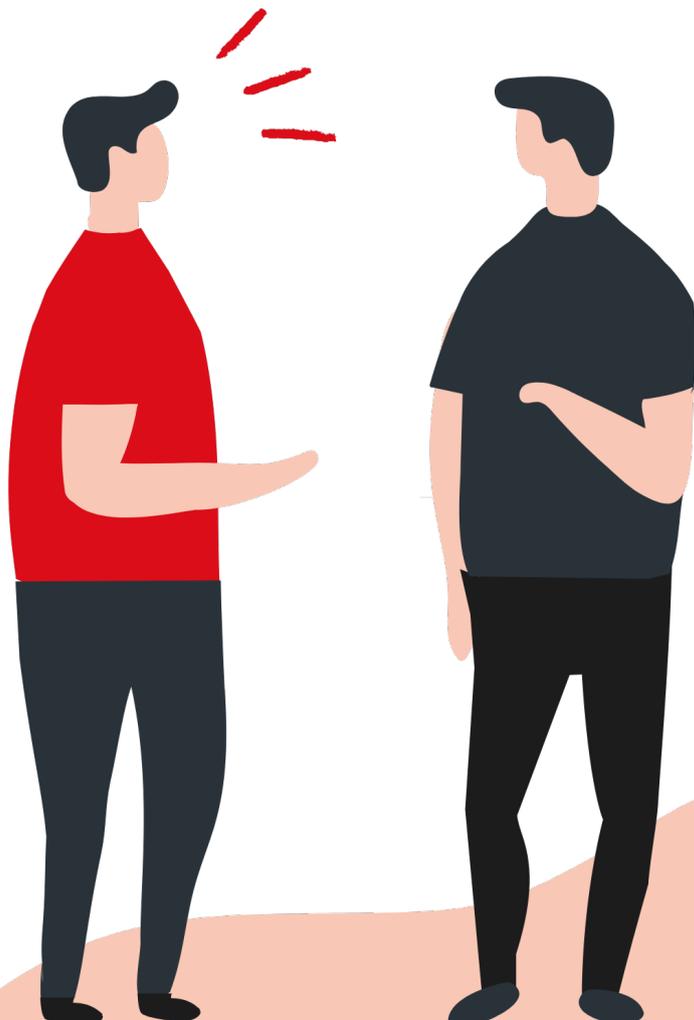


6 SECRETS

TO CULTIVATE AND NURTURE RELATIONSHIPS

An introduction to **Crucial Conversations**
to become a master of dialogue!



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Introduction

Most of us are lucky enough to have the ability to speak. From a very early age we learn to speak and, without realising it, this becomes our primary means of social interaction, and also the most powerful. The one that leads us to success but also, unfortunately, sometimes to failure.

It's the same "tool" that enables us to get a good mark when presenting something at school, to get a satisfied customer in a shop, a reassured patient, a convinced prospect, a comforted child, a strengthened friendship, a person to love, etc.

We speak without really thinking, naturally, and that's how life goes, but the reality of social interaction is this: we improvise, we take a risk every time we open our mouths. **What impact will what I say have on the person I'm talking to?** Perhaps you've never asked yourself this question, perhaps you don't think it's relevant. So let me ask you a second one: **do you think that certain situations you have experienced in the past could have gone better, ended better, if you or the person you were speaking to had said something completely different?**

If the answer is yes - and let's be honest, there's a good chance it is - then you're simply facing a reality that hasn't changed in thousands of years: you're human! **You're not 'programmed' to succeed in every conversation** - in fact, it's impossible! There are too many emotions, too much at stake, too much stress, not enough information, misunderstandings, judgements and interpretations.

Conversations are to relationships what seeds are to plants: they are the foundation, the discussions without which the plant cannot grow and will probably never blossom. Building, maintaining and developing relationships takes time and effort, both on a personal level (friendship, love) and on a professional level (colleagues, customers, suppliers).

Let's move on from being improvisers **to being actors!**

The **crucial** issues in conversations

There are moments when the way we react can radically change the course of events. These moments are called “crucial moments”. What research has shown is that, in most cases, things change depending on how we express ourselves when faced with a difficulty or problem.

Let’s take a few examples:

The overwhelmed spouse

Suppose your partner is paying less and less attention to you. You know he’s overworked, but you’d still like to spend much more time with him. You drop a few hints, but your significant other doesn’t take it very well. So you decide to leave it at that. It still makes you a little sad, though, and you can’t resist uttering the little sentence that makes it worst. “You’re not here tonight, again! I spend more time with my friends on Facebook than with you!”

Unfortunately, this kind of comments doesn’t help: the more you venture into this kind of territory, the less your partner will want to spend time with you. And the less time he gives you, the more you resent him. It’s a downward spiral. Your way of reacting has led you exactly where you didn’t want to go.

