Crucial Conversations®
FOR MASTERING DIALOGUE

THE STANDARD IN EFFECTIVE COMMUNICATION



DIALOGUE IS THE DIFFERENCE

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 ten 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 7 through 10.

"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

"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

01 **GET UNSTUCK**
- Identify problems contributing to poor results and broken relationships.

02 **MASTER MY STORIES I**
- Keep composure when feeling angry, defensive, or intimidated.
- Identify victim, villain, and helpless stories you might be telling yourself to justify behavior.

03 **MASTER MY STORIES II**
- Fix your bad story to the better way.

04 **START WITH HEART**
- Consider others' perspectives and assume they have good reasons before speaking up.

05 **STATE MY PATH**
- Speak honestly and respectfully.

06 **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.

07 **LEARN TO LOOK**
- Spot the warning signs that indicate safety and dialogue are at risk.

08 **SEEK MUTUAL PURPOSE**
- Seek a purpose that both parties are committed to.
- Find common ground.

09 **EXPLORE OTHERS' PATHS**
- Bring people back into dialogue when they clam up or blow up.

10 **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
- DECISION-MAKING
- EFFICIENCY
- ENGAGEMENT & TEAMWORK
- AGILITY & ADAPTABILITY
- IDEATION & INNOVATION
- QUALITY & SAFETY

THE PROOF IS IN THE PERCENTAGES

PRODUCTIVITY

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

SAFETY

Pride International reduced safety incidents by **55%** in one ye

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.

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