

The STATE Method for Crucial Conversations

Chapter 6: Reputation

In Chapter 6 of *Change Maker*, I share some ideas on how to get better at having crucial conversations. One key to this is using the STATE method.

Share your facts.
Tell your story.
Ask for their path.
Talk tentatively.
Encourage testing.

First, **Share your facts** instead of your story. For example, say someone is often late. Instead of sharing your interpretation of the fact (that they “don’t respect your time”), simply begin by saying that you noticed they’re often late.

Then, once the fact is out, you can **Tell your story** about the fact. This is when you can share your interpretation, making it clear this is just your interpretation, not necessarily fact.

Finally, you can **Ask for their path**. Remembering that the goal isn’t to prove you’re right but to understand their perspective and resolve the situation.

To incorporate all three strategies you could say something like:

“I’ve noticed you’re often late. Now, I’m not sure why that’s happening. But it gives me, and others, the impression that you’re unreliable or don’t care about how your lateness affects them. Am I missing something about what’s going on? I’d love to hear things from your perspective.”

When sharing your story, again, remember it’s an assumption, not a fact.

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So *Talk tentatively* and show that you're open to being wrong. Saying things like "it makes me wonder" and "I get the impression" works better than "it's obvious to me" or "it's clear that."

Finally, *Encourage testing* by asking them to share their viewpoint, even if it's completely opposite to yours. This helps add to the shared pool of meaning while also demonstrating you want to hear what they have to say. If they're uncommunicative, you can prompt with "Let's say I'm wrong here. Can you help me see things from your point of view?" or "You seem frustrated and I'd like to understand why. Can you help me see your perspective?"

These activities and worksheets are taken from the book **Change Maker**: Turn your passion for health and fitness into a powerful purpose and a wildly successful career by John Berardi, PhD.

Check it out at: www.changemakeracademy.com/book