Daniel’s pastabox

Imagine that your roommate Daniel doesn’t do the shopping. He just helps himself to everything in the fridge and grabs whatever he can get his hands on. Yesterday you ran to the shops at closing time to buy your Pastabox for today’s lunch, only to find this morning that it’s gone. Now you’ve got nothing for lunch. You explode!

It makes him laugh. You threaten to steal his things. Nothing changes: now it’s not just your Pastabox he’s taking, it’s your toothpaste, your shower gel and your comb!

The selective manager

Now imagine you're the only woman in a project team led by a man. Over the last couple of weeks, you've noticed that when the other members of the team come up with ideas, he responds with "nice idea!" and nods in agreement. However, when you suggest an idea, he avoids your gaze and simply says "OK".

The first time this happened, you said to yourself that you would have to be vigilant. You decided not to point it out for fear that he might take it the wrong way when you're just starting to work together on the project. The second time it happened, you told yourself it was a bad habit that would be difficult to correct. But by the fifth time, you couldn't contain your annoyance. He realised that you were boiling inside. Since then, he's taken every one of your comments (no matter how constructive) as personal attacks.

The list of examples is endless. The life situations of each and every one of us can lead to these kinds of conversations, which are not always easy to manage.

And yet 5% of our daily discussions are in fact crucial conversations.

5% of our daily discussions are in fact crucial conversations.

The key is behaviour...

Many business leaders believe that a company's performance is linked to its strategy, its processes, its structure and its systems. When a piece of software isn't released on schedule, they compare their development process with those of their peers. When productivity isn't what they expect, they adapt their performance evaluation system.

When teams do not cooperate sufficiently, they restructure. In most cases, these measures do not bring the expected results. This is normal, because the real problem is not the process, the system or the structure - the real problem is behaviour.

To improve results in a sustainable way, it's not enough to introduce a new process, but to make people hold each other accountable for following that process.

This is possible when people know how to communicate in difficult situations.

A study by Crucial Learning showed that crucial conversations represent 5% of our daily conversations. 5% a day, that's quite a lot of opportunities to get them right or to mess them up.



**Every time you find
yourself **stuck**,
there is likely a
conversation
you are **either**
not holding or not
holding well.**

Joseph Grenny - Author of *Crucial Conversations*
Tools for talking when stakes are high



We didn't learn to...

Nobody ever taught us to say things in the right order, to be synthetic and clear when we speak. Nobody told us how to speak, we simply reproduce what we hear as children. Parents and teachers told us about grammar but nobody has given us a technique for anything else! Once we've learnt the basics, we speak without thinking about it, by instinct! Yet it is our primary tool for social interaction and can have far-reaching consequences.

In the absence of an exemplary model, of a very precise way of doing things that we have been taught, we just do what we think is best. So what do we do? We do what most people do: we improvise. We put words one behind the other, present our arguments and do our best. And because we don't really know how to approach the subject safely or how to respond to other's arguments, we do it badly...

We can't "reprogram" ourselves to have the right answer every time, but we can get out of our natural state of improvisors and become a little better at managing our interactions with others.



**Our lives begin to
end when we
become **silent**
about the things
that **matter.****

Martin Luther King Junior

What are the solutions?

Work on yourself

We often forget that before wanting to change others, we should change ourselves!

We often find that the other person is a bad gardener, that they don't do things properly and that it's therefore largely (and above all) their fault that the plants don't grow. We often lack the honesty to admit that we ourselves have a few shortcomings when it comes to gardening, and that this is just as detrimental to the plant's development. But it's up to us to develop our own gardening skills if we really want to get something to grow!

Have the right tools at hand

Because it's not enough to want to be a good gardener, you also need the right tools and planting techniques. A craftsman without tools may be the best, but he can't do anything!

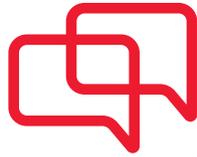
So we're going to give you the tools that have helped millions of people make the leap from improvisation to mastering dialogue, with the Crucial Conversations approach. Based on the best-selling book of the same name, Crucial Conversations will help you become a better gardener (and of course, being able to speak your mind with respect and honesty).

**6 tools for moving
from improvisation to
control.**



Crucial Conversations.

The foundations for successful planting



Crucial Conversations®

6 tools to help you move from
improvisation to mastery!



Once upon a time, there was a nasty dandelion...

A small dandelion has sprung up in the middle of your beautiful lawn. Your problem is this yellow flower, and it seems easy to fix! Just pluck the dandelion's head and your lawn will be green again. But, as you probably know, the dandelion will bloom again and multiply because you've treated the problem on the surface and not at the root.

