your motives degenerate.
- You're abrasive not persuasive.
- You're confident rather than curious.
- You appear feisty rather than firm.



FOUR SKILLS FOR SPEAKING WITH STRENGTH, NOT FORCE

SKILL 1

Start with Heart

Get your motives right and the words will follow.



START WITH HEART

THE PROBLEM

The first thing to degenerate during crucial conversations is our motive—and we rarely see it happening.



MOTIVES THAT KILL DIALOGUE

- Save face
- Look Good
- Keep the Peace
- Avoid Conflict
- Win
- Be Right
- Punish



START WITH HEART

THE PROBLEM

The first thing to degenerate during crucial conversations is our motive—and we rarely see it happening.

THE SOLUTION

What do I *really* want?

For me

For others

For the relationship

SKILL
2

Evidence first. Conclusions second.

The Problem: We express our views in a way that is perfectly designed to create resistance

POLITICAL DISCOURSE



“Your candidate is a corrupt, weak socialist!”



“Your candidate is a liar, a bigot, and a psycho!”



- Covid
- Abortion
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THE SKILLS

1. Focus on Facts
2. Remove “Hot” Words

“You’re unreliable. You are constantly creating crises and problems for me because of your attention to detail.”

POLITICAL DISCOURSE



“Your candidate is a corrupt, weak socialist!”



“Your candidate is a liar, a bigot, and a psycho!”

SKILL
3

Persuade with Your Ears



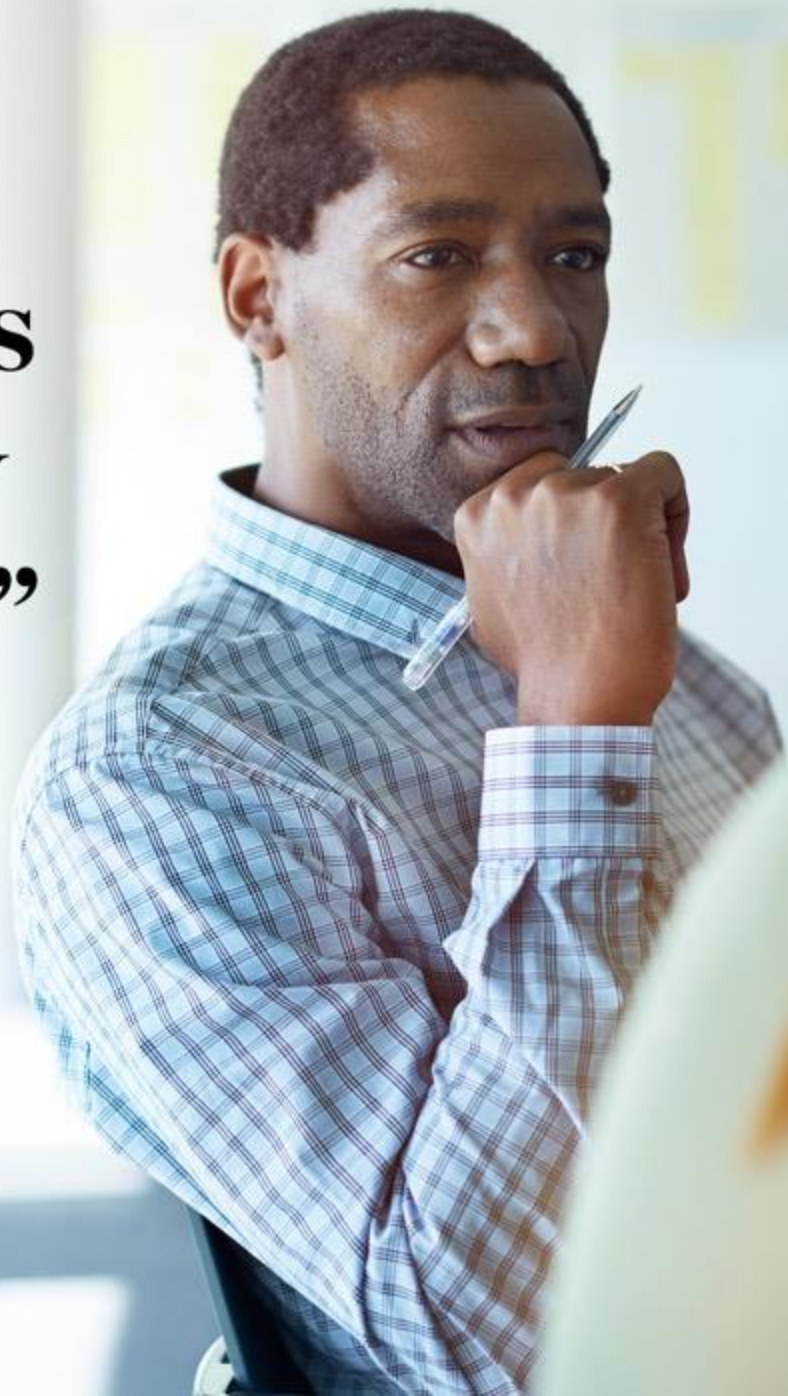
Curiosity
is the best vaccine
against defensiveness.

