



# Crucial Conversations<sup>®</sup>

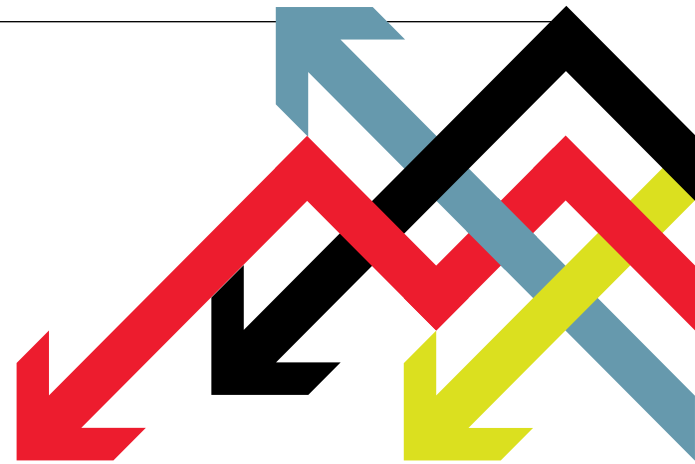
FOR ACCOUNTABILITY

**PERFORMANCE MANAGEMENT IMPROVED**





# PEOPLE NOT PROCESS



**Managing performance is more than a process – it’s about people.** Effective performance management isn’t done with software and tools. It’s accomplished by respectfully addressing your people’s behavior routinely and consistently. It’s about candidly coaching through challenges and holding people accountable for lapses in behavior. It’s about identifying goals, fast-tracking careers, and in the process, improving your people and your bottom line. These are dialogue skills—the difficult kind that may not come naturally, but when learned, mean the difference between managing people and managing process.



*“The health of any relationship, team, or organization is a function of the lag time between identifying and discussing problems.”*

Joseph Grenny  
co-author of *Crucial Accountability*



# Accountability at Work

Crucial Conversations® for Accountability teaches a process for managing performance, strengthening trust and reliability, and eliminating inconsistency. It provides skills for holding peers accountable—regardless of position or authority. And whether participants take the course on-demand, virtually, or in-person, they learn the skills through instruction, reflection, practice, and coaching.

Crucial Conversations for Accountability Add-On takes a deep dive into the skills for managing performance. It is a learning option for graduates of Crucial Conversations for Mastering Dialogue. The Add-On course teaches skills 6 through 9.



## 01 GET UNSTUCK

- Spot the performance conversations that are keeping you from what you want.

## 02 MASTER MY STORIES

- Keep composure when feeling angry, defensive, or intimidated.

## 03 START WITH HEART

- Get your heart in the right place and stay focused on what you really want.

## 04 STATE MY PATH

- Speak honestly and respectfully and invite others into the conversation.

## 05 MAKE IT SAFE

- Create psychological safety so you can talk with almost anyone about almost anything.

## 06 DIAGNOSE

- Identify what caused the gap between expectations and behavior.

## 07 MAKE IT EASY

- Reduce barriers to keeping commitments.

## 08 MAKE IT MOTIVATING

- Help others want to take action.

## 09 MOVE TO ACTION

- Turn each accountability discussion into a course of action that leads to results.



# BEHAVIORAL OUTCOMES

When people have the skills to hold peers accountable, they're better at correcting performance problems, preventing potential disasters, and preserving and strengthening relationships.

## HOLD ANYONE ACCOUNTABLE

Speak up no matter the person's power, position, or temperament.

## MANAGE PERFORMANCE

Get positive results and maintain good relationships.

## MOTIVATE OTHERS WITHOUT FORCE

Permanently resolve problems by clarifying natural consequences.

## MANAGE PROJECTS WITHOUT TAKING OVER

Help others avoid excuses, keep projects on track, and resolve performance barriers.

## IMPROVE PERFORMANCE

Agree on a plan, follow up, engage in good reporting practices, and manage new expectations.





# Learning Formats and Participant Materials

Crucial Conversations for Accountability and Crucial Conversations for Accountability Add-On are available in several formats to meet the unique needs of your team or organization. Each format is optimized for skill development and an engaging learning experience.



## ON-DEMAND

**Full Course:**  
*6-8 hours of instructional time and 60 days of access*

**Add-On Course:**  
*3-4 hours of instructional time and 60 days of access*

### MATERIALS

- Access to the Crucial Conversations for Accountability on-demand platform
- Digital Learner Guide
- Digital Model Card
- Digital copy of the bestseller *Crucial Accountability*
- Digital course completion certificate
- Six-week ongoing learning experience



## VIRTUAL

**Full Course:**  
*Five 2.5-hour virtual instructor-led sessions*

**Add-On Course:**  
*Three 2-hour virtual instructor-led sessions*

### MATERIALS

- Digital Learner Guide
- Digital Model Card
- Digital Cue Cards
- Digital copy of the bestseller *Crucial Accountability*
- Digital course completion certificate
- Six-week ongoing learning experience



## IN-PERSON

**Full Course:**  
*Two-day (12.5 hours) or one-day (7.25 hours) classroom course*

**Add-On Course:**  
*One-day (7.25 hours) classroom course*

### MATERIALS

- Learner Guide
- Cue cards for each lesson
- Model card
- Copy of the bestseller *Crucial Accountability*
- Course completion certificate
- Six-week ongoing learning experience



# 3 Delivery Options

We also offer three ways to learn: attend a public course, bring in a Crucial Learning trainer, or have an internal leader get certified to train employees.