The same applies to our relationships! Before we even start talking, we need to know what the REAL topic of the conversation is, "what am I going to talk about", to avoid disappointment if the problem isn't solved. CPR is going to be our first tool for ensuring that we deal with the root of the problem and don't address the wrong topic.

CPR



Content

The first time a problem arises, if you talk about something that has just happened, we call that the Content level. The problem is nothing more than something that has just happened or the direct consequences of that action.

For example, a colleague has not sent you the data you asked for, and needed to finalise a report you had to submit to your manager.

You're now the one in the hot seat, because you're going to hand in your report late.

Another example: You're giving a presentation at a team meeting and one of your colleagues keeps interrupting you and repeating what you've said. In both cases, if it's the first time this has happened, you have a Content problem.

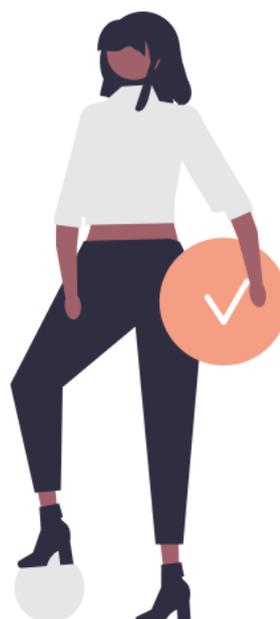
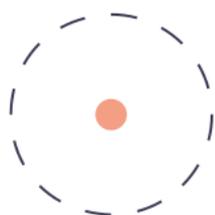


Pattern

If the problem were to recur, you would have to focus the conversation on the **Pattern**. The problem is broader and it is precisely this pattern that has developed, which has become the root of the problem. For example, the last three times an interesting project has come up, your manager assigned it to one of your colleagues, even though you have expressed your interest. So this is no longer an isolated case, but a **Pattern**.

It's not always easy to know when to move from **Content** to **Pattern**, especially if the situation has only arisen twice and you don't want to jump to conclusions. It's important to talk about **Patterns** as early as possible to prevent a problem from taking root.

Tell yourself that the first time something happens, it's an incident, the second time it may be a coincidence, but the third time it becomes a **Pattern**.



Relationship

Finally, when problems recur and are not resolved, they begin to have an impact on the relationship. They then affect more fundamental elements such as trust, skills, ways of working and even respect. Repeatedly breaking commitments, for example, can have an impact on the trust you place in someone, or cast doubt on the person's skills.

The repetition of certain behaviours towards us can generate a feeling of disrespect or frustration. These questions then have an impact on the way we operate and react in the presence of the person, in all situations. Note that it is sometimes possible for a conversation to be held at a Relationship level, even if there has only been one incident (example: you see a colleague downloading sensitive files onto a USB key and taking them home: this is immediately a question of trust).

Our **Pattern** and **Relationship** problems are like dandelion roots. If we don't do something about them, they'll come up again and again.

Limiting ourselves to discussing **Content** issues is avoiding to tackle the root cause of a problem, and unfortunately this is what we often do without even realising it!



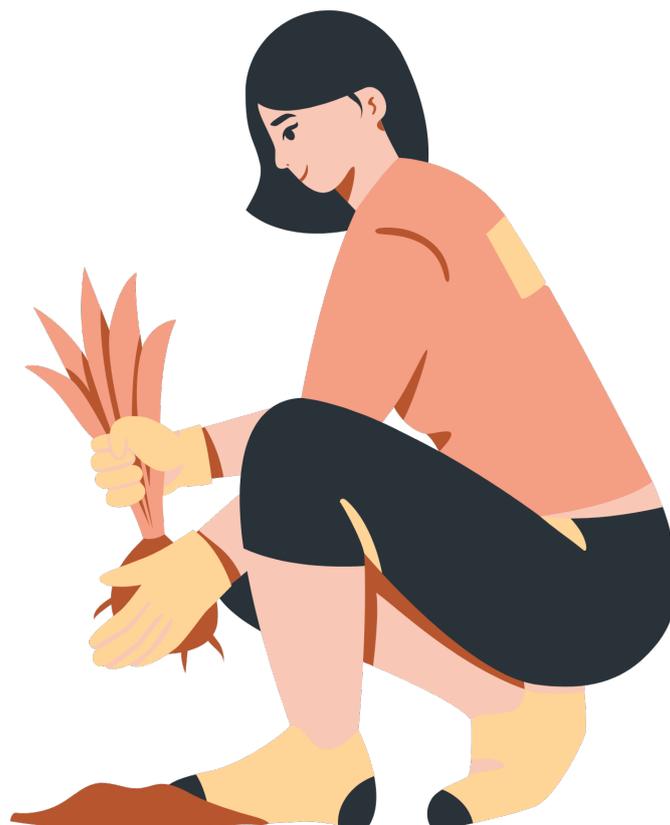
Roses rather than dandelions!

