

What Does it Take to Get Promoted?

HOW EFFECTIVE LEADERS HOLD CRUCIAL CONVERSATIONS

- **Change their emotions.** In stressful moments, effective leaders separate people from the problem. They try to see others as reasonable, rational, and decent human beings—even if their opinions clash.
- **Help others feel safe.** Effective leaders find a way to be both 100% honest and 100% respectful. They do both by starting high-stakes conversations by assuring the other person of their positive intentions and their respect. When others feel respected and trust your motives, they let their guard down and begin to listen—even if the topic is unpleasant.
- **Just the facts.** Respected leaders describe problems in factual terms—stripping out negative labels and punitive conclusions. Without the facts, judgmental statements are far from motivating and create animosity and resistance.
- **Invite dialogue.** Effective leaders create dialogue instead of settling for monologue. After confidently sharing their views, they invite others to do so as well. If you are open to hearing others' points of view, they'll be more open to yours.

ABOUT THE RESEARCH. The study collected responses via an online survey of 551 individuals in September 2010. Margin of error is approximately 4%.

LEARN NEW SKILLS. To learn how Crucial Conversations® Training can help you climb the corporate ladder, visit www.vitalSMARTS.com or call 1.800.449.5989.

According to our study which analyzed 1,650 promotions, **92%** said having poor interpersonal skills hinders advancement in their organization.

Too many employees suffer under the misconception that they have to be a jerk to generate the results necessary for workplace advancement. However, those most likely to be promoted excel not only in adding value but also in their interpersonal competencies.

According to respondents, those most likely to advance in the workplace have strong interpersonal skills, are strong contributors, and care a great deal about their organization. The research also reveals that the combination of strong interpersonal skills and strong results are by far the best predictor of whether an employee will be respected as a leader after the promotion.

Those interested in climbing the corporate ladder can learn how to generate results without generating contempt by developing their ability to communicate candidly and effectively with coworkers.

About VitalSmarts—An innovator in corporate training and leadership development, VitalSmarts combines three decades of original research with 50 years of the best social science to help leaders and organizations change human behavior and achieve new levels of performance. VitalSmarts has identified four high-leverage skill sets that, when used in combination, create healthy corporate cultures. These skills are taught in the Company's award-winning training programs and *New York Times* bestselling books of the same titles: *Crucial Conversations*, *Crucial Accountability*, *Influencer*, and *Change Anything*. VitalSmarts has consulted with more than 300 of the Fortune 500 companies and trained more than one million people worldwide. www.vitalSMARTS.com

KEY RESULTS

92% said having poor interpersonal skills hinders advancement in their organization

3 skills predict career advancement: strong interpersonal skills, strong contributions, and caring about the organization