Course Overview

**AMS2054: Crucial Conversations**

**Duration:** see customizable options in the table below

Have you ever had a heated debate where the stakes were high, everyone had a different opinion, and emotions overpowered the decision? You don't have to choose between candor and your career. High performers know how to stand up to others without committing career suicide. People who routinely hold crucial conversations and hold them well are able to express controversial and even risky opinions in a way that gets heard. Transform crucial conversations from frightening events into interactions that yield success and results.

**You might use a crucial conversation for:**
- Having a conversation to kick-start your career.
- Giving a boss feedback about his or her behavior
- Approaching a boss who is breaking a company policy
- Critiquing a colleague's work
- Firing someone
- Dealing with a rebellious employee
- Talking to a team member who isn't keeping commitments
- Confronting a colleague about a substance abuse problem
- Talking to a colleague who is hoarding information or resources
- Giving an unfavorable performance review
- Talking to a coworker about a personal hygiene problem

**Content Learning Themes:**
- Solve Pressing Problems
- Address Safety Issues
- Improve Productivity
- Discuss Diversity Issues
- Discuss Quality Problems
- Discuss Other Hot Topics

**Customize Your Learning Experience:**
AMS offers a complete Blended Learning Solution (BLS) designed to provide content topics in support of instructor led programs. The objectives of this Blended Learning Solution are to provide participants with industry and organization specific knowledge, current best practices, and competency-based learning utilizing multiple delivery models in the most cost effective way.

<table>
<thead>
<tr>
<th>Instructor Led Training (ILT)</th>
<th>Virtual Instructor Led Training (VILT)</th>
<th>Self-Paced Training (eLearning)</th>
<th>Supportive Learning Artifacts</th>
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</thead>
</table>
| AMS2054: Crucial Conversations – delivered in 2 days | AMS2054: Crucial Conversations – delivered in four 3 hour sessions | TBD | Articles
Podcasts
Suggested Reading/HBR Case Studies
Video Vignettes |
Course Overview

Course Outline

Day 1

Introduction
- Instructor/Participant Introductions
- Develop a Hot Topics List
- What Is a Crucial Conversation?
- Understanding the Dialogue Model

Module 1: Conflict Management Styles
- Avoidance: I ignore or refuse to acknowledge the existence of conflict. As a result, "I lose - you lose," because nothing can be done about it.
- Accommodation: I do what you want in order to satisfy your needs or wants. As a result, "I lose - you win," because I had to give up what I wanted or needed.
- Competition: Either you or I will win, but not both of us. This is a form of fighting. As a result, "I win - you lose," because only one can win.
- Compromise: You and I both give up part of what we wanted or needed to settle the problem. As a result, "I win-some - you win some," because we were both willing to give a little.
- Collaboration: You and I work together to find an agreeable solution to the problem. As a result, "I win - you win," because we were willing to work together.

Module 2: Understanding Your Style Under Stress
- Silence vs. Violence
- Masking
- Avoiding
- Withdrawing
- Controlling
- Labeling
- Attacking

Module 3: The Power of Dialogue
- Shared meaning
- Dialogue skills
- Staying focused on what you want
- Clarify what you don’t want
- Understand the more complex issues
- Search for healthy options
- Body language
- Practice

Module 4: Building a Safe Environment
- Mutual Purpose
- Trust
- Respect
- Skill Building
  - Apologize
  - Contrasting-Fix Misunderstandings
  - CRIB-Commit, Recognize, Invent, Brainstorm
Course Overview

Module 6: Skills for Mastering Your Story
- Retrace Your Path
- Notice Your Behavior
- Get in Touch with Your Feelings
- Get Back to the Facts
- Victim Stories
- Villain Stories
- Helpless Stories
- Turning Victims into Actors
- Turning Villains and Humans

Module 7: Speaking Persuasively, Not Abrasively
- Share the Facts (What)
- Tell Your Story (What)
- Ask for Others Paths (What)
- Talk Tentatively (How)
- Encourage Testing (How)

Module 8: Persuasion through Listening
- Encourage Others to Retrace Their Path
  - Ask
  - Mirror
  - Paraphrase
  - Prime
- Exploring Their Path
  - Agree
  - Build
  - Compare

Module 9: Turning Crucial Conversations into Action and Results
- Dialogue Is Not Decision-Making
- How to Decide
- Four Methods of Decision-Making
  - Command
  - Consult
  - Vote
  - Consensus
- How to Choose: Four Important Questions
  - Who Cares
  - Who Knows
  - Who Must Agree
  - How Many People Is It Worth Involving?
- Appropriate Use of Command
- Do’s and Don’ts of Consultation
- Holding a Good Vote
- Surviving Consensus
- RASI

Closing
- Discussion on Tough Situations
- Review of Hot Topics List

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