You've decided to tackle the dandelion roots, tackle the real issue and give it no chance of continuing to tarnish your lawn. However, just because you're determined to remove all the dandelion roots doesn't mean you won't end up letting a few through!

When we're in the middle of a conversation, we don't realise that our intent is evolving. At first you want to solve a problem (pull out all the roots of your dandelion, even the deepest ones), you start talking, the other person reacts, you lose control and finally you deviate from your main objective: as a result, you forget to pull out all the roots. When we react in the grip of our emotions, the good intent we had at the outset is gone!

Do you remember a situation in which you unconsciously insisted on having the last word? Or asked the other person to clarify a detail just to make them feel that you were right? Or when you just didn't want to let go of your ideas?

Worse still, have you ever been in the grip of emotion and judged the other person harshly, without realising that what you were saying hurt their feelings?



It happens to all of us, because the first thing to change in the course of a crucial conversation is not our behaviour, but unfortunately our intent.

To get back to intentions that enable dialogue, we need to pause, take a step back and analyse the way we behave, as if someone were doing it for us, from the outside.

To do this, simply ask yourself if the way you behave really reflects what you want. This will help you get back on track, reengage your brain and avoid reacting emotionally, i.e. fleeing (silence) or fighting (verbal violence).

The simple act of asking yourself questions can be an extremely powerful tool for getting a discussion back on track.

Here's the key question that will become your lifeline:

What do I really want?



This question helps you stay focused on your real objectives and avoid falling into a knee-jerk reaction that may be satisfactory in the short term but won't produce the results you're looking for!

It's like that lovely croissant that beckons you through your baker's window just when you're trying to lose weight so you can fit into your swimming costume this summer! In the short term, let's be honest, the most satisfying thing is to buy it and eat it, but in reality, that will take you further away from your real goal: losing those extra pounds!

Good soil for planting

You've "attacked" your dandelion at its roots and you're clear about what you want to achieve: remove all the dandelion's roots because precisely where it is, you dream of seeing a magnificent, fragrant rosebush grow. Now you need to go further and finish preparing the ground.

Once you know what you want to talk about (thank you **CPR**), all that remains is to define the way in which you are going to say it, and for that you need to be well prepared. And that's where a key skill comes in: before you speak, you need to know how to separate the facts from the stories.

Facts are observable and measurable elements, what we have seen, what we have heard and **THAT IS IT!** Anything that is not a fact is necessarily a story.



Stories give meaning to what is happening. They interpret the facts, they help to explain what we see and hear. They are our theories to explain why things are the way they are. Stories are the source of feelings - emotions are directly linked to judgements about what is true/false, good/evil, nice/bad, fair/unfair, and so on.

We tell ourselves stories without realising it.

When, during our training courses, we teach our trainees that it is our stories that generate emotions and not the behaviour of others, there is always someone to raise their hand and protest:

"I don't agree. I'm not kidding myself. The other day when Paul made fun of me in a meeting, I felt belittled. He's the one who made me feel that way, not my stories!"

The development of a story always happens very quickly, which is why we don't realise it. If you doubt it, ask yourself if you always feel belittled when someone makes fun of you in a meeting?

Not necessarily! You can also take it as a joke. Feelings are not automatic. There's something going on in our minds between what we hear other people say and the way we feel about it.

This in-between phase is the story we tell ourselves! You may not remember it, but it is there.



Sometimes we fail to question our stories because we consider them as immutable facts.

When we tell ourselves a story, we become so obsessed with the present moment that we start to mistaken the story with the facts. But be careful! They could look like facts, but are not. We are convinced that subjective conclusions are actually factual.

For example, one of your colleagues might say: *"He's a macho, that's a fact! Just ask anyone who's seen how he treats me!"*

"He's a macho" is not a fact. It's your colleagues story that gives meaning to the fact. A fact is something that has been proven or that can be proved once it's been verified (what does "being macho" mean? We all have different meanings!). To stop believing your stories, all you need to do is know how to distinguish facts from stories, and to do that you need to ask yourself two simple questions:

**What did I see?
What did I hear?**





Let's take an example:

A team member of Axel Performance once found it very difficult to separate the facts from the stories. One day she confronted one of the trainers and said:

"It's a concept that's difficult for me, I believe that there are cases where it's not a story but a fact. For example, a child falls in the water, someone on the shore jumps in to rescue him, that person is brave, it's a fact!"

