

Principle	Skill	Crucial Question
1. Start with Heart (Chapter 3)	Focus on what you really want.	What am I acting like I really want? What do I really want? <ul style="list-style-type: none"> • For me? • For others? • For the relationship? How would I behave if I really did want this?
	Refuse the Sucker's Choice.	What do I <i>not</i> want? How should I go about getting what I really want and avoiding what I don't want?
2. Learn to Look (Chapter 4)	Look for when the conversation becomes crucial. Look for safety problems. Look for your own Style Under Stress.	Am I going to silence or violence? Are others?
3. Make It Safe (Chapter 5)	Apologize when appropriate. Contrast to fix misunderstanding. CRIB to get to Mutual Purpose.	Why is safety at risk? <ul style="list-style-type: none"> • Have I established Mutual Purpose? • Am I maintaining Mutual Respect? What will I do to rebuild safety?

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4. Master My Stories (Chapter 6)	Retrace my Path to Action. Separate fact from story. Watch for Three Clever Stories. Tell the rest of the story.	What is my story? What am I pretending not to know about my role in the problem? Why would a reasonable, rational, and decent person do this? What should I do right now to move toward what I really want?
5. STATE My Path (Chapter 7)	<u>S</u> hare your facts. <u>T</u> ell your story. <u>A</u> sk for others' paths. <u>T</u> alk tentatively. <u>E</u> ncourage testing.	Am I really open to others' views? Am I talking about the real issue? Am I confidently expressing my own views?
6. Explore Others' Paths (Chapter 8)	<u>A</u> sk. <u>M</u> irror. <u>P</u> araphrase. <u>P</u> rime. <u>A</u> gree. <u>B</u> uild. <u>C</u> ompare.	Am I actively exploring others' views? Am I avoiding unnecessary disagreement?
7. Move to Action (Chapter 9)	Decide how you'll decide. Document decisions and follow up.	How will we make decisions? Who will do what by when? How will we follow up?