The Next Conversation: Argue Less, Talk More (2025) - Jefferson Fisher



About Jefferson Fisher

Jefferson Fisher is a trial lawyer, writer, and speaker whose work to help people communicate during life's everyday arguments and conversations, with his practical videos and authentic presence, has gained millions of followers around the world, including celebrities and global leaders. He is a sought-after speaker on communication at Fortune 500 companies, and hundreds of

thousands of people subscribe to his email newsletter and podcast. He lives with his wife and two children in Texas.

Blurb

What's the best way to handle a heated conversation? How do I stand my ground with confidence? Is there an effective way to work with difficult personalities?

Trial lawyer Jefferson Fisher has gained millions of followers online through short, simple, practical videos teaching people how to argue less and talk more. And now, in his first book, he offers a tried-and-true framework that will show you how to transform your life and your relationships. His down-to-earth teachings and actionable strategies have helped countless people navigate life's toughest situations. You will learn:

- Why you should never 'win' an argument
- How to set boundaries and frame conversations.
- Why saying less is often more
- How to overcome conflict with connection

Everything you want to say, and how you want to say it, can be found in *The Next Conversation*.

[What follows are quotes from the book above. These quotes stood out to psychotherapist Emil Barna in his 2024 reading of the book. They are not meant to be exhaustive nor representative of the entire book. All quotes are to be read in this context and must not replace medical and/or other professional advice. Note: Any typographical errors occured through the transcription process and do not reflect what may be found in the book.]

Prologue

"Law school teaches you how to read the law. It doesn't teach you how to read people."

Part I: The Essentials

"You can't call yourself a kind person if you don't use kind words."

Chapter 1: Never Win An Argument

"Anytime someone takes a level one conversation and jumps it up to level ten, it's telling. And what it tells you is that there's another conversation happening inside that person's head that you weren't invited to."

The person you see isn't the person you're talking to. Think of a river and its

undercurrent. On the surface, your eyes and ears can pick up a person's physical cues that shape your perception and judgments about them. But what's happening below the surface is where their real truth runs. For instance:

- The coworker you see is agitated and impatient. The coworker you're talking to didn't sleep well last night because he's worried about convincing his brother to go to rehab.
- The cashier you see is scattered and inattentive. The cashier you're *talking to* is worried about affording her kids' back-to-school supplies.
- The spouse you see is tense and short-fused. The spouse you're talking to had a horrible day at work starting with an email from a rude client.

"if we go back in time to the ancient Greeks, discourse had nothing to do with winning. A debate over opposing issues was a vehicle for pursuing truth. Exposing the weakness in another's argument was to strengthen and refine it, not dismiss it. Debates were known to last for days, even weeks, to give each person time to obtain perspective and explore divisive issues."

Chapter 2: Your Next Conversation

"it's the *next* conversation that tests whether your first impression will remain a lasting one. That job interview, that first date, that initial meeting, everyone has their guard up. Everyone is on their best behavior. Over time, the shine wears off, and the person you thought you knew may turn out to be someone completely different."

"Have something to learn, not something to prove."

- 1. If I had to choose, what's the one thing that I'd need them to understand?
- 2. What small step can I take to show them that I heard them?
- 3. What assumptions am I making?
- 4. How can I show gratitude for this opportunity to talk?
- 5. Is there a part of this that I'm trying to win?
- 1. What do you think I find important in my life based on my daily conversations?
- 2. What are three words you would use to describe my character to someone who doesn't know me?
- 3. What topics of conversation do I get most enthusiastic about?
- 4. What quality is most important to me in the friendships I have?
- 5. What emotion do you wish I'd show more of?

