

CRUCIAL CONVERSATIONS: TOOLS FOR TALKING WHEN STAKES ARE HIGH®

Sponsored by IUPUI Human Resources Administration

- **Date and Time:** Friday, November 6 and Friday, November 20, 2009, 8:30 a.m. to 5:00 p.m. each day
- **Location:** Union Building 5th Floor North, UN 542
- **Facilitated by:** Dan Griffith, Manager, Training & Organization Development, HRA

Whenever you're not getting the results you're looking for, there's a good chance that a crucial conversation is keeping you stuck. Whether it's a problem with micro-inequities, a breakdown in team function or communication, difficulties in raising sensitive issues, or a strained relationship – whatever the issue – if you can't talk honestly you can expect poor results.

Attend this powerful two-day workshop and you will learn how to . . .

- Catch problems early and resolve disagreements candidly and respectfully – even in the face of micro-inequities, arguments and misunderstandings
- Maximize input from people closest to the work (even those who have difficulty sharing information).
- Express the best ideas in a way that builds acceptance rather than resistance – including challenging the way things are currently being done.
- Make better decisions and then take more committed action.

Why this program? Why now?

When stakes are high, emotions run strong, and opinions vary, we often choose either fight or flight. Instead, top-level leaders and employees step up to controversial and heated issues, and calmly and professionally discuss them in a way that makes it safe for everyone to speak, including extremely personal issues such as diversity. As a result, people share their best ideas, make wise choices, and then act with conviction.

Based on 25 years of research of thousands of influential individuals, hundreds of effective teams, and dozens of productive organizations, the authors of *Crucial Conversations*® identified the key skills that effective leaders routinely employ to turn diverse thought into synergy and spectacular results. They routinely master crucial conversations. And so can you.

In our campus environment, we are increasingly challenged to bring out the best from our employees, teams and working relationships, supportively manage individual and group responses to constant change, be accountable to stakeholders regarding our actions and allocation of resources, and support a diverse working and learning environment where challenging diversity conversations must be breached. Whatever crucial conversation is holding you or your team back, you can no longer afford not to develop the skills that will make you more effective as a leader in this dynamic, changing, multicultural world.

Registration Information: The cost for this life-changing opportunity is \$250.00, which covers your registration, the *Crucial Conversations* book, a Participant Toolkit, an audio CD companion, and morning and afternoon break service. You will also be given access to a web-based follow up tool after the workshop to help you apply the principles you have learned. Lunch is on your own. To register on-line, access SignUp at www.hra.iupui.edu/hra/training/workshops.asp and follow the prompts. Unless you are paying by personal check, please provide your department billing account number when requested. Personal checks are payable to "Indiana University." and you must register at 274-4438. Please direct any inquiries regarding registration to 274-4438 or sastone@iupui.edu. Register soon! Seating is limited to 15 participants. **NOTE: Deadline for registering is October 23. There will be no refunds after October 23, but you may send a substitute.**

Isn't reading the book enough? Why should I pay to attend this program?

Please do read the book, *Crucial Conversations: Tools for Talking When Stakes are High*. It provides rich content concerning how to engage in crucial conversations and why engaging in crucial conversations is imperative for improved relationships, performance and team effectiveness. The book gives you the information you need inside your head. The training takes that from your head, puts it into your heart and then helps you translate that into words that come out of your mouth. The two-day program provides a complete immersion into crucial conversations, including numerous instructive and engaging video illustrations, opportunity to practice the individual components of a crucial conversation, and the opportunity to interact with colleagues with similar challenges who also want to be more effective leaders.

Is this program really worth the cost?

IUPUI Human Resources Administration has a license with VitalSmarts™ to provide this program exclusively to members of the IU community. If you believe this program will help you in your personal and professional life, as well as the team or department that you lead, the cost is minimal compared to what you would pay to travel to and participate in a program facilitated directly by a VitalSmarts™ master trainer. Your investment is also minimal compared to the potential savings that crucial conversations will provide as a result of improved relationships, performance, customer service, project completion, team effectiveness, and similar benefits.

Why two days? What will be covered?

The goal of this training is NOT understanding – it is behavior change. Changing years and years of communication patterns in the face of risky conversations requires 2 steps: first unlearning why our old communication patterns aren't working for us and then replacing those patterns with more effective methods. Every crucial conversation essentially involves two conversations: (1) the *content* or what we are talking about and (2) the *process* or how we are treating one another in the moment. The program devotes one full day to each of these conversations:

- **Day 1** focuses on creating the conditions and on preparing to talk about a difficult subject. We will focus on safety and *process*, since how we treat one another in the moment is a crucial determinant for success or failure of our crucial conversations.
- On **Day 2**, once we have mastered the conditions necessary to create safety of crucial conversation, and have had a week to observe and understand process, we will cover the skills we need to address the *content* of our crucial conversations.

What else can *Crucial Conversations*® do for me?

Crucial Conversations training has produced dramatic results for thousands of individuals and organizations. Implement the principles and tools from this training, and you will see significant improvement in:

- **Micro-messages** – talking candidly and respectfully to surface and address subtle differences in power and authority communicated by others.
- **Performance** – talking honestly and openly with people no matter how delicate the topic or powerful the individual.
- **Productivity** – making decisions in a way that encourages people to act on them with conviction; eliminating resistance and infighting.
- **Teamwork** – reaching agreement as to how you'll work together and treat one another as teammates.
- **Change Management** – creating a culture where people are able to come to agreement about difficult changes.
- **Relationships** – working through differences with a loved one in a way that not only solves the problem but strengthens the relationship.
- **Safety** – brainstorming causes and solutions in a way that comes up with the best ideas without finger pointing or creating resentment.
- **Diversity** – willingly and ably discussing diversity problems face-to-face and in-the-moment rather than blowing a gasket or requesting a transfer.
- **Meetings** – speaking up when things get off track and suggesting how to improve them.
- Any other area that will measurably improve your individual, team, and organizational results.