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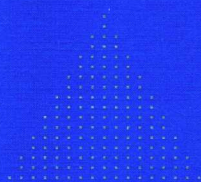
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影印第2版

# 关键责任

如何把人际关系危机转化为合作共赢

[美] 克里·帕特森 | 约瑟夫·格伦尼 | 戴维·马克斯菲尔德  
罗恩·麦克米伦 | 阿尔·斯威茨勒 著



# CRUCIAL ACCOUNTABILITY

Tools for Resolving Violated Expectations, Broken  
Commitments, and Bad Behavior



KERRY PATTERSON · JOSEPH GRENNY · DAVID MAXFIELD · RON MCMILLAN · AL SWITZLER



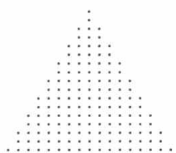
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**VitalSmarts**  
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ACCOUNTABILITY



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*We dedicate this book to*

***THE WORLD'S BEST LEADERS***

*Those managers, supervisors, associates,  
team members, parents, colleagues, and  
technicians who have routinely  
stepped up to tough (even hostile)  
problems and skillfully held  
others accountable.*

*Thank you for your examples.  
Thank you for helping us learn.*

## PRAISE FOR *CRUCIAL ACCOUNTABILITY*

“The revolutionary ideas in this book demonstrate how these moments of potential breakdown are, in fact, opportunities for breakthrough. The wisdom this book offers will not only save countless imperiled relationships, it will strengthen the world by profoundly strengthening its fundamental building blocks—our families, neighborhoods, communities, and workplaces.”

—Stephen R. Covey, author of  
*The 7 Habits of Highly Effective People*

“The tools and concepts of *Crucial Accountability* have proven to be extraordinarily effective in preparing our leaders to manage change and improve results. We expect this new book to take us to the next level in driving accountability.”

—Mike Redenbaugh, CEO, Bell Helicopter

“The greatest test of a relationship is what happens when someone lets you down. Yet these are the moments of greatest opportunity. By learning to manage accountability, you can unleash the true potential of a relationship or organization and move it to the next level. Never again will you have to choose between candor and kindness. This book teaches you that you can win by using both.”

—Ken Blanchard, coauthor of  
*The One Minute Manager®* and  
*The Secret: What Great Leaders Know—and Do*

“I’ve got no patience for foo-foo. This book is the real deal—it has immediate practicality. This is not fluff. The authors spent over 10,000 hours observing individuals who had been

identified as the best at engaging in difficult but necessary 1<sup>st</sup> option: Accountability discussions where everyone wins and relationships are ultimately strengthened. Read it, underline it, learn from it. It's a gem."

—Mike Murray, VP Human Resources and  
Administration, Microsoft (retired)

"Hot-headed players. Bad refs. Energetic coaches. Anxious team owners. Watch out! This book redefines how we all relate to each other. Read it now or get lost in the dust."

—Danny Ainge, Executive Director,  
Basketball Operations Boston Celtics

"Brutal honesty is easy. Suffering in silence takes no skill. Achieving absolute honesty while maintaining complete respect requires skill. And useful skills is what this book offers. It redefines how we relate to each other at work and at home. When *Crucial Accountability* becomes required reading for everyone, the result will be overwhelming increases in productivity and prosperity."

—Harry Paul, coauthor, *FISH! A Remarkable  
Way to Boost Morale and Improve Results*

"I've seen firsthand how these ideas can change a company for the better. But *Crucial Accountability* is not for the faint-hearted leader. It starts with the CEO, demands greater openness of all leaders, and removes people's chronic excuses for failed results in the past. It also creates a new climate of willingness on everyone's part to confront tough issues with colleagues. It works. It profoundly affects performance. I highly recommend it."

—Russell K. Tolman, President & CEO Cook Children's  
Health Care System, Fort Worth, Texas

“This book bristles with ideas and insights. The authors build a compelling set of skills based on solid research and a deep understanding of psychological functioning. Think of the most talented leaders, parents, or spouses you know—these are the skills they use. It is a ‘must-read’ book for anyone who has to make decisions about people and to be socially effective.”

—Dr. Philip Zimbardo, author, host of the PBS series  
*Discovering Psychology*, past President of the  
American Psychological Association,  
Professor of Psychology, Stanford University

“The compelling organizational, often life-saving, skills presented in this book are the most important contribution to improving human interactions in healthcare I have seen in my career. I am confident that if all healthcare providers adopt these strategies there will be a dramatic improvement in patient safety and satisfaction—the ‘bottom line’ in healthcare that really counts.”

—Wanda Johanson, President,  
American Association of Critical-Care Nurses

“To sustain a learning culture, the tools of *Crucial Conversations* and now *Crucial Accountability* are a must-have! Read on and find out how *Crucial Accountability* can add to your team’s effectiveness!”

—Charlotte Roberts, coauthor of  
*The Fifth Discipline Field Book*

“Clear and consistent communication can work magic in an organization . . . but only if leaders have the courage and skills to set clear expectations and hold all individuals accountable. *Crucial Accountability* gives leaders simple, effective tools to address tough problems and move to resolution.”

—Quint Studer, CEO, Studer Group  
and author of *Hardwiring Excellence*

"There is no way to overestimate the power of language and conversation to transform our lives. *Crucial Accountability* offers a proven and powerful way to have more authentic relationships in a way that brings more care and compassion into the world."

—Peter Block, author of *Flawless Consulting*,  
*Stewardship* and *The Answer to How Is Yes*

"*Crucial Accountability* lays out not only the need for holding others to their word but also practical steps on how to do so. People who say they believe in accountability and execution, but struggle with how to do it, should have this book on their desk. It goes beyond conceptual 'solutions' and provides simple techniques and approaches that anyone can use."

