

Pre-Training Manager Template

*Your employee(s) are about to embark on a very powerful learning experience in which they build on the skills learned in **Crucial Conversations**, while learning a new set of skills to achieve better results by indentifying, diagnosing, and resolving performance gaps (Crucial Accountability Conversations). Below is an overview of the course as well as several questions to help you coach and prepare you employee(s) prior to the training.*

What is a crucial accountability conversation?

A crucial accountability conversation is a high-stakes conversation where you hold another person accountable—face-to-face—for a broken promise, a violated expectation, or bad behavior. Most organizational, team, or personal failures are a natural result of chronic problems people have either 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 Crucial Accountability Training?

Drawing on thirty years of research, the training teaches 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 employees will have the opportunity to apply Crucial Accountability principles and skills to real life challenges they may be facing. To make the training experience as beneficial as possible, please ask them to go prepared with a few potential crucial accountability conversations in mind that will help them fully apply the skills and measure the effectiveness of the training. They will work with a learning partner throughout the workshop, but will not be asked to share these crucial accountability conversations publicly.

Questions to ask to prepare your employee(s) 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 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?