



Crucial Conversations[®]

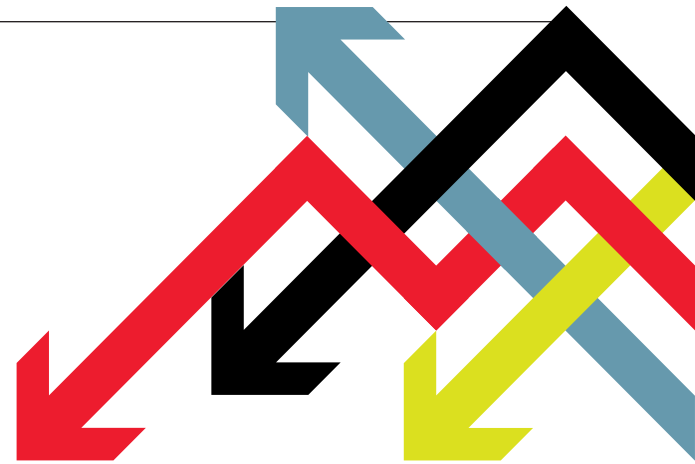
FOR ACCOUNTABILITY

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.





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.

EFFICIENCY

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

SAFETY

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

ENGAGEMENT

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





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





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