—Paul McKinnon,  
Head of Human Resources, Citigroup, Inc.

"They've done it again! With *Crucial Accountability*, the authors have once again delivered practical and proven tools to immediately improve individual performance and organization success. This will be the most recommended and most effective resource in my library."

—Stacey Allerton Firth, Vice President,  
Human Resources, Ford of Canada



# *Foreword*

As I read this book, my mind kept reverting to a particular image. Namely, J. D. Watson and Francis Crick as they relentlessly pursued the mystery of life . . . and finally struck upon the double-helix structure of DNA. The world has never been the same. Next stop . . . Stockholm in December.

I don't know whether the authors of this book will get the call that confirms a Nobel, but there's a part of me that thinks it's their just deserts for this magnificent and groundbreaking masterwork.

An absurd claim?

I think not.

War and peace, wellness and extreme physical and mental malaise, marriage and divorce, abject failure and Olympian success . . . all these profound subjects at their core depend upon functioning—or malfunctioning—human relationships. Dyads: a couple. Little organizations: a 20-table restaurant or 20-person finance department. Giant organizations . . . an army or a Fortune 50 corporation. Nations on the brink of war and genocide.

Enter our new Watson and Crick and the essential element of the organizational DNA: the DNA of effective accountability discussions.

Some renowned management experts have made careers out of their belief, "Get the strategy right . . . and the rest will take care of itself." Others have said, "Strategy, smattergy . . . it's the core business processes that explain the divergence between winners and losers." And then there are those that claim that leader selection has no peer in explaining various degrees of organizational effectiveness.

Doubtless there is truth in all the above. (I've held various of these positions over the years . . . each passionately.) But then again, perhaps all such "magisterial" concepts aimed at explaining differences in organizational outcomes miss the boat. Perhaps the idea of organizational DNA that makes for stellar outcomes is Absent Without Leave.

Until now.

Yes, I'm that bullish on *Crucial Accountability*. (Perhaps because I've seen so many of my own brilliant strategies evaporate in the space of minutes—seconds—as I screwed up an accountability discussion with a peer or key employee. Again . . . and again.)

So why did we have to wait until this moment for this book? Perhaps it's the times. We used to live in a more tolerant world. Buildups to war could last decades. Smoldering corporate ineffectiveness could take eons to burst into flame. Lousy marriages festered for years and then more years.

No more. The marketplace is unforgiving. One strike—whether new-product foul-up or terrorist with dirty bomb—and you're (we're!) out. Thus continual organizational effectiveness—which is, after all, nothing more than human-relations effectiveness—is of the utmost urgency, from CIA headquarters to Walmart headquarters.

*Crucial Accountability* is an original and a bold leap forward. No doubt at all. But like all good science, it is built on a rock-solid base of what has come before. The neat trick here is imaginatively applying the best of psychological and social-psychological research over the last half century to this very particular, precisely defined topic . . . crucial accountability—on topics such as performance and trust—that promote or destroy relational or organizational effectiveness.

The basic hypothesis is profound. The application of proven research is masterful. The explanations and supporting stories

are compelling and lucid. The translation of the research and stories into practical ideas and sound advice that can be implemented by those of us who have floundered on these paths for decades is nothing short of breathtaking.

Hey, if you read only one “management” book . . . this decade . . . I’d insist that it be *Crucial Accountability*.

Tom Peters  
Lenox, MA

## *Preface:* *A Note to Our Readers*

This book is a companion to *Crucial Conversations: Tools for Talking When Stakes Are High*. Those who have read this offering or heard about it or bought the action figures are sure to wonder, “What’s the difference between crucial conversations and crucial accountability?” We’re glad you asked.

Crucial conversations deal with high-stakes interactions where emotions run strong and opinions vary. Crucial accountability deals with a subset of these interactions. After parties have come to a common understanding and assignments have been made—meaning things are on course—someone fails to complete his or her assignment.

All accountability discussions start with the question “Why didn’t you keep your commitment?” And they end, not merely when a solution is reached, but when it’s done in such a manner that both parties are able to comply and the relationship is strengthened. In short, accountability discussions are the prickly, complicated, and often frightening performance discussions that keep us up nights.

Now, here’s how the two books relate. This book draws on the principles found in *Crucial Conversations*—with an occasional and brief review of those pivotal concepts. With that said, almost all of the material you’ll find here deals with the challenges associated with violated commitments and, as such, is new and stand-alone. Pick up this book, read it, put the ideas into action, and you’ll never walk away from another broken promise again.

# *Acknowledgments*

Here are just a few of our 100+ colleagues on the VitalSmarts team who are as committed to this work as any of the authors:

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U.K.—Grahame Robb and Richard Pound

# About the Authors

This award-winning team of authors has produced four *New York Times* best-sellers—*Crucial Conversations: Tools for Talking when Stakes are High* (2002), *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior* (2005), *Influencer: The New Science of Leading Change* (2008), and *Change Anything: The New Science of Personal Success* (2011). They are also cofounders of VitalSmarts, an innovator in corporate training and organizational performance.



**Kerry Patterson** has authored award-winning training programs and led multiple long-term change efforts. In 2004, he received the BYU Marriott School of Management Dyer Award for outstanding contribution in organizational behavior. He completed doctoral work at Stanford University.



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**Al Switzler** is a renowned consultant and speaker who has directed training and management initiatives with leaders from dozens of Fortune 500 companies worldwide. He also served on the faculty of the Executive Development Center at the University of Michigan.

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