The trainer then simply replied: *"If this person jumps into the water when the rescuers were about to go in, they risk jeopardising the rescue, or even worse, if it's really dangerous, they now have to rescue not one but two people."* And there was the eye-opener. There are ALWAYS 2 sides to a situation, that lead to 2 completely different stories AND both of them making sense! Who's right and who's wrong? That's not the point. We need to concentrate on observable, measurable facts, so as not to mix up reality and interpretation.

This part of **Crucial Conversations** method is extremely powerful. Once you realise that a prism has many sides and that, depending on where you look, there is more than one possible explanation for someone else's behaviour and reactions, you'll realise just how powerful this skill can be.

You are no longer 'forced' to react emotionally, as you can now change your emotions by simply asking yourself the question:

“What did I really see and hear?”

You can then put yourself in the other person's shoes, see the situation from their point of view and show empathy - and that's priceless!



Choosing the right location

Let's say you've finally managed to get rid of all the dandelions and you're looking to plant that famous rosebush. The lawn is vast, and you have to choose the best spot: too much shade and the blooms will be dull, too much exposure and the pretty colours of your rosebush will fade! There's only one way to avoid making a mistake: learn to look! If your rose doesn't like where you've planted it, it might be time to move it, but be careful not to wait too long, otherwise it might not last...

The sooner you realise that you're not in dialogue, the easier it will be to return to it and the fewer the consequences. The sad corollary of all this is that the longer it takes you to realise this, the more complicated it is to get back into it, and the greater the consequences.

The truth is, most of us find it difficult to do two things at the same time (concentrate on a subject and on the conditions for dialogue), especially when there is a mix of high stakes and strong emotions. We're so obsessed with what we want to say that we can't step back from the situation to see what's happening to us and to others. Even when we sense that things are getting out of hand, we don't necessarily know what we need to look for to get the conversation back on track.



Learn to spot when a conversation becomes crucial

When you are holding a crucial conversation, there are stakes, diverging opinions and emotions. You're in a danger zone. Watch out! It's vital to be on the lookout for that fatal moment when the conversation can tip over the edge. Without this caution, you could easily give in to silence or verbal violence without even realising it.

To help us spot the "warning signs" as early as possible, we can program ourselves to pay attention to a few very specific signs.

Some people are more sensitive to **physical signs** (the knot in their stomach, the dry throat). Think about what's going on inside you, your own reactions, when the conversation becomes crucial. We're all different, but what are your signs?

Other people are more sensitive to **emotions**. They may be aware of their fears, feel hurt or feel their disappointment. They will react according to their feelings. Emotions are also very good indicators for inviting us to step back and ask our brain to take control of the situation.

For others, finally, the first sign is not physical or emotional, but **behavioural**. These people have a sort of out-of-body experience. Yes, totally. They are aware that they're raising their voice, and retreating into silence, but it's only later on that they realise what they're experiencing. Take a moment to reflect on the most crucial conversations you've had...

What are the signs that could become your indicators?

Learn to spot the signs of silence or verbal violence in others.

Remember the following sentence because it's very important: **people rarely get defensive because of what you say, they get defensive because they no longer feel safe in the conversation.**

The problem is not the content of the message as such, but the conditions in which the conversation takes place. From a very early age, we think we have to choose between being honest or being easy on the other person.

We're convinced that there are certain things we simply can't say to certain people. And as time goes by, there are more and more things we feel we can't say - which means we talk to each other less and less. The real problem is not the content of the message, the real problem is that you and I forget to reassure the other person so that they can hear what we have to say. In short, our first challenge is to assess the degree of safety of our conversations.

What if, tomorrow, you saw the signs of silence or verbal violence in the people you're talking to as signs of them feeling unsafe? What if, instead of giving in to your natural reactions (the famous flight or fight habit), you tried to install a new reflex that would lead you to say to yourself: *"The person I'm talking to doesn't feel safe, I have to do something to help them"*.

Silence and Verbal violence

Under the influence of the reptilian brain (feelings of danger and insecurity), people tend to react with **silence** or **verbal violence**. If you know what to look out for, you'll notice it much faster and step out from the content of the conversation, make it safe and get back to dialogue before it gets out of hand.

Silence: Any action taken to withhold information, refraining from saying what you think, usually to avoid potential problems. Silence can take many forms, from playing with words to avoiding a person altogether. The three most common forms are masking, avoiding and withdrawing.

Verbal violence: Any action aimed at trying to impose one's point of view. Violence can take many forms: trying to convince others, controlling a debate, trying to get an idea across at all means, etc. It can range from long, one-sided speeches to intimidation. The three most common forms of violence are controlling, labelling and attacking.



Creating the conditions for a beautiful season

Before planting your rose in the spot you've carefully selected, you may need to enrich the soil so that the rose can grow and blossom to your delight! If you want your rose to be able to grace you with its beautiful, fragrant flowers, you need to make sure that all the conditions are right for it to take root: rich, fresh, well-drained soil.