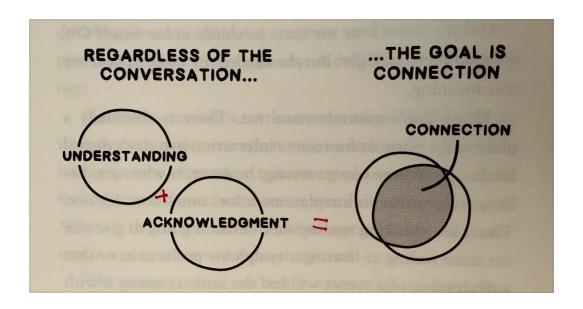
[&]quot;Where there is room for kindness, I will use it."

"Internal struggles over what to say or how to behave in times of conflict resolve themselves when I respond with my values."

"You lead the conversation. "I could've done better." [...] "Help me better understand what you were trying to tell me. What did I miss?" [...] "Can I share what I saw from my perspective?"

"Lower your expectations and build on the mindset of having something to learn, not something to prove."

Chapter 3: The Truth About Connection



Part II: The Application

<u>Rule 1</u>

Chapter 4: Control Yourself

"You could call it **emotional intelligence**. I prefer to call it discernment, a sixth sense-like ability to pick up on the smaller details. A raising of the voice. An exhale of exasperation. A tensing of the shoulders. They aren't behaviors to get offended over. They're information to gather. Data about the emotional state of the person."

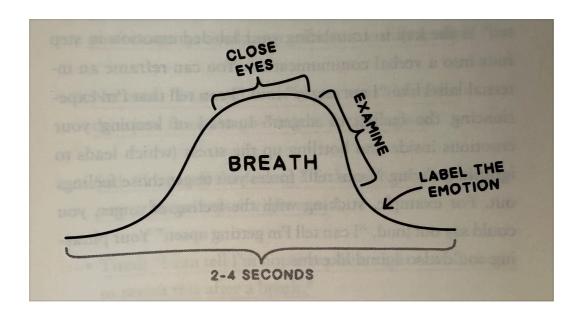
Chapter 5: Control The Moment

"Whenever you're about to begin a sentence, **let your breath be the first word that you say**. That is, where your first word might be, put a breath in its place. Forcing yourself to imagine your breath as a word, as part of the conversation itself, helps you engage the protocols of controlled breathing."

"In arguments, your breath typically does one of two things: it speeds up or it locks up. [...] When you have rapid breathing, your mechanical abilities to think and speak suffer. [...] little to no breathing leads to too much carbon dioxide because of your failure to exhale. So holding your breath, or shallow breathing, is equally detrimental. As the tension increases, Your cognitive ability decreases."

"When you breathe through your mouth, the air doesn't meet resistance. Consequently, you inhale and exhale more per minute. So you breathe faster. And breathing faster, as you know, is a signal of the ignition phase. If gone unchecked, mouth breathing can leave you in a state of low: grade anxiety and stress."

"The Navy SEALs consider rhythmic breathing so mission-critical that they receive special training in what they call "**tactical breathing**." In combat situations, the influx of adrenaline raises a person's heart rate. This shift causes changes within the body that rapidly deteriorate motor skills, skills that can mean the difference between life and death."



[What to say when you feel the following...]

- **Unhappy**: "I can tell I'm not in the best mood. Can we please talk about this later?"
- **Threatened**: "I can tell I'm feeling pressured right now. I need time to feel more secure."
- Frustrated: "I can tell I'm getting frustrated. I need a time-out."
- **Anxious**: "I can tell I'm not emotionally prepared for this conversation right now."
- Unsettled: "I appreciate this conversation. I can tell there's more for me to process."

- **Overwhelmed**: "I can tell I'm overwhelmed at the moment. Can we take this step-by-step?"
- **Confused**: "I can tell I'm still confused about what you're saying. Could you tell it to me differently?"
- **Nervous**: "I can tell I'm a bit nervous about this decision. I need to go over the details again."
- Sad: "I can tell I'm feeling a little overcast. I need some time to myself right now."
- **Tired**: "I can tell I'm not at my best right now. I need to revisit this after a break."