Curiosity

The only limit on how strongly
you can argue your point is
your willingness to be equally
vigorous in encouraging
others to express theirs.

“The best way to persuade others is with your ears, by listening to them.”

DEAN RUSK





The Illusion of Explanatory Depth



SKILL

4

Be in Control of *You*



Please rate Sharon/Trent on the following scales:

- Cold – Warm
- Selfish – Selfless
- Abrasive – Diplomatic
- **Impulsive – Self-Controlled**
- Ignorant – Knowledgeable
- Inept – Capable
- Incompetent – Competent
- Ineffective Manager – Effective Manager
- Poor Leadership Skills – Good Leadership Skills
- **Out of Control – In Control**



WHEN WE DEMONSTRATE SELF-CONTROL

For every point increased in
perceived self-control . . . Deserved
compensation increased by **\$8,261**

Desire to work for
increased by **7.9%**



BIG IDEA

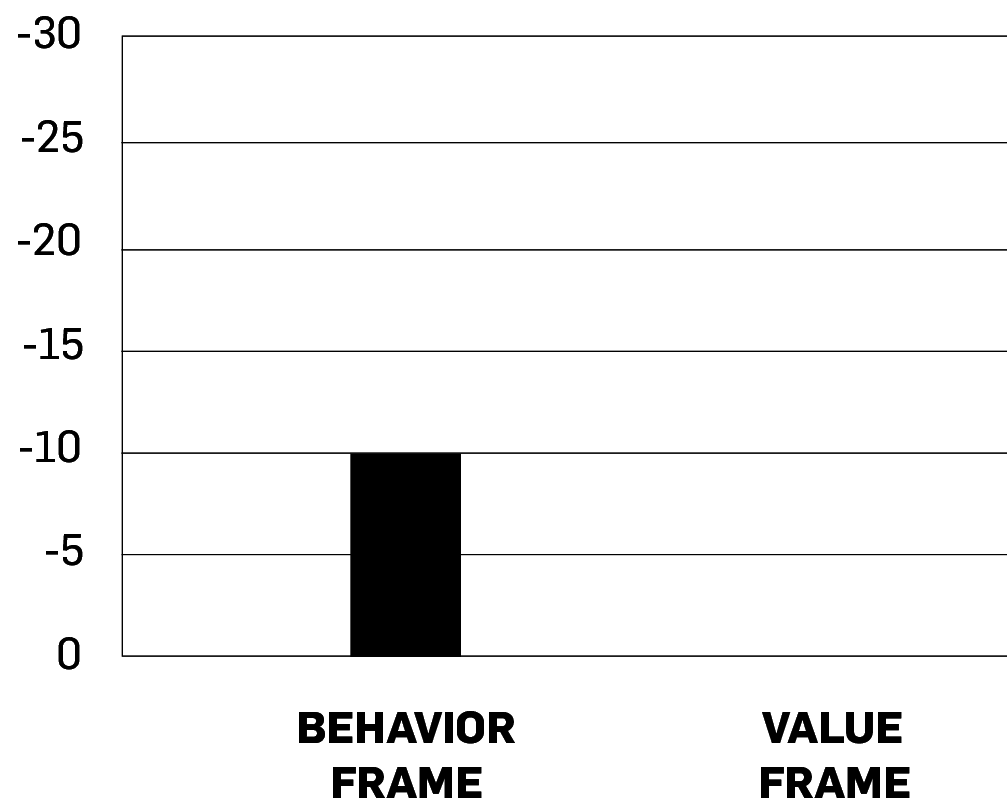
Change the frame and
you change how they feel



Prefacing your message with a frame signals that you are in control, and avoids interpretation of your intensity as hostility.

