

crucial conversations®

*The standard in effective
communication*



Dialogue /s the Difference



Whenever you're not getting the results you want, it's likely an important conversation either hasn't happened or hasn't been handled well. In fact, both individual and organizational success are largely determined by how quickly, directly, and effectively we speak up when it matters most. At the heart of healthy and high-performance organizations are people willing and able to hold crucial conversations.

WHAT'S A CRUCIAL CONVERSATION?

A crucial conversation is a discussion between two or more people where the stakes are high, opinions vary, and emotions run strong. When conversations turn crucial, people tend to follow one of two ineffective paths: they either speak directly and abrasively to get the results they want but harm relationships, or they remain silent with the hope of preserving relationships only to sacrifice results.

THERE'S A BETTER WAY

Crucial Conversations gives people the skills to step *into* disagreement—rather than over or around it—and turn disagreement into dialogue for improved relationships and results.

“The health of any relationship, team, or organization can be measured by the lag between identifying and discussing problems.”

—Joseph Grenny, co-author of *Crucial Conversations*

The Crucial Skills

Crucial Conversations teaches eight powerful skills grounded in decades of social science research. Whether experienced on demand, virtually, or in person, the course helps learners develop these vital skills through instruction, application, practice, and coaching—not just theory—for lasting improvement.

01 GET UNSTUCK

- Identify problems contributing to poor results and broken relationships.
- Identify which conversations to hold to address those problems.

02 START WITH HEART

- Consider others' perspectives and assume they have good reasons before speaking up.

03 MASTER MY STORIES

- Keep composure when feeling angry, defensive, or intimidated.
- Identify Victim, Villain, and Helpless stories you might be telling yourself to justify behavior

04 STATE MY PATH

- Speak persuasively, not abrasively.
- Share strong opinions without shutting down contrary viewpoints.

05 LEARN TO LOOK

- Spot the warning signs that indicate safety and dialogue are at risk.

06 MAKE IT SAFE

- Recognize when you're at cross-purpose and take steps to rebuild safety and return to dialogue.
- Find and cultivate mutual purpose with those who hold opposing viewpoints.

07 EXPLORE OTHERS' PATHS

- Bring people back into dialogue when they clam up or blow up.

08 MOVE TO ACTION

- Turn each crucial conversation into a course of action that leads to results.



“Crucial Conversations is one of the most powerful and useful tools I have ever used.”

—Mike Miller, Director of Business Billing, AT&T



Dialogue Pays Dividends

Crucial Conversations skills lead to results, including:



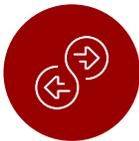
Equity and Inclusion

The central benefit of effective dialogue is psychological safety. When people feel psychologically safe to speak up, they are more likely to add meaning to and take responsibility for their workplace cultures.



Decision-Making

When people are able to quickly surface critical information, decision-making is not only more efficient, it's also more likely to be fueled by facts rather than ego and politics.



Agility and Adaptability

Organizations that weather chaos and crisis do so through effective communication. Staying agile in changing circumstances and environments requires people who can dialogue with care in the face of stress and uncertainty.



Engagement and Teamwork

When employees have evidence that their voice matters, that they can speak up and be heard, they know their role is vital and their contribution critical. Cultures of dialogue foster employee engagement. You won't find one without the other.



Ideation and Innovation

With skills to dialogue effectively about difficult topics, people are more likely to share novel ideas and challenge the status quo. Innovation thrives where candid and respectful dialogue exists.



Quality and Safety

Mistakes don't happen in secret; they happen in silence. Too often employees observe risks to quality and safety but choose to say nothing. Imagine the impact of a workforce that speaks up the moment they observe an error. Mistakes are flagged and fixed, and quality and safety are preserved.



Efficiency

Almost nothing saps time and money as much as silence. Our research suggests that every crucial conversation that doesn't happen costs the organization an average of \$7,500 and more than seven workdays.

Delivery Options and Participant Materials

Crucial Conversations is available in several modalities to meet the unique needs of your team or organization. Each modality is optimized for the learning experience and skill transference.



ONLINE

On-demand training offers 10–12 hours of instructional time and 60 days of access.

MATERIALS

- Access to the Crucial Conversations Online platform
- Digital Crucial Conversations Toolkit
- Digital Crucial Conversations model card
- eBook of the *New York Times* bestseller, *Crucial Conversations*
- Crucial Conversations Audio Companion
- Digital course completion certificate
- Post-training resources via email



LIVE ONLINE

Virtual, instructor-led training is delivered in five two-hour sessions.