"Small talks are powerful memory recall tools. They connect you to your desired mindset [...] When you use verbs, the small talks become sharper and more practical. [e.g. I am patient, I am kind. I teach patience, I show kindness]"

Chapter 6: Control The Pace

"When you rush, you not only expose yourself to the obvious issues like stumbling over your words and leaving thoughts half-expressed, but you also rush your point. You miss the chance to fully develop your position. **Rushing your words also signals that you're not really listening**"

"In more professional environments, for instance, there's a pervasive thought that not responding immediately to questions, whether in email or in person, demonstrates a lack of knowledge or preparation. That fear drives you to prioritize immediacy, sometimes at the expense of accuracy or thoughtfulness."

Silence is wisdom in waiting.

"silence ensures what follows is certain. [...] the person who controls the pace of the conversation is the person most in control of themselves. [...] When you pause before responding, it demonstrates that you are in control of your emotions and thoughts."

Is what I want to say something that needs to be said? Does it need to be said now? And am I the one to say it?

"A short pause is between one and four seconds. Short pauses bring emphasis and focus on specific words, like putting on a pair of glasses to read the fine print. [...] Short pauses are great for answering normal questions, especially if you're in an interview or deposition situation. I tell my clients to add a few seconds of silence after the questions and before their responses. Remember, your first word is your breath. Not only does it give you time to consider and replay their question in your mind, but what you say comes out more controlled. [...] A long pause is anywhere between five and ten seconds. Any longer than that and it's not a pause. It's a time-out. [...] Five to ten seconds of silence gives enough time for their words to echo back to them. [...] Silence can never

be misquoted. [...] By inserting a long pause, stopping yourself from having the last say, you leave the other person's words exposed."

"When someone uses an absolute, they typically walk themselves out on a plank. So if they're going to say never, it had better be never."

"Honest people don't mind the discomfort of a pause. It's in the silence that honest people know their truth has no need to hide. Dishonest people, on the other hand, typically can't stand it. It's in the silence that dishonest people feel as if they have everything to prove."

"Words that come after a deliberate choice of silence have more impact because they indicate that what follows has been measured, adding weight to the meaning."

Rule 2: Say It With Confidence

Chapter 7: Assertive Voice

"Confidence is a feeling. It can't be summoned at will. [...] You know confidence when you feel confidence. It's the ability to operate under a feeling of knowledge and appreciation for your strengths as well as your limits. [...] The question is "What can I do to create experiences that build my confidence?" Confidence is found in the doing. And that doing is called assertiveness. Confidence is as assertive does. Assertiveness is how you express confidence."

"Please see the attached." [...] This phrasing is passive and weak, as if you have no role in it. [...] "I'm attaching the contract," or even "I attached the contract," sounds more forward, more active, and more assertive. You're leaning into your confidence by telling them what you're doing and then doing it."

"Confidence is showing up and proving to yourself that you'll be there when you say you will. When you honor your self-promises, meet your own expectations, and use assertive language, you will increase your ability to rely on yourself."

"It's frequently the person who knows the least, has contributed the least, or whose opinion matters the least who has the most to say. [...] Their insecurity convinces them that they have everything to prove. Everyone must know how smart they are, how right they are, how "better than you" they are."

"The more words you use, the less I want to listen and the less value your words have. [...] The temptation to overexplain stems from the fear that the other person isn't going to believe you (a social evaluation trigger)."

"Resist the urge to fill the air with noise. Get comfortable with silence."

Never undersell[, avoid saying:]

- "I hate to bother you."
- "I know this might sound stupid."
- "Forgive me for the dumb question."
- "I'm probably missing something here."
- "You probably know better than me."

"You also undersell yourself when you add the phrase "Does that make sense?" after your sentence. I understand that it comes from a need to feel assured that what you said came across the right way, that you're seeking validation that what you said actually made sense. [...] To prevent either of these undesirable outcomes, it's best to totally omit the question or replace it with "What are your thoughts?" or "How does that sound?""

