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Activity	Conveying	Examples	
		Demonstrating	Guiding
Listening	Interest; Engagement	“So if I understand what you are saying...?”	“Could you repeat back to me what you heard so that we know we are on the same page?”
Prefacing	Acknowledging Difficulty; Commitment	“This may not be the easiest conversation to have, but we will be better for having it.”	“Are you feeling that you can go through this now?”
Clarifying	Explicitness; Simplicity	“Let me be clear; I am NOT saying that you are a bad worker. I don’t think that. I think that you have been late to our meeting a few times, and that we need to work on that.” OR “I am not sure I understand just what you mean. Can you say it a different way?”	“I am trying, but I don’t think I am articulating my point very well. Would it help if I said it a different way?” OR “I know that some of what I say could be new. If you are ever uncertain about what I am saying, let me know. It is important that we are on the same page. I promise I will ask for clarification if I need it.”
Benefit of the Doubt	Trust; Respect	“It’s not like you to do something dishonest. I know you aren’t that way” OR “When you say that, I feel like you are trying to control me. I don’t know why you would do that, but that’s how it feels.”	“Can you see any way that you could feel the way you do about my actions and that I could still truly be on your side?”
Commitment	Engagement; Mutuality	“I want you to know that I am not willing to settle on this until we have an agreement that is good for both of us.”	“Could you tell me if you still think this is as important as you once did...as important as I do.”
Sincerity	Candor; Genuineness	“I don’t know how to say this except to just say it...” OR “Can you understand that I mean this from the bottom of my heart?”	“Can you tell me in the most direct way possible how you really feel about this?”
Asking for Guidance	Trust; Respect	“What would you do if you were in my position?”	“I could share my perspective with you for what it’s worth, if you think it would help. Would you like that?”



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Activity	Conveying	Examples	
		Demonstrating	Guiding
Apologizing	Respect; Mutuality	“I want to say that I am sorry for (the offense) and my contribution to (the consequences). I will make up for it by (how you will make amends) if you are willing to let me. I hope that we can get past it and that any damage to our relationship can be repaired.”	“I want you to know that when you (the offense), it caused/contributed to (consequences). This is a problem for me. It would be important to me for you to (how they will make amends) in order to mitigate damage to our relationship.”
Assessing Impact and Consequence	Mutuality; Importance; Realism	“We need to understand how this is affecting us right now, in every way (quality, cost, delivery, service, morale, etc.). How do we think these things will affect each other, or change over time? What do we think will eventually happen if things don’t change?”	“Help me think through the impact of our current situation and the consequences of not changing”
Connection to Self / Personalizing	Importance; Validity	“I know that it seems that we are just talking about an isolated delivery issue, but I think we both know that this is bigger than that. It is a reflection of how we, you and I, feel about our customers and the importance we place on their success and in turn our own. If we look at it that way, our decision may be more appropriate to the company’s vision. Don’t you think?”	“Is there anything about this that connects it to a larger purpose for you? Help walk me through them...”