

The logo for 'crucial conversations' features the word 'crucial' in a white serif font above the word 'conversations' in a smaller white sans-serif font, both set against a solid red square background.The logo for 'crucial confrontations' features the word 'crucial' in a white serif font above the word 'confrontations' in a smaller white sans-serif font, both set against a solid blue square background.

Build Teamwork Strengthen Relationships Improve Productivity



Who Have We Influenced?

More than two million people and 300 of the Fortune 500 companies have used Crucial Conversations® and Crucial Confrontations™ skills to enable everyone to step up to heated issues and accountability problems—and handle them well.

What's the First Step?

Determine which training product is right for you by taking the VitalSmarts Crucial Assessment (see reverse side). This will help you identify the points at which your organization is likely failing.

Is a conversation keeping you stuck from getting the results you need? Do you or any of your team members suffer from weak accountability, inconsistency, resentment, or flawed execution? Whatever the issue—from poor productivity to lack of communications to strained relationships—it's likely that you or your organization's poor performance is being caused by a lack of crucial skills.

Training Solutions

VitalSmarts training teaches you how to achieve effective dialogue and how to hold people accountable at all levels in your organization; you'll begin to reveal the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. This training experience introduces a set of tools that enables alignment, agreement, and interpersonal communication. Discover how our two training courses will drive change for good throughout your organization, enabling you to:

- Resolve disagreements—accurately address concerns by talking respectfully, candidly, and skillfully with someone in a safe way.
- Build acceptance rather than resistance—give and receive feedback in a way that enhances relationships and improves results.
- Focus on the right problems—diagnose and address underlying personal motivation and ability issues, team breakdowns, or structural barriers and deficiencies.
- Speak persuasively, not abrasively—effectively talk about high-stakes, emotional, and controversial topics.
- Foster teamwork—confront every broken promise or violated expectation in a way that not only solves the problem, but also strengthens relationships.

Crucial Assessment™

Please rate the following items

	strongly disagree	disagree	neutral	agree	strongly agree
1. When people in our organization care deeply about a topic, some tend to push their ideas too forcefully, causing others to be resentful or resistant.	1	2	3	4	5
2. Our results occasionally suffer because people don't keep their commitments, even when we have pretty clear assignments.	1	2	3	4	5
3. Because people don't always feel safe expressing their views, there are times we don't catch problems as early as we should.	1	2	3	4	5
4. It can be hard to predict what will get done in our organization because people are not consistently held accountable.	1	2	3	4	5
5. Sometimes our decisions aren't as good as they could be because in the middle of a discussion one or more people move from trying to make the right decision to trying to win.	1	2	3	4	5
6. We often miss deadlines, go over budget, or fail to deliver on commitments because we let people get away with excuses.	1	2	3	4	5
7. Sometimes we're forced to implement plans or carry out assignments we don't buy into because we won't openly disagree with people in positions of authority.	1	2	3	4	5
8. Sometimes we do workarounds or simply let problems go rather than talk face-to-face with the people who let us down.	1	2	3	4	5
9. We don't do enough to make it safe for people who may have the most information (and often the least authority) to share their honest views.	1	2	3	4	5
10. I think sometimes we're easy on people who miss deadlines or budgets because we know that one day we'll fall short, and we want them to be easy on us as well.	1	2	3	4	5
11. Occasionally we have trouble making decisions because we know people have differing views; we wait for them to speak up, and when nobody does, the decision doesn't get made.	1	2	3	4	5
12. We tend to back away from confronting others who miss deadlines or fail to follow procedures because we value getting along more than we value getting things done right.	1	2	3	4	5
13. Too often a handful of outspoken and verbally forceful people overwhelm the ideas of those who are more tactful or slower to speak their minds.	1	2	3	4	5
14. Our accountability is spotty. Some people are nearly always confronted when they perform poorly while others go unnoticed or are simply left alone.	1	2	3	4	5
15. In this organization it's better to be polite—and maybe not offer our complete and honest opinions—than it is to be honest and ruffle feathers.	1	2	3	4	5
16. When someone fails to deliver on a promise, we tend to give them second and third chances without saying much—hoping things will improve on their own.	1	2	3	4	5

What's The Next Step?

If your team or organization struggles to deal effectively with difficult subjects, undercommunicates, or fails to act with unity and conviction, VitalSmarts training is for you. Call 1.800.449.5989 or visit us at www.vitalmarts.com.

Score sheet

Crucial Conversations		Crucial Confrontations	
Item #	Rating	Item #	Rating
1		2	
3		4	
5		6	
7		8	
9		10	
11		12	
13		14	
15		16	
total		total	

What course should I start with?

The higher the score in a particular column, the more you need to start working on those skills.

Scores above 32 indicate SEVERE problems that need to be addressed. Scores between 24 and 31 indicate problems with negative consequences.

Crucial Conversations® Training

- Learn how to create conditions where people speak with complete candor (no matter the topic) and with complete respect (no matter the person). Gain skills that enable spirited dialogue and reduce deference and defiance. Begin stepping up to tough issues and sharing opinions, feelings, and information safely and freely.
- Learn how to promote the best ideas, save time with better meetings, have less disagreement, and build more alignment with better decisions.

Crucial Confrontations™ Training

- Learn how to hold everyone accountable, improve performance, and ensure execution. Quickly, directly, and effectively address performance gaps.
- Learn to enable without taking over and motivate without using power. Move your team or organization to the next level with this revolutionary yet simple approach.



VitalSmarts™