"Relying on your past gives you a more solid foundation for responding, even when you don't know the immediate answer."

"If you struggle to make eye contact, here's one trick I use: wait to make eye contact until the last few words of your sentence; end with eye contact.

[...] speaking too quickly might suggest nervousness or a lack of confidence in your own idea, while speaking too slowly could be interpreted as uncertainty.

Chapter 8: Difficult People

""You always play nice," I said. "That doesn't mean you play soft. You don't need to push back. You just can't be pushed over.""

"her sister's words cut like a knife. After using a long pause, she finally spoke. [...]

"I need you to repeat that." Her sister looked uncertain. She wasn't expecting that response. She looked as though she was about to say it again, but she couldn't. "I'm—I'm not repeating that," she said, almost shaken. "Then I won't be repeating this," my client said firmly. "I'm getting off this roller coaster. If you want to get off with me, do it now. And I've always loved you.""

"The first thing to know about standing up for yourself is when to do it, because not everyone is worth getting out of your chair for. It's a **know-your-worth mentality**."

"A long pause makes them rethink their words and question whether they will stand by them or take them back. [...] repeat what they said back to them very [...] slowly. [keep breathing]"

"When someone makes a belittling remark, they expect the spotlight to turn to you. But when you ask them to repeat what they just said, the spotlight jerks

right back to them."

- "I need you to repeat that."
- "I need you to say that again."
- "I didn't get all of that—can you repeat it?"
- "Did you want that to hurt?"
- "Did you want that to embarrass me?"
- "Was that supposed to make me feel small?"
- "Did that feel good to say out loud?"
- "Did you mean for that to sound rude?" (or offensive or dismissive)
- "Did you mean for that to come across short?"
- "What did you intend with that statement?"
- "How did you expect me to react to that?"
- "Was that meant to be helpful, or hurtful?"

"A quick email or text with "Did you mean for that to sound short?" can cure most poorly worded and shortsighted messages."

- "Understand that if you value the other person in your life, and that person is truly hurt, withholding an apology is corrosive."
- "Don't apologize for my feelings, apologize for what you did."
- "I'm sorry if I did something wrong," or
- "I'm sorry if I upset you." Your response: "I need you to change the if to that."
- "You don't need to apologize for your stress. I need you to apologize for your words."
- "I was just kidding," "I was just joking," or "I was just messing around."
 Your response: "Then be funnier," or "Then find new material," or "I wasn't."

"The first time they interrupt, let them. [...] Their interruption gives you the high ground as the more mature, more reasonable person. [...] Say their name to stop their interruption. Names catch people's attention. [...] Say their name out loud at a normal level. If it doesn't stop them, repeat it while increasing your volume."

- "I cannot hear you when you interrupt me."
- "I will listen to you when I'm finished."
- "I want to listen to you. I need to finish my thought before I do."

Sure, they may want you to agree with them. But do you have to? Usually, the answer is no.

Notice the difference between "You're wrong" and "From where I'm sitting, I see something different."

Chapter 9: Boundaries

Step 1: Say no.

- "I can't."
- "I won't be able to."
- "I need to say no / I need to take a pass."
- "I made a promise to myself that ..."

Step 2: Show gratitude.

- "Thank you for inviting me / including me / thinking of me."
- "That's so kind of you / that means a lot."
- "I appreciate you asking me."
- "I'm flattered / honored."

"No is a complete sentence. [...] Understand that when you feel like you're disappointing the other person, it's typically 98 percent ego and 2 percent truth. That is, part of your feelings of disappointment is really you convincing yourself that your presence is so needed that the other person will be crushed if you say no. That you're so vital to their good time that the other person isn't emotionally resilient enough to handle it. Rarely are you or I that important."

Your boundaries inform the outside world of your values [...] Your actions and choices define the boundary around the things you value."

- "I don't respond to disrespect."
- "I will not allow others to tell me or decide how I feel,"
- "I don't engage in conversation when I'm not ready."
- "I don't dismiss my intuition as irrelevant."
- "I won't compromise my peace for the sake of appeasement."
- "I don't participate in gossip or character assassination."

