

# crucial

## TRAINING OVERVIEW



TRAINING

### WHAT YOU'LL LEARN

Skills taught in this training deliver significant improvement in areas such as:

1. Performance—talk honestly and openly no matter how delicate the topic.
2. Productivity—eliminate resistance and act with conviction when making decisions.
3. Teamwork—reach agreement on how to work together and treat other teammates.
4. Change Management—agree with others on and follow through with difficult changes.
5. Quality—develop productive processes that are eagerly implemented.
6. Relationships—work through differences with others and strengthen relationships.
7. Safety—Discusses violations and solutions without finger-pointing or resentment.
8. Diversity—willingly and ably discuss diversity problems face-to-face and in the moment.
9. Meetings—speak up when things get off track and suggest how to improve them.



Crucial Conversations won "Training Product of the Year" in 2004 from *HR Executive* magazine.

### Get Unstuck

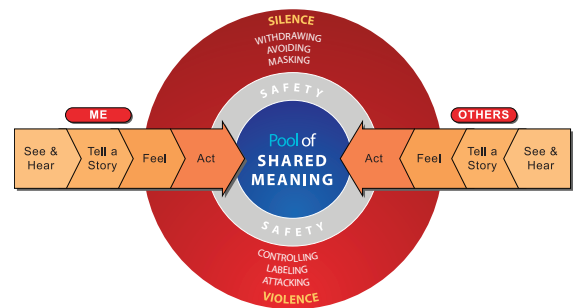
#### And Rapidly Improve the Results You Care About Most

Organizations mired in mediocre results (or perhaps not achieving the heights leaders had hoped for) can generally count on a predictable and correctable root cause: their employees are either not willing or not able to bring up touchy, controversial, or high-stakes issues and handle these discussions well.

Based on more than twenty-five years of research, Crucial Conversations training asserts one thing: If you can transfer skills that top performers routinely use to effectively handle crucial conversations—particularly in the presence of authority—then you can create more positive results across an entire organization (everything from quality to customer satisfaction to morale).

Crucial Conversations training teaches individuals and teams from different backgrounds, departments, and specialties how to willingly and effectively surface and discuss ideas in a way that leads to virtually everyone buying into the decisions—creating broad alignment, maximizing synergy, and ensuring commitment to the best ideas. When taught, these skills inevitably result in rapid, sustainable, and wide-reaching positive changes in the results that you care about the most.

Make Crucial Conversations skills your best practices and everything gets better.



Crucial Conversations training teaches this model for achieving synergy, alignment, and commitment.

## Train-the-Trainer

Use our train-the-trainer program and Leader's Resource Kit to enable your trainers to offer the highest quality in-house training program available today.



We also advocate leader-led training and certify line managers as the most effective approach for acquiring and retaining new skills.

## Participant Materials

- Crucial Conversations *Participant Toolkit* (224-page training workbook)
- *Crucial Conversations Action Planner*
- Contract cards and model cards



- *Crucial Conversations: Tools for Talking When Stakes are High*—The New York Times bestseller based on this training course
- Crucial Conversations Audio CD Companion (6-CD audio workout for strengthening Crucial Conversations skills)
- A course completion certificate
- A subscription to the Crucial Skills Reminder, a weekly e-mail service
- Follow-up Web resources (a self-scoring Style Under Stress™ self-assessment, video examples, downloadable samples, and more)
- Access to our complete line of books, audio companion CDs, and Web Seminars at [www.crucialskills.com](http://www.crucialskills.com)

## COURSE DETAILS

Crucial Conversations training infuses fourteen hours of classroom time with more than 120 original video clips of “before and after” situations. Enjoy video-based instruction from the authors of *Crucial Conversations: Tools for Talking When Stakes are High*. Engage in extensive in-class practice, group participation, and personal reflection as you explore and master these Crucial Skills.

### Who Should Attend?

Crucial Conversations training is ideal for individuals who regularly deal with touchy, controversial, or high-stakes issues—within a team or across functional lines. Learn to facilitate rapid problem-solving and improve results.

For true change to be achieved, involving teams and even entire organizations is essential. At a minimum, consider attending our public training events (see [www.vitalSMARTS.com](http://www.vitalSMARTS.com) for a complete schedule). Or, bring our professional facilitators into your organization.

### Lesson

### You'll Learn To

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|--------------------------|--|
| 1. Get Unstuck           | <ul style="list-style-type: none"><li>• Spot the conversations that are keeping you from what you want.</li><li>• Avoid moving to silence or violence during crucial conversations.</li><li>• Share facts, ideas, feelings, and opinions candidly and honestly.</li><li>• Discover how better information helps identify problems earlier and keeps them from getting out of hand.</li></ul> |
| 2. Start with Heart      | <ul style="list-style-type: none"><li>• Stay focused on what you really want and maintain dialogue.</li><li>• Learn how to work on me first.</li><li>• Understand how motives change when conversations turn crucial.</li></ul>  |
| 3. Learn to Look         | <ul style="list-style-type: none"><li>• Spot the warning signs that indicate safety is at risk.</li><li>• Notice various forms of silence and violence.</li><li>• Take steps to rebuild safety and return to dialogue.</li><li>• Step out of a conversation and notice how to make it work.</li><li>• Identify your own Style Under Stress™ and manage it.</li></ul>                         |
| 4-5. Make It Safe        | <ul style="list-style-type: none"><li>• Talk about almost anything—without silence and violence.</li><li>• Use specific skills to keep everyone sharing information.</li><li>• Establish and maintain mutual purpose and mutual respect.</li><li>• Recognize when you're at cross-purposes.</li></ul>  |
| 6-7. Master My Stories   | <ul style="list-style-type: none"><li>• Stay in dialogue when you're angry, scared, or hurt—“think” your way to the root cause of negative emotions.</li><li>• Discover your stories—how do you justify your behavior?</li><li>• Eliminate victim, villain, and helpless stories, and improve your results.</li></ul>  |
| 8. STATE My Path         | <ul style="list-style-type: none"><li>• Speak persuasively, not abrasively.</li><li>• Get your meaning across even with potentially threatening messages.</li><li>• Share strong opinions without shutting down contrary views.</li><li>• State your mind while making it safe for others to do the same.</li></ul>  |
| 9. Explore Others' Paths | <ul style="list-style-type: none"><li>• Use exploring skills to make it safe for others to speak up.</li><li>• Diffuse others' violence and eliminate silence.</li><li>• Encourage others to share issues they fear bringing up.</li><li>• Get safely to the meaning behind others' emotions.</li></ul>  |
| 10. Move to Action       | <ul style="list-style-type: none"><li>• Put Crucial Conversations principles and skills together.</li><li>• Move from healthy dialogue to taking action and achieving results.</li></ul>   |