

Strategy		Methods
Your Emotions	<b>1) Control Your Emotions</b>	<ul style="list-style-type: none"> <li>Take a deep breath.</li> <li>"Go to the Balcony" - Mentally envision you're up in a balcony, observing the discussion on stage.</li> <li>Recognize and don't fall victim to unfair tactics (e.g., ultimatums, threats, attacks). Ignore, ask questions, and/or reframe.</li> <li>Know your hot buttons.</li> <li>Again - deep breath. Pause. Reset the dynamic of the conversation.</li> </ul>
	<p>Restrain initial natural reactions.</p> <p>Reset the tone and dynamics of the conversation.</p>	
Understand Their Side – Active Listening	<b>2) Be Curious - Ask Questions:</b>	<ul style="list-style-type: none"> <li>Suspend judgement. Be open-minded and curious.</li> <li><i>"Can you say more on that?"</i></li> <li><i>"What did you mean by ____?"</i></li> <li><i>"I'm not sure I'm following the linkage between [X] that you mentioned and [Y], can you help me better understand?"</i></li> <li><i>"Can you give me an example?"</i></li> <li><i>"What's coming up for you right now?"</i></li> <li><i>"How did (will) that impact you?"</i></li> <li><i>"Why was (is) that important to you?"</i></li> <li><i>"What would you have liked (like) to see? Why?"</i></li> </ul>
	Commit to Learning.	
	Be Patient.	
	Clarifying & open-ended Questions.	
	Focus on their "Why?"	
	<b>3) Restate/Paraphrase</b>	<ul style="list-style-type: none"> <li>In your own words, summarize what you think you heard them say.</li> <li><i>"Let me make sure I understand..."</i></li> <li><i>"It sounds like you're saying..."</i></li> <li>End with, <i>"Did I get that right?"</i> Your goal is to hear them confirm, <i>"That's right."</i></li> </ul>
	Fundamental communication skill.	
	<b>4) Acknowledge / Validate</b>	<ul style="list-style-type: none"> <li><i>"If I were in your shoes, I'd probably also feel (upset/angry/concerned/etc.)."</i></li> <li><i>"I get why this matters to you."</i></li> <li><i>"I can see how that would be very upsetting for you."</i></li> </ul>
	Acknowledge their feelings.	
	Respect them as a person.	
	<b>5) Agree Early On Without Conceding</b>	<ul style="list-style-type: none"> <li><i>"Yes, I agree, that past experience we shared was very challenging. We learned a lot from it though."</i></li> <li><i>"Definitely. I think this is a tough but important issue we need to tackle."</i></li> </ul>
	Reframe to build a working relationship.	
Your Views	<b>6) Express Your Views without Provoking</b>	<ul style="list-style-type: none"> <li>Be clear, concise, constructive, and respectful.</li> <li>Do not be provocative, rhetorical, insulting, or condescending.</li> <li>Be honest and not withhold important concerns.</li> <li>Use "I" statements, particularly when expressing concerns. <i>"The way I see it is..."</i> <i>"When [X] happened, I felt..."</i></li> <li>Avoid "absolutes" when generalizing (avoid using "always," "never," "everyone," etc.).</li> </ul>
	Building mutual understanding, respect, and trust.	
Set the Stage	<b>7) Get Ready to Negotiate!</b>	<ul style="list-style-type: none"> <li>Summarize: <i>Okay, let me summarize, because I think I'm hearing differences and similarities..."</i></li> <li>Legitimize differences positively: <i>"Here's where I believe we're aligned, and these are the issues that I think we still need to work out. We're at a good starting point."</i></li> </ul>
	Begin to jointly problem-solve.	

Note: The effectiveness of the "suggested phrases" highly depends on your tone and authenticity (are you respectful, and do you really mean the words you say?).

## Collaborative Communication and Active Listening