There will be people who prefer the version of you without boundaries. This is a time for watching and observing who is in your corner, who your real people are.

Rule 3: Say It To Connect

[&]quot;writing [boundaries] down gives you a sense of assuredness."

[&]quot;If you're going to give a consequence, you have to mean it."

Chapter 10: Frames

"What my wise momma knew: fewer choices can lead to better outcomes."

"Too often, you wait until you're talking to figure out what you want to say. You're good with takeoff that is, initiating discussion—but you don't know how to land the plane. So you struggle and talk in circles until you finally discover what you want to say. [...] The longer it takes to make your point, the more you waste the other person's diminishing attention. You'll lose them."

"Unclear parameters leave the other person playing the detective, and that can be a terribly frustrating experience."

""I'd like to talk to you about how I perceived your behavior last night, and I'm not saying anyone is right or wrong. I want to move forward knowing how to show up for each other better. Can we do that?""

- 1. "I hear your point. I need to finish the conversation we started. And if needed, I'm willing to come back and address that comment."
- 2. "Stay with me. Hear me out, and if we need to come back to that we can."
- 3. "I agree that's worth talking about too. Let's focus on one issue at a time."

Chapter 11: Defensiveness

"The easy part is getting an expert to talk. The harder part is getting them to stop. **Experts tend to speak in a way that highlights their intelligence**."

"Bad experts use technical jargon to make others feel small."

[A story...]

"The expert did the one thing you never want to do in front of a jury. He took my question as a challenge to his expertise, and he got defensive. His defensiveness, in turn, made his opinion look less believable. It was a crucial moment when, instead of bridging the gap and connecting his opinion and the jury's understanding, he widened it with his own ego."

"Someone getting defensive is the most telltale sign of a spark of the ignition phase. Everything shuts down. Shields go up. Spikes come out. Backs turn and earmuffs go on. Defensiveness is the suit of armor you put on when you feel triggered."

if I were to tell you that you're wrong about a given belief, like political ideology, I'd most likely not just be saying that you're wrong. I could be saying your grandmother is wrong, your best friend is wrong, or that memory you've had

since you were ten is wrong. [...] By putting up walls, two things happen:

- 1. You prevent others from understanding you.
- 2. You shut yourself off from understanding them.

"[You get better when] you **drop all expectations of yourself, and at the same time maintain all the expectations of the other person**. You still expect them to understand you. You still expect them to cater to your feelings. It's like locking your door and then getting upset that the other person hasn't come inside yet."

"Fundamental attribution error describes the concept that you tend to overemphasize personality-based explanations and underemphasize external situational factors. For example, if you see someone walking into the office late, you might paint them as a lazy, uncaring, or unmotivated person (personality-based explanation) and minimize factors like heavy traffic, bad weather, or a personal matter (situational explanation)."

When you take things personally, you create a self-fulfilling prophecy. Let's use the text scenario to illustrate:

- You perceive the text as rude, receiving it as a personal attack on you.
- That perception triggers the emotional reactions of your ignition phase.
- Now driven by your emotions, you respond defensively.
- Your response causes the other person to respond defensively.
- The cycle now reinforces and fulfills your belief that you are, in fact, under attack.

"how often you take things personally is a direct reflection of how much grace you give other people."

"assume positive intent until proven otherwise. [...] Stop carrying the weight of other people's words. Stop attending every argument you're invited to. [...] There's nothing you have to say. There are only things you want to say."

When you feel yourself getting defensive, get quiet, then get curious.

Chapter 12: Difficult Conversations

"How you handle a difficult conversation says more about your character than the content of the conversation itself."

A difficult conversation becomes more difficult for one of two reasons:

- 1. You don't know where you're going.
- 2. You don't know how to get there.

"There are few things more frustrating than when someone tries to force you into a conversation you're not ready for."