## 01 PUBLIC COURSE

Your employees attend a virtual, or in-person public course.  
*Visit [CrucialLearning.com/learn](https://www.cruciallearning.com/learn) to find a public course near you.*

---

## 02 PRIVATE COURSE

Bring in a Crucial Learning master trainer to facilitate the virtual or in-person course across your organization.

---

## 03 TRAINER CERTIFICATION

Certify an internal leader to facilitate the virtual or in-person course to employees. Certification courses are offered both virtually and in-person.



*“Crucial Learning’s virtual course has gone so well. We have loved delivering the course at our own pace. The level of interactivity is excellent, and we’ve found it’s easy to keep everyone engaged through a four-hour learning session.”*

**Jennifer Dootson**  
d-Wise



# ACCOUNTABILITY IN ACTION

Our research shows that when people see accountability as “someone else’s job,” they waste time and resources, costing on average \$1,500 and an eight-hour workday for every accountability discussion they avoid. These costs multiply when you consider that 95% of people report struggling to hold their colleagues accountable. On the other hand, when people have a skillset for effectively holding peers accountable, they see improvements across the organization.

## TEAMWORK

**Dallas Housing Authority** eliminated silos between departments and helped employees resolve conflicts with peers and supervisors.

## SAFETY

**Pride International** improved their total incident rate by 55% and reported zero accidents that required employees to miss time on the job.

## EFFICIENCY

**San Antonio School District** saw a 50% drop in grievances that previously clogged their administrative system.

## ENGAGEMENT

**Orkin** saw an 8% decrease in turnover, and **Pride International** decreased turnover by 40%.





# TRUSTED BY







# WHAT PEOPLE ARE SAYING

Clients agree Crucial Conversations for Accountability addresses the central challenges managers and employees face at all levels of the organization.

*“Crucial Conversations for Accountability showed management how to stop avoiding conflict and helped them recognize that holding others accountable is healthy.”*

**Ardie Harrison**

Vice President of Human Resources,  
Dallas Housing Authority

*“Crucial Conversations for Accountability gives leaders simple, effective tools to address tough problems and move to resolution.”*

**Quint Studer**

CEO, Studer Group

*“Crucial Conversations for Accountability has changed my life. My stress levels have been reduced, my employees are much happier, and I have improved my relationship with several teammates.”*

**Pamela Popper**

The Wellness Forum





# The Crucial Learning 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 learning platform to our award-winning original video content, our courses are some of the highest-rated in the industry.

## **PROVEN RESULTS**

We've helped nearly half of the Forbes Global 2000 realize significant results using our proven methods.

## **RESEARCH-BACKED SKILLS**

The skills and principles we teach 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 Crucial Learning.



# THE CRUCIAL LEARNING SUITE

While a powerful solution in its own right, Crucial Conversations for Accountability 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



Crucial Conversations.  
FOR MASTERING DIALOGUE

## ACCOUNTABILITY



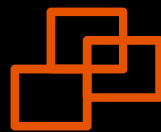
Crucial Conversations.  
FOR ACCOUNTABILITY

## PERFORMANCE HABITS



The Power of Habit™

## PRODUCTIVITY

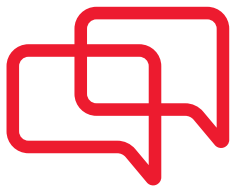


Getting Things Done.

## LEADERSHIP CHANGE



Crucial Influence.

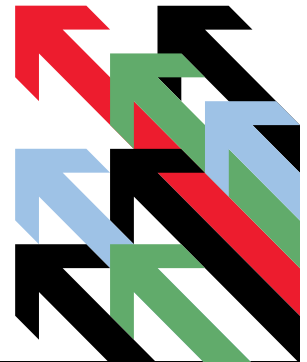


# Crucial Conversations<sup>®</sup> FOR ACCOUNTABILITY

## TAKE THE NEXT STEP

Bring Crucial Conversations for Accountability to your organization and **improve the way your people manage performance.**

Call 1.800.449.5989 or visit us at [CrucialLearning.com](https://CrucialLearning.com).



### ABOUT CRUCIAL LEARNING

*Crucial Learning improves the world by helping people improve themselves. We offer courses in the areas of communication, performance, and leadership, focusing on behaviors that have a disproportionate impact on outcomes, called crucial skills. Our award-winning courses and accompanying bestselling books include Crucial Conversations<sup>®</sup>, Crucial Accountability<sup>®</sup>, Crucial Influence<sup>®</sup>, The Power of Habit<sup>™</sup>, and Getting Things Done<sup>®</sup>. [CrucialLearning.com](https://CrucialLearning.com)*

