

Pre-Training Manager Template

Your employee(s) are about to embark on a very powerful learning experience in which they will be taught to achieve better results by indentifying and resolving performance gaps (Crucial Confrontations). 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 confrontation?

A crucial confrontation 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 their learnings with the rest of the team when they return from training.

What is taught in Crucial Confrontations Training?

Drawing on thirty years of research, the training teaches a straightforward step-by-step process for 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 Confrontations 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 confrontations 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 confrontations 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?