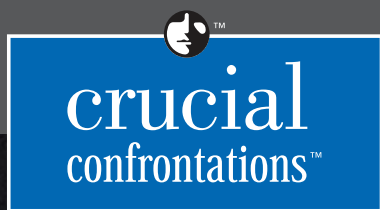


# crucial

## TRAINING OVERVIEW



TRAINING

### WHAT YOU'LL LEARN

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

1. Productivity—deal with violations before they escalate into chronic problems.
2. Performance—discuss deviations without generating defensiveness or resentment.
3. Change Management—eliminate resistance by replacing fear and uncertainty with genuine motivation.
4. Teamwork—hold everyone accountable to the same standards, replacing jealousy and inequity with justice and unity.
5. Quality—discuss challenges and barriers in a way that yields creative and supported solutions.
6. Relationships—confront broken promises or violated expectations in a way that solves the problem while strengthening the relationship.
7. Safety—nurture safe practices by knowing which infractions to confront and how to confront them.

## Ensure Accountability and Execution

### With a Proven Step-by-Step Process

Every team and organization faces disappointment. A coworker misses a deadline, a team sets expectations only to fall far short of the goal, or a direct report just plain behaves badly. Too often, we rely on one another for results only to let each other down. We make promises and break them—and bad things happen.

Based on more than two decades of research, Crucial Confrontations training asserts one thing: if you can replicate the skills of top performers and effectively hold others accountable, your whole world changes (everything from productivity to teamwork to improved relationships).

Crucial Confrontations training teaches individuals and teams how to willingly and effectively speak up when others let them down—no matter power, position, or temperament—enhancing accountability, improving performance and ensuring execution each and every time. These skills inevitably produce rapid, sustainable, and wide-reaching changes in the results you care about the most.

Change your world by making Crucial Confrontations skills your best practices.



Crucial Confrontations training teaches this model for resolving gaps in execution, performance, and accountability.

## Train-the-Trainer

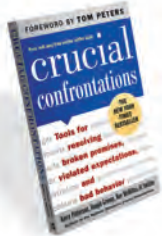
Use our train-the-trainer program and Leader's Resource Kit to enable your trainers to offer the highest quality in-house training program available today.



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

## Participant Materials

- Crucial Confrontations *Participant Toolkit* (192-page training workbook)
- *Crucial Confrontations Action Planner*
- Contract cards and model cards



- *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*—The *New York Times* bestseller based on this training course
- Crucial Confrontations Audio CD Companion (6-CD audio workout for strengthening Crucial Confrontations skills)
- Course completion certificate
- Free subscription to the Crucial Skills Reminder, a weekly e-mail service
- Follow-up Web resources (a self-assessment, video examples, downloadable samples, and more)
- Access to our complete line of books, Audio CD Companions, and Web Seminars at [www.crucialskills.com](http://www.crucialskills.com)

## About VitalSmarts

An innovator in best practice training and consulting research, VitalSmarts delivers significant improvements to the results companies care about most. Based on ongoing research, VitalSmarts award-winning training courses have created systematic and lasting change in thousands of organizations, helping them realize quick, hard-hitting results using a method that no other training company yet offers. VitalSmarts also offers keynote speaking, on-site consulting, and executive team development.

## COURSE DETAILS

Crucial Confrontations 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 Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*. Engage in extensive in-class practice, group participation, and personal planning as you explore and master these Crucial Skills.

## Who Should Attend?

Crucial Confrontations training is ideal for individuals who manage people or processes as well as those who have supervisory or cross-functional management responsibilities. 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.vital-smarts.com](http://www.vital-smarts.com) for a complete schedule). Or bring our professional facilitators into your organization.

## Lesson

## You'll Learn To

1. Choose What and If
  - Determine what Crucial Confrontation to hold and if you should hold it.
  - Deal with the right problem.
  - Avoid revisiting old problems while missing the real and bigger issues.
  - Understand why people don't bring up problems when they should.
2. Master My Stories
  - Get your head right before opening your mouth.
  - Evaluate the cost of becoming emotional and charging into a confrontation unprepared.
  - Overcome your own unhealthy feelings and generate new ones.
  - Decipher the meaning and the implications of “the fundamental attribution error.”
  - Diagnose the causes behind all broken promises.
3. Describe the Gap
  - Prepare for the “hazardous half minute.”
  - Effectively start a crucial confrontation.
  - Recognize common errors people make when first bringing up a problem.
  - Talk about almost anything with almost anybody.
  - Establish safety by applying Mutual Purpose and Mutual Respect.
  - Define the Gap—what was expected versus what was observed.
  - Diagnose and create safety by ending with a question.
4. Make It Motivating
  - Help others want to take action.
  - Resist abusing power to motivate others.
  - Use natural consequences to influence others' behavior.
5. Make It Easy
  - Brainstorm and work together to remove all ability barriers.
  - Separate motivation from ability without mixing one with the other.
  - Recognize common problems when trying to remove ability barriers.
  - Clarify who does what by when—accountability.
6. Stay Focused and Flexible
  - Keep your focus when others get sidetracked, scream, or sulk.
  - Maintain flexibility when the other person raises new issues.
  - Avoid getting sidetracked or stuck on the wrong issue.
  - Identify new problems and decide if they're worth dealing with.
  - Recognize the most common new problems (and their solutions).

**VitalSmarts™**

[www.vital-smarts.com](http://www.vital-smarts.com) 800.449.5989

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