"the fewer choices you give, the easier it becomes for people to decide. If you just say, "So, when is a good time next week?" you'll likely hear back, "I'm not sure. I'll get back to you." Next thing you know, three weeks have gone by. But if you narrow the scope, you're more likely to get an answer and work toward a mutual time frame."

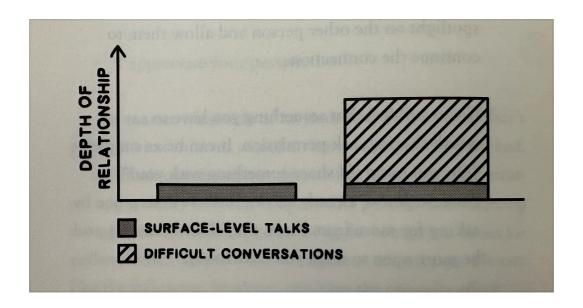
"When the topic of conversation is truly a touchy subject or will be received as bad news, we're tempted to create a soft atmosphere. To soften the blow. To let them down easy. This typically starts by asking about the other person's day, or their family, or by drumming up some random topic you've never taken any interest in before [...] People want honesty. Direct, true honesty. And the further you keep that from them, the more pretense they'll hear and the weaker your connection will be. [...] be direct and transparent from the outset. Begin the conversation by telling them what kind of conversation they're about to have. For bad news, try this:

- "This is going to be hard to hear."
- "I've got bad news."
- "You're not going to like what I have to say."
- "This might come as a shock to you."

Or, for tough or sensitive topics, try this:

- "This isn't going to be fun for either of us."
- "I have something uncomfortable to share."
- "This isn't going to be easy to talk about."

"Can I tell you what I've learned?" **People are much more receptive to hearing what you've learned from your own experiences instead of feeling like you're trying to boss them around or sound like a know-it-all.**"



The 47-Second Version

In the spirit of how I got here, if I had to condense these pages to a forty-seven-second video to post on social media for you, it would sound something like this:

Number one: Never win an argument, or you'll lose a lot more than you gain. When you regulate your reactions before responding, you keep a clear head and a calm mind.

Number two: Confidence isn't an act, it's an outcome. Use words and short phrases that assert your needs and protect your values without fear of disappointment.

When you embrace your assertive voice, you make a pathway for more positive change in your life.

Number three: Don't worry yourself over how to change an entire relationship. Focus on changing the next con-versation. When you frame a conversation as something to learn, rather than something to prove, you take out the difficulty in building connection.

How to Handle Narcissists and Gaslighters (additional resource)

[A story...]

Nothing moved in the negotiations unless it was his idea and his alone. [...] There was no grand moment of self-awareness or apology from the husband. Instead, he blamed everyone else. The court was biased. His attorney was unethical. He even blamed the courthouse staff. He clung to his narrative to the end. [...] Sadly, that's how back-alley fights with narcissists often end. There's no moment of redemptions just a return to peace after a lot of pain.

[Signs you're speaking with a narcissist...]

- Rewritten history: The conversation consistently shifts back to them.
 They rewrite past events to make themselves look better or justify their actions.
- One winner: They elevate their own actions or accomplishments, making them seem superior to anyone else's. Their achievements are always framed as the best. They downplay or dismiss others' successes.
- **Never enough:** No matter how much praise or attention you give, it never satisfies them. They continue to crave more, leaving you feeling like you're always falling short.
- **Emotional dismissal:** They dismiss your feelings as unimportant, or they downplay your emotions, making it clear that only their feelings truly matter.
- **Conditional apologies:** On the rare occasion they apologize, it's usually followed by a justification that absolves them of any real accountability. The apology may feel hollow or deflective, as though they're the victim.

"Notice the similarity in each sign? Narcissists suffer from **main character syndrome**."

""You never ..." or "You always ..." They may be saying you a lot, but it's always about them."