The same applies to our relationships and, on a smaller scale, to all our conversations. Before you tackle the real subject of the conversation (the heart of the problem, the sensitive issue, etc.), you need to "prepare the ground" and make sure you are engaging in a genuine dialogue. To do this, you need to reassure the other person of your intent. Remember, the other person doesn't get defensive because of what you say, but because of how you say it!

So here's a simple and extremely powerful tool (once again, you might say!) to maximise your chances of being heard: state what your intentions are NOT and then explain what your real intentions are.

Example 1: *"I don't want to hurt you or make you feel uncomfortable. I would like us to discuss something, an issue that I have observed and that has been recurring for a few weeks."*

Example 2: *"I'm not trying to blame you. That's not my intention, I know what you're going through. I'd like us to be able to talk together about what's bothering us both."*



Planting for prosperity

This is the critical stage in the process: planting! You now have to dig a hole to install the little rose, which is just waiting to spread its roots and find a solid foundation on which to grow and prosper. This is where it all comes down to: if you plant it correctly, it will be able to grow and flower; if, on the other hand, it is badly planted, it will wither and then die...

How to plant properly?

Once we have worked on ourselves and ensured that all the conditions are in place for dialogue, we will then use a tool that will enable us to tackle all subjects, even the most sensitive ones.

Facts **Story** Ask

Here are the 3 steps to follow when saying things:

- Start with **the facts**
- Tell your **story**
- Encourage others to answer with a **question**



The facts are less controversial

They are a reliable starting point. By their very nature, they are not debatable - which is why they are regarded as facts.

For example, if I tell you:

"Yesterday you arrived at the office twenty minutes late." Assuming that was the case, that's irrefutable, isn't it?

On the other hand, the conclusions we draw from the facts are always controversial. If I had told you: *"We can't trust you"*, there would have been nothing factual about it.

This sounds like a reproach and is bound to start a debate.

Of course we're going to have to share our stories, but the idea is not to start a conversation with a story.

The facts lay the foundations for dialogue

They are used to describe a situation before sharing conclusions. As the starting point for an exchange, they are (in principle) not open to discussion and, above all, less likely to offend the other party.

For example, which of these sentences do you think is the least accusatory?

"You're late again!"

Or

"You told me you'd be here at 8 o'clock and now it's 8:30."

We often really want to share our stories, but it's not always necessary. Sometimes the facts are enough to enable others to understand what is causing the problem. In any case, if you have to share your story, don't make the mistake of starting with it.

Some of our conclusions are difficult to hear and will generate a strong reaction in the other person, who may feel judged or attacked. One incorrect word, one ill-conceived sentence and all our efforts to engage in dialogue can be destroyed.





Let's take an example:

Brian: *I'd like to talk to you about your leadership style. You're always on my back and it's starting to drive me nuts.*

Fernando: *What do you mean? I'm asking you if it's going to be done on time and that's how you take it?*

As Brian immediately shared his story, the ground became slippery. It's going to be complicated to put the conversation back on track and go back to facts. To be in dialogue, we have to make sure that the person we're talking to is following our path to action. If we don't start with the facts, but with our story or our feelings, the discussion is likely to turn sour. Starting with the facts allows others to understand how we experienced a given situation, and provides them with a way to decode what's on our mind, to see how we arrived at our story.

Let's give Brian and Fernando a chance to start their conversation again, from the beginning:



Brian : *I've been working here for two months now and since I've arrived you've asked me to do a check-in with you every other day. I've noticed that you don't do that with the other members of the team. You also asked me not to take any initiatives without discussing them with you first. (Now he's given the facts).*

Fernando : *Yes, that's true. But what's your point?*

Brian : *I don't know if this is how I should understand it, but to be honest, I'm beginning to wonder if you trust me. I'm thinking that maybe you don't think I'm up to the job or that I'm likely going to make mistakes that can't be undone. Can you help me understand? (His story followed by a question).*

Fernando : *Actually, I'm just trying to give you a chance to get my input before you get too far down the path. Your predecessor used to involve me in his projects just as they were about to come to an end, and that's when I realised that he'd forgotten something crucial. I'd like to avoid unpleasant surprises as much as possible.*

In this second try, Brian sets first the **(non-arguable)** context for the discussion, the topic to be discussed is clear and Brian adds his personal conclusion **(carefully)** so that Fernando understands what is bothering him. In this way, he opens up the dialogue and doesn't judge Fernando's behaviour on the basis of his interpretations, but gives Fernando the opportunity to clarify the situation - it's a win-win strategy!

