



Crucial Conversations[®]

FOR MASTERING DIALOGUE

THE STANDARD IN EFFECTIVE COMMUNICATION



Crucial Learning[®]



DIALOGUE IS THE DIFFERENCE

“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*

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 IS 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 IS A BETTER WAY

Crucial Conversations® for Mastering Dialogue 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 Crucial Skills

Crucial Conversations® for Mastering Dialogue teaches nine powerful skill sets 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, group discussion, and self reflection—not just theory—for lasting improvement.

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

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

Mike Miller
Director of Business Billing, AT&T

01

GET UNSTUCK

- Identify problems contributing to poor results and broken relationships.

02

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.

03

START WITH HEART

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

04

STATE MY PATH

- Speak honestly and respectfully.

05

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.

06

LEARN TO LOOK

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

07

SEEK MUTUAL PURPOSE

- Seek a purpose that both parties are committed to.
- Find common ground.

08

EXPLORE OTHERS' PATHS

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

09

MOVE TO ACTION

- Turn each Crucial Conversation into a course of action that leads to results.



DIALOGUE PAYS DIVIDENDS

Crucial Conversations for Mastering Dialogue skills lead to results, including:

EQUITY & 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.

ENGAGEMENT & 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 & 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.

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 & 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.

QUALITY & 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.

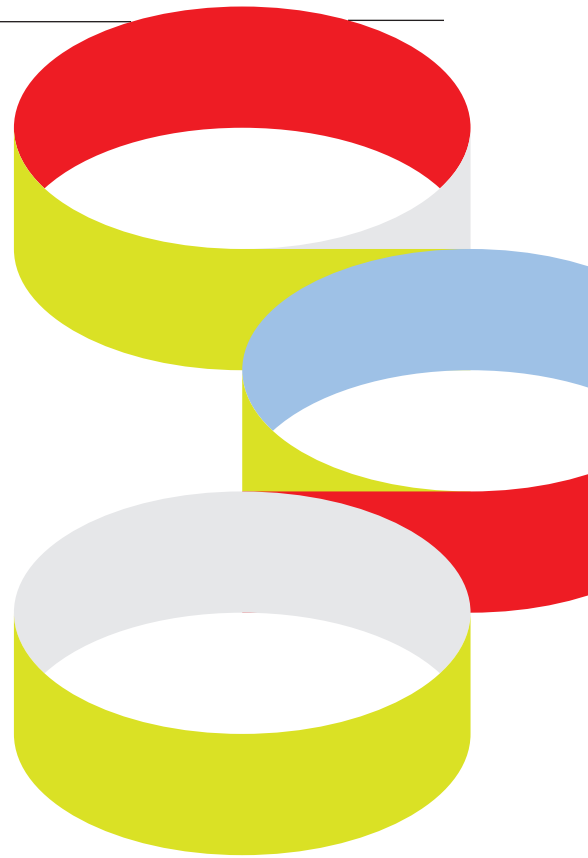
EFFICIENCY

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.



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 for Mastering Dialogue to improve quality, efficiency, engagement, safety, and more.



PRODUCTIVITY

Sprint reported a **93%** improvement in productivity metrics being met.

SAFETY

Pride International reduced safety incidents by **55%** in one year.

TEAMWORK

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

COST

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

ENGAGEMENT

Rocky Mountain Equipment reduced turnover from **30 to 16%**.

SATISFACTION

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



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 for Mastering Dialogue has reached some impressive milestones and earned notable accolades:



- **More than one million people trained worldwide**
- **Named Training Product of the Year by Human Resource Executive**
- **Sold more than 5 million copies of the corresponding *New York Times* bestseller**
- **Named a Top 20 Leadership Training course by Training Industry**

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.

RESULTS

We've helped more than 300 of the Fortune 500 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.