"By defining the scope of the problem, you're positioning yourself to get the most out of the techniques ahead."

""I figure, every step away from her is a step toward me. So, the best thing, I've found, is to be unbothered." If you don't want to get cut by a narcissist's words, don't put your energy within reach. Keep your words at an arms-length in the conversation. Become disinterested in what they have to say. Make your responses brief. Less opinion, more fact."

"If you struggle to stay neutral, then go silent. Silence is one of your greatest tools because silence can never be misquoted. It's that golden rule of "If you can't say something nice, don't say anything at all." It's better to be quiet and accused of indifference than to say something more inflammatory and lose control altogether."

"Instead of trying to win the argument with him head-on or prove myself right, I shifted the burden onto him to explain himself in a way that would pass in front of other people."

"When you're one-on-one with a narcissist, avoid the immediate argument of proving them wrong by flipping their focus toward their reputation or their image to other people. Why? Because a narcissist cares more about their reputation than they care about you."

- "If you think that's a good look for you, that's fine."
- "And you're comfortable with other people seeing it that way?"

"By shifting their attention to how their actions or words might be perceived by others, you're speaking a language they care about."

Here's an even subtler approach for moments when confrontation might escalate:

- "I'm curious how others might interpret that."
- "I wonder how others might perceive that."

"By keeping your tone neutral and unprovocative, you avoid inflaming the situation while still asserting control."

"Silence can also play a role here. Sometimes it's enough to let their words hang in the air. Narcissists are often uncomfortable with prolonged silence, as it leaves too much room for others to judge their behavior."

"Don't look to receive something the other person can't give. If you're looking for validation from a narcissist, whether it's respect, empathy, or even basic decency, you're going to be disappointed. People cannot give you what they cannot give to themselves. Someone who thrives on control and manipulation is not going to suddenly start offering understanding or care just because you need it."

Detachment isn't surrender. It's strategy.

"Their comment doesn't define you. It defines them."

- Instead of taking it personally and asking, "How could you say that to me?" ask, "How do you feel when you say that to me?"
- Replace "That's so rude!" or "I can't believe you said that to me!" with "What an odd thing to say out loud."

"When reinvesting, you're building something lasting, like a stronger mindset, a better version of yourself, or a foundation for future peace. Distraction, on the other hand, is temporary. It might make you feel better in the moment, but it doesn't move you forward. The key is to ask yourself, "Am I avoiding the issue, or am I equipping myself to handle it better?""

"A gaslighter's goal is to gain control by undermining your confidence in your own mind."

How to Respond to Gaslighting

Use neutral, repetitive phrases.

- When they say, "You're being crazy right now," avoid defending yourself with, "How am I crazy?" Instead, calmly say: "I understand you disagree with me." If they argue, simply repeat as needed, "I understand you disagree."
- If they deny your reality by saying, "I never said that," avoid arguing back and forth. Instead, respond with: "That's what I heard." This response puts you in a stronger position than falling into the yes you did, no I didn't that leads nowhere!
- If they claim, "You're imagining things," assertively respond: "I do not imagine facts."
- Use phrases like: "We remember things differently." This is incredibly powerful and grounding to say. "That wasn't my experience."

"I have no interest in debating the past. My only interest is agreeing on the future."

A brief commentary:

This has got to be the most practical communication resource I've come across. If you don't want to buy the book—but I highly recommend you do because what's in this little summary is only a tiny portion of what stood out to me, not ALL of what he covers—check out his interview on Diary Of A CEO here. Or, you could look at Fisher's own podcast where he covers all things communication. He's a master communicator, born in a family of communicators and, as an attorney, he makes a living off of his words. His humility is what captures me the most ... and makes me want to listen to him. Highly recommend you check him out!

These notes were collected by psychotherapist and author Emil Barna in his efforts to assist with professional development and further education for himself and those who read them. You can find out more about Emil by visiting www.barnacc.com

"A text without a context is a pretext to a proof text."

—Dr. Don Carson