MATERIALS

- Digital Crucial Conversations Toolkit
- Digital Crucial Conversations model card
- eBook of the *New York Times* bestseller, *Crucial Conversations*
- Crucial Conversations Audio Companion
- Digital course completion certificate
- Post-training resources via email



LIVE

In-person classroom training can be delivered as a one-day (six hours) or two-day (14 hours) course.

MATERIALS

- Crucial Conversations Toolkit
- Cue cards for each lesson
- Crucial Conversations model card
- Copy of the *New York Times* bestseller, *Crucial Conversations*
- Crucial Conversations Audio Companion
- Course completion certificate

Three Implementation Options

We also offer three ways to experience training: attend a public workshop, bring in a VitalSmarts trainer, or have an internal leader get certified to train employees.



PUBLIC WORKSHOP

Your employees attend an Online, Live Online, or Live public workshop.

Visit vital-smarts.com/events to find a workshop near you.



IN-HOUSE TRAINING

Bring in a VitalSmarts Master Trainer to train the Live or Live Online course or roll out Online Training across your organization.



TRAINER CERTIFICATION

Certify an internal leader to train the Live or Live Online course to employees. Certification courses are offered both Live and Live Online.

“I have been delivering Crucial Conversations with a VitalSmarts producer and virtual materials and found this to be a terrific experience for myself and my learners. It is worth the investment!”

—Celia Harmon



The Proof Is in the Percentages

Organizations around the world—from large to small, from Fortune 500 to tech startups, from government agencies to school districts—have turned to Crucial Conversations to improve quality, efficiency, engagement, safety, and more.

PRODUCTIVITY

Sprint Nextel reported a 93 percent improvement in productivity metrics being met.

COST

AT&T reduced billing costs by 30 percent and **Sprint Nextel** reduced customer care expenses by \$20 million annually.

SAFETY

Pride International reduced safety incidents by 55 percent in one year.

ENGAGEMENT

Rocky Mountain Equipment reduced turnover from 30 to 16 percent.

TEAMWORK

Employees at **MaineGeneral Health** were 167 percent more likely to speak up and resolve problems with colleagues after being trained in Crucial Conversations.

SATISFACTION

San Antonio School District saw a 50 percent drop in grievances that previously clogged the administrative system.



Trusted By



Don't Take Our Word for It

We regularly receive inspiring stories of personal redemption, salvaged relationships, and career success, and clients offer evidence of transformed cultures and bottom-line results. Crucial Conversations has reached some impressive milestones and earned notable accolades:

- More than one million people trained worldwide
- Sold more than 4 million copies of the corresponding *New York Times* bestseller
- Named Training Product of the Year by *Human Resource Executive*
- Named a Top 20 Leadership Training course by *Training Industry*



The VitalSmarts Touch

We offer a best-in-class learning experience, stellar customer support, and tangible results. Discover what sets us apart from the rest.



Award-Winning Instructional Design

From our innovative training platform to our award-winning original video content, our courses are some of the highest-rated in the industry.



Research-Backed Skills

The skills and principles we train are rooted in social science and have been demonstrated and replicated in peer-reviewed academic journals.



Customer Satisfaction

More than 93% of our customers say they are likely to very likely to recommend VitalSmarts.



Results

We've helped more than 300 of the Fortune 500 realize significant results using our proven methods.

The VitalSmarts Suite

While a powerful solution in its own right, Crucial Conversations belongs to a family of courses that together help organizations build healthy and high-performance cultures that spur flawless execution and consistent innovation.

COMMUNICATION



Dialogue



Accountability

EFFECTIVENESS



Productivity



Performance

LEADERSHIP



Change

crucial conversations®

Take the Next Step

Bring Crucial Conversations to your organization
and discover why **dialogue *is* the difference.**

Call 1.800.449.5989 or visit us at vitalsmarts.com.

About VitalSmarts

Named a Top 20 Leadership Training Company, VitalSmarts is home to the award-winning Crucial Conversations®, Crucial Accountability®, Getting Things Done®, The Power of Habit™, and Influencer Training® and *New York Times* best-selling books of the same titles. VitalSmarts has consulted with more than 300 of the Fortune 500 companies and trained more than 2 million people worldwide.

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