



Pre-Training Manager Template

Your employee is about to embark on a very powerful learning experience. Below is an overview of the training suite, as well as several questions to help you coach and prepare your employee prior to the training.

What is a crucial conversation?

A crucial conversation is a discussion between two or more people where stakes are high, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—cause teams and organizations to get less-than-desirable results.

What is an accountability conversation?

An accountability conversation is a high-stakes conversation where you hold another person accountable—face-to-face—for a violated expectation, a broken commitment, or bad behavior. Most organizational, team, or personal failures are a natural result of chronic problems people either have failed to confront or confronted poorly.

Please meet with your employee(s) prior to the training to:

- Review the training objectives.
- Show your encouragement and support for the training including any crucial confrontations they would like to have with you.
- Share your expectations for them to use the skills they learn in class to benefit your department and team.
- Ask them to share what they learned with the rest of the team when they return from training.

What is taught in the Crucial Skills Suite Workshop Training?

Drawing on thirty years of research, the training teaches:

- vital skills that enable participants to create conditions where they and others can speak with complete candor (no matter the topic) and with complete respect (no matter the person or his/her position), including:
 - getting unstuck,
 - starting with heart,
 - mastering my stories,
 - STATE-ing my path,
 - learning to look,
 - making it safe, and
 - moving to action.

- a straightforward, step-by-step process to hold anyone accountable, regardless of position or personality, by:
 - identifying and resolving performance gaps,
 - mastering face-to-face performance discussions,
 - motivating without using power,
 - enabling without taking over, and
 - moving to action.

Throughout the training, participants will have the opportunity to apply *Crucial Conversations* and *Crucial Accountability* principles and skills to real life challenges they may be facing. To make the training experience as beneficial as possible, please ask your team member to go prepared with a few potential crucial conversations and accountability conversations in mind that will help him or her fully apply the skills and measure the effectiveness of the training. Each individual will work with a learning partner throughout the workshop, but will not be asked to share his or her crucial and/or accountability conversations publicly.

Questions to ask to prepare your employee for the training:

- What do you hope to achieve and learn in the training?
- What results are we not getting or not getting consistently within our department?
- What *conversations* are we not holding or holding well within our department or across departments that could be negatively impacting our ability to achieve results?
- What *accountability discussions* are we not holding or holding well within our department or across departments that could be negatively impacting our ability to achieve results?
- How can I support you in this learning experience?