



Crucial 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

IMPROVE ACCOUNTABILITY, EXECUTION, AND PERFORMANCE

Why Crucial Accountability?

A culture with weak accountability is one where those who see problems say nothing because they assume they don't have the authority or skills to raise a concern. Our research shows when people see accountability as "someone else's job" they waste time, resources, and morale—specifically, employees waste \$1,500 and an eight-hour workday for every accountability discussion they avoid. These costs skyrocket when you consider that 95 percent of a company's workforce struggles to hold their colleagues accountable.

Crucial Accountability™ Training

This two-day course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. It uses video, group discussions, skill practice, and real-life application to make the course both entertaining and engaging.

Organizational Benefits of Crucial Accountability Training

Organizations around the world have turned to Crucial Accountability Training to improve bottom-line results like quality, efficiency, satisfaction, safety, etc. Results include:

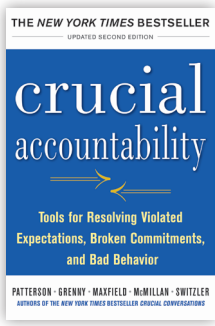
Teamwork & Relationships: Dallas Housing Authority eliminated silos between departments and helped employees resolve conflicts with peers and supervisors.

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

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

Employee Turnover: Orkin saw an 8 percent decrease in turnover, and Pride International decreased turnover by 40 percent.





ABOUT THE BOOK

With almost 500,000 copies sold, *Crucial Accountability* (previously published as *Crucial Confrontations*) is the *New York Times* business bestseller that's transformed

organizations and changed the way millions of people communicate.

PARTICIPANT MATERIALS

- Crucial Accountability Participant Toolkit
- Contract cards for each lesson in a desktop display case
- Crucial Accountability model card
- A copy of the *New York Times* bestselling book, *Crucial Accountability* 2nd Edition
- Crucial Accountability Audio Companion
- A course completion certificate

TRAINING OPTIONS

In-house—One of our expert trainers delivers the program at a location you specify.

Public Workshop—Your employees attend a prescheduled, public training workshop.

Trainer Certification—Individuals or trainers from your organization certify to teach the course within your company.

CRUCIAL ACCOUNTABILITY FOR CRUCIAL CONVERSATIONS GRADUATES



Those who have already attended the 2-day Crucial Conversations Training may add on a 1-day Crucial Accountability course. Ask your sales representative for more details.

What Does The Training Teach?

Crucial Accountability Training provides a methodology for effectively holding others accountable that's based on more than twenty-five years of research.

Hold anyone accountable—no matter the person's power, position, or temperament.

Master performance discussions—get positive results and maintain good relationships.

Motivate others without using power—clearly and concisely explain specific, natural consequences, and permanently resolve problems.

Manage projects without taking over—creatively help others avoid excuses, keep projects on track, and resolve performance barriers.

Move to action—agree on a plan, follow up, engage in good reporting practices, and manage new expectations.

Who Needs this Training?

This course is beneficial for people in roles across the entire organization—from leadership to front-line employees. Anyone who relies on the efforts of others to get things done will benefit from attending Crucial Accountability Training.

Don't Take Our Word for It

More than one million people and three hundred of the Fortune 500 companies have used our skills to improve their organizational culture and create change for good.

What's the Next Step?

If your organization could benefit from the skills taught in Crucial Accountability Training, contact us today to learn more. Call 1-800-449-5989 or visit us at www.vital-smarts.com.

About VitalSmarts. An innovator in corporate training and organizational performance, VitalSmarts is home to multiple training offerings, including Crucial Conversations®, Crucial Accountability™, Influencer Training™, and Change Anything™ Training. Each course improves key organizational outcomes by focusing on high-leverage skills and strategies. VitalSmarts has been ranked by *Inc.* magazine as one of the fastest-growing companies in America eight years in a row and has trained more than 800,000 people worldwide.

Note: *Crucial Accountability* is the updated and revised training course and bestselling book that were previously named *Crucial Confrontations*.