BEHAVIOR FRAME

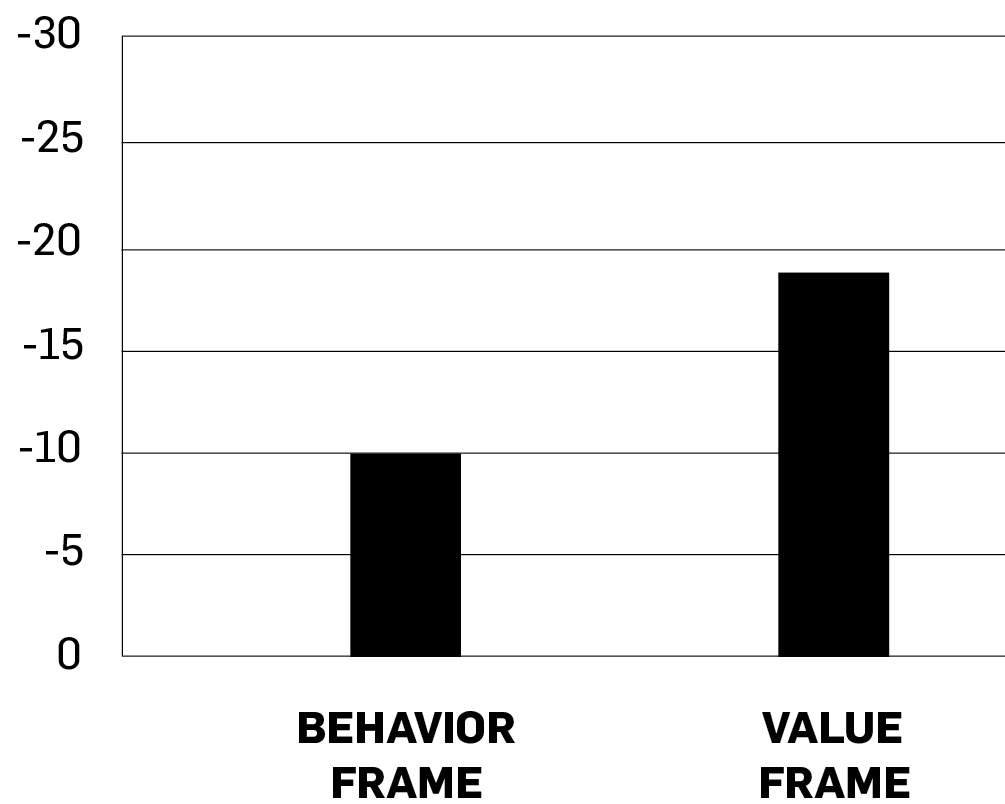
“I’m going to express my opinion very directly. I’ll be as specific as possible.”





VALUE FRAME

“I see this as a matter of honesty and integrity, so it’s important for me to be clear about where I stand.”



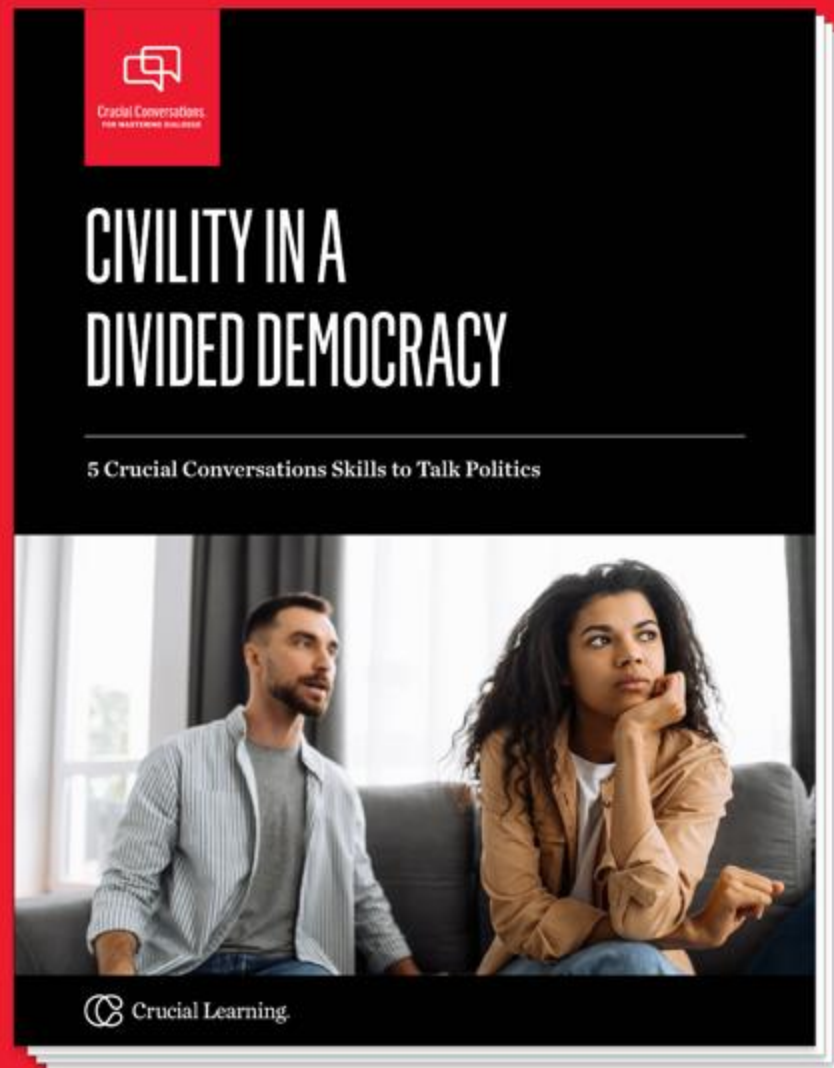
YOUR FOUR PROBLEMS

- Your motives degenerate.
- You're abrasive not persuasive.
- You're confident rather than curious.
- You appear feisty rather than firm.



THE SKILLS

1. Start with Heart— Get your motives right
(What do I really want?)
2. Evidence First. Conclusions second. —
Be persuasive not abrasive.
3. Persuade with your ears— Lead with curiosity.
4. Demonstrate control— Frame your passion.



FREE EBOOK

Civility in a Divided Democracy