Conclusion

You've heard about a unique method to **know and dare to say things**, to cultivate and flourish your relationships!

And that's just the start of your gardening adventure!

This mini-guide gives you the keys to getting started, and you'll see that if you put your mind to it, you won't be disappointed!

We invite you to read it, apply it, let it aside, pick it up again and consult it, as it is not uncommon to have to start over several times (and damage several plants on the way) before fully understanding how to get about it!

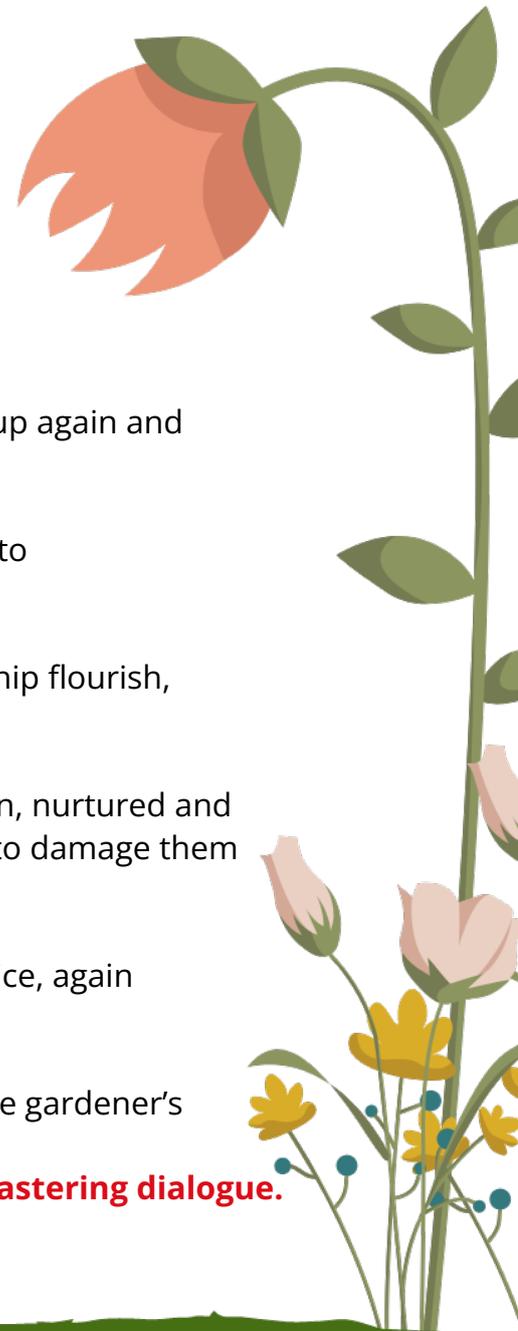
It takes time and perseverance to make a relationship flourish, and a great deal of care.

Relationships are like beautiful plants: they are born, nurtured and nourished, but sometimes all it takes is one storm to damage them and, in the worst cases, kill them off.

To become a master of dialogue, you need to practice, again and again, so here are your tools!

If you want to go from a small toolbox to a complete gardener's kit, we've got just what you need:

The Crucial Conversations training course for mastering dialogue.



About Crucial Conversations

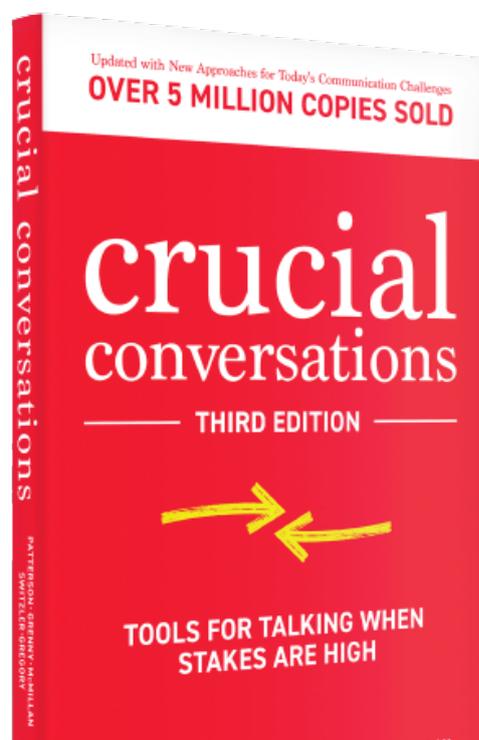
Crucial Conversations is a book born of the passion for social sciences and human relationships of 5 American citizens: Joseph Grenny, Kerry Patterson, David Mc Millan, Al Switzler and Emily Gregory.

By studying human behaviour, they realised that certain people stood out for their ability to say things and interact with others. So much so that they realised that you could predict the outcome of a conversation or relationship by observing the way people interact.

