CPR. As you think about the various facets of your problem, do you want to discuss Content, Pattern, or Relationship? To help you decide, ask yourself what you really want from the conversation.

My Issue ____________________________

Describe the Gap. Start by sharing what was expected vs. what was observed.

Expected: “My understanding was that you were going to ________________________.”

Observed: “Instead, you ________________________.”

End with a question: “What happened?” “How do you see it?”

Make It Safe. How might the other person misinterpret your intent? Create a contrasting statement that restores safety.

“I don’t want ________________________.”

“I do want ________________________.”

Make It Easy: What ability barriers might be keeping the person from doing what is expected? Think about all three Sources of Influence:

Personal Ability: What skill or knowledge might be needed?

Social Ability: How might others (you, peers, etc.) be withholding information, materials, or help?

Structural Ability: What things (policies, procedures, equipment, software, etc.) are preventing the person from doing what’s required?

Ask the person for ideas in brainstorming solutions.

Make It Motivating: If the person isn’t motivated, clarify natural consequences by making the invisible visible. Think of all three sources.

Personal Motivation: How can you make the behavior you want from the other person congruent with his or her values?

Social Motivation: How are others (you, peers, etc.) perceiving or being impacted by the behavior?

Structural Motivation: What punishments might occur if he or she doesn’t enact the behavior? What rewards are possible through enacting the behavior?

Move to Action: Don’t forget to end by determining Who does What by When and Follow up.
<table>
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<th><strong>SITUATION</strong></th>
<th><strong>PRINCIPLES &amp; SKILLS</strong></th>
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| **1** Results and Relationships are suffering due to a gap. | You need to hold an **Accountability Conversation**.  
  • Identify where you are stuck.  
  • Unbundle with CPR. |
| **2** You need to initiate an Accountability Conversation, or one is evolving. | **Start with Heart**  
  Focus on What You Really Want for you, them, the relationship, and the organization (your long-term results). |
| **3** You are getting emotional or telling clever stories. | **Master Your “Clever” Stories—Tell the Rest of the Story**  
  **Victim Story:**  
  “What am I pretending not to notice about my role in the problem?”  
  **Villain Story:**  
  “Why would a reasonable, rational, decent person do this?”  
  **Helpless Story:**  
  “What should I do right now to move toward what I really want?” |
| **4** You have a tough message, be honest and maintain safety. | **Describe the Gap**  
  Describe expected vs. observed: “We agreed that you’d …” “I noticed …”  
  End with a question: “How do you see it?” “Help me understand …” |
| **5** Someone misunderstands your intent regarding Purpose or Respect. | **Contrast**  
  “I don’t think/mean/want _____ (their fear/misunderstanding).”  
  “I do think/mean/want _____ (your actual purpose/meaning).” |
| **6** You’re not sure why the gap exists. | **Think Six Sources**  
  Source 1: Do they like the behavior you want?  
  Source 2: Do they know how?  
  Source 3: Do others encourage?  
  Source 4: Do others enable?  
  Source 5: Do carrots and sticks motivate?  
  Source 6: Do the environment and tools enable? |
| **7** Ability barriers are causing the gap. | **Make It Easy**  
  Clarify boundaries: “Our time constraints are …” “We only have $ budgeted …”  
  Start by asking for their ideas: “What do you think would help?”  
  Brainstorm all sources: Personal, social, structural solutions |
| **8** The other person doesn’t seem motivated to close the gap. | **Clarify Natural Consequences**  
  Source 1: How will this affect them personally?  
  Source 3: Introduce hidden victims—who else might be affected?  
  Source 5: Connect to existing carrots and sticks—what are the rewards or punishments associated with the action? |
| **9** You’re ready to Move to Action. | **Move to Action**—Determine **Who** does **What** by **When** and how we will Follow up. |