Training Course Details

Crucial Accountability infuses two days of classroom time with more than 30 video clips of “before and after” situations. Enjoy video-based instruction from the authors of *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior*. Engage in extensive in-class practice, group participation, and personal reflection as you explore and master these crucial skills.

THE WAY YOU COMPLETE AN ACCOUNTABILITY CONVERSATION IS AS IMPORTANT AS HOW YOU START IT...IF YOU SWAP YOUR BACKBONE FOR A WISHBONE, YOU SET YOURSELF UP FOR A WHOLE NEW SET OF PROBLEMS.

Joseph Grenny

If your team or organization struggles to deal effectively with resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment, Crucial Accountability is for you. Call 1.800.449.5989 or visit us at www.vitalSMARTS.com.

Day One		
8:00 a.m.	Lesson One: Get Unstuck	<ul style="list-style-type: none"> Identify the gaps that are keeping you stuck. Select the right accountability conversation to hold.
9:30 a.m.	Break	
9:45 a.m.	Lesson Two: Start with Heart	<ul style="list-style-type: none"> Understand how motives change when accountability conversations turn crucial. Stay focused on what you really want and maintain dialogue.
10:45 a.m.	Break	
11:00 a.m.	Lesson Three: Master My Stories	<ul style="list-style-type: none"> Respectfully address the gap even when you're angry, scared, or hurt. Discover your stories—how do you justify your behavior?
12:00 p.m.	Lunch	
1:00 p.m.	Lesson Three: Master My Stories, cont.	<ul style="list-style-type: none"> Eliminate Victim, Villain, and Helpless Stories, and improve your emotions.
1:45 p.m.	Break	
2:00 p.m.	Lesson Four: Describe the Gap	<ul style="list-style-type: none"> Share what was expected vs. what was observed. Ask helpful questions that invite the other person to share his or her perspective.
3:15 p.m.	Break	
3:30 p.m.	Lesson Five: Make It Safe	<ul style="list-style-type: none"> Talk to almost anyone about almost anything. Address defensiveness by creating safety.
4:30 p.m.	End of Day One	

Day Two		
8:00 a.m.	Lesson Six: Diagnose	<ul style="list-style-type: none"> Review the skills we learned on day 1. Understand what's causing the gap: is it motivation, ability, or both?
9:30 a.m.	Break	
9:45 a.m.	Lesson Six: Diagnose, cont.	<ul style="list-style-type: none"> Use the Six Sources of Influence to see what's driving the gap.
10:15 a.m.	Lesson Seven: Make It Easy	<ul style="list-style-type: none"> Understand and communicate constraints as you begin. Don't lead with your ideas; ask others' for their ideas. Help the other person brainstorm ways to overcome ability barriers.
10:45 a.m.	Break	
11:00 a.m.	Lesson Seven: Make It Easy, cont.	<ul style="list-style-type: none"> Consider personal, social, and structural solutions that could improve ability.
12:00 p.m.	Lunch	
1:00 p.m.	Lesson Eight: Make It Motivating	<ul style="list-style-type: none"> Motivate others by identifying natural consequences and make invisible consequences more visible.
1:45 p.m.	Break	
2:00 p.m.	Lesson Eight: Make It Motivating, cont.	<ul style="list-style-type: none"> Explore all three sources of motivation: personal, social, structural.
2:45 p.m.	Break	
3:00 p.m.	Lesson Nine: Move to Action	<ul style="list-style-type: none"> Turn solutions into actions. Close the gap permanently.
4:00 p.m.	End of Training	

Trainer Certification

Use our trainer certification program and Trainer Suite to enable your trainers to offer the highest quality in-house training program available today.

We also advocate leader-led training as the most effective approach for helping employees acquire and retain new skills.

Participant Materials

- Crucial Accountability Participant Toolkit (180-page training workbook)
- Contract cards and model card
- A copy of *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior*, 2nd edition
- Crucial Accountability Audio Companion
- A course completion certificate