Armed with their discoveries, they wanted to share them with everyone, so they wrote the book *Crucial Conversations, Tools for talking when stakes are high*.

Now with over 5 million copies sold, *Crucial Conversations* is a literary reference that gave birth some twenty years ago to a training program of the same name.

The aim was simple: offer organizations the opportunity to train their staff in a method that enables them to develop their communication skills in a simple, practical way (without the need for social science theory).



The benefits of a corporate culture where transparency, care and respect reign:

Equality and inclusion

Dialogue is the cornerstone of psychological safety, enabling everyone to contribute and promoting the inclusion of diverse viewpoints.

Commitment and collaboration

When employees feel that their voice counts, that they can talk about anything and be heard, they are aware of the importance of their role and their contribution. A culture of dialogue stimulates employee commitment and collaboration. You can't have one without the other.

Idea generation and innovation

When employees have the skills to engage in effective dialogue on difficult issues, they are more likely to share their ideas and challenge the status quo. Frank and respectful dialogue boosts innovation.

Decision-making

When people can quickly share critical information, decision-making is more effective. It is informed by the facts. The influence of ego or politics is reduced.

Agility and adaptability

Good communication is one of the keys to success in crisis situations. To remain agile in a constantly changing environment, you need to be able to engage in dialogue while taking others into account, even if you are under uncertainty and stress.

Quality and safety

Mistakes don't just happen, they are the result of silence. Someone observes a breach of a safety instruction or a deviation in terms of quality, yet nothing is said. If everyone dared to speak up when they observe a malfunction, errors would be immediately identified and dealt with, and quality and safety would be preserved.

Efficiency

Silence is expensive and wastes time. Our research shows that each crucial conversation that goes unheard costs a company an average of \$7500 and more than 7 working days.

Who is behind this method in France?

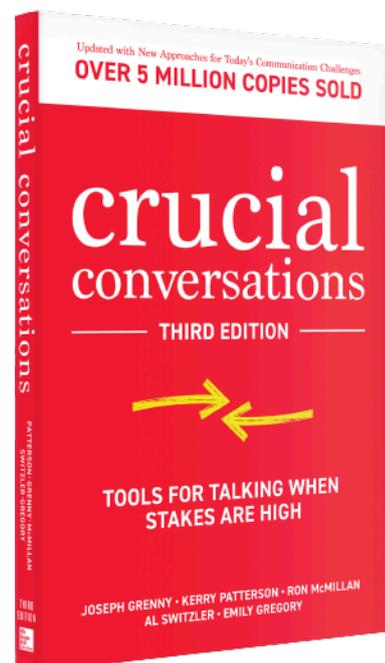
In January 2010, **Cathia Birac et Dagmar Doring-Riva** joined the Crucial Learning family to bring the **Crucial Conversations** method to France.

Driven by their enthusiasm, energy and determination, they have cleared this virgin land, set up numerous meetings, adapted the concepts and tools to the culture and traveled the country to share their experience, speak at conferences and train thousands of people to know and dare to say things. The seeds they sowed have grown.

Not a day goes by without them being touched by the thanks of all those who have succeeded in improving a relationship by applying the **Crucial Conversations** techniques.

When the opportunity arose in 2016 to adapt and republish the French version of *Crucial Conversations*, they didn't hesitate to take up the challenge. In just a few years, the book has become a bestseller in France.

Crucial Conversations has a lot to offer. As most of the experts will tell you, there's a before and an after to Crucial Conversations.



They experienced training and...



"I'm very satisfied with this course and I'll do my utmost to try out the tools and methods explained by the trainer. Especially the method for expressing yourself which will help me a lot, I think."

"I've learnt a lot and, above all, I've learnt things about myself. My only regret is that I didn't attend the course sooner."
Nature et Découvertes.

"This module gives me a brick that was missing from my jigsaw puzzle. Top content and top trainer."

"The training enabled me to understand that we systematically try to go too fast in managing these human conflicts, which can have long-term impacts. Being vigilant and dealing with problems at source will optimise the performance of our projects."

Artelia

"Thank you once again for sharing your experiences and for your sound advice to complement the concepts. These two days were packed full of tips and content, and are very much in line with the challenges and objectives I've set myself."

Merck

To find out more

Would you like to find out more about our training methods? Face-to-face, virtual, public training or immersive learning experience?

We're offering you a unique approach to Soft Skills in France: **immersive learning in a parallel world with avatars!**

Immersive learning accessible to all: **[HERE](#)**



- ▶ A method based on over **30 years of experience of social science research**
- ▶ Over **5 million lives affected** in the world!
- ▶ A **pragmatic toolbox** and tools for life!





A virtual coffee?

Talk with the author

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