



# OhioHealth

BELIEVE IN WE™

## Growing Global Leaders... Advancing Palliative Care



# Crucial Conversations

## Tools for Talking When Stakes are High

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based on the book by:

By Kerry Patterson, Joseph Grenny,  
Ron McMillan and Al Switzler



# Objectives

- 1. Describe components of a crucial conversation.**
- 2. Better understand how to respond to stressful encounters.**
- 3. Practice the steps to have the difficult conversations.**
- 4. Describe strengths and skills to develop in having challenging conversations.**

# Effective Leadership Skills

- **Negotiation**
- **Advocacy**
- **Lobbying**



# Effective Leadership Skills

## ➤ Patient Conversations

- Delivering bad news
- Explaining diagnosis
- Talking with families



# Effective Leadership Skills

- **Influencing**
- **Feedback**
- **Having the tough “Crucial Conversations”  
(Versus battling or backing off)**

# **As a Leader...**

**Learn to decide which situation**

**I am dealing with and**

**what skills do I need to use.**

# Crucial Conversations

➤ What makes a conversation “crucial” vs. typical?

1. Opinions are different

2. Direct consequences for everyone involved

3. Emotions are strong



# 3 Parts to Having the Conversation

## ➤ ME

- My intention, observations, my story

## ➤ YOU

- Your observations and your story

## ➤ US

- Understanding, Action Plan, Follow-up

# Steps to Having a Crucial Conversation

1. State my intention
2. What did I see? Share my facts; observations
3. Share my story
4. Ask others to share their facts and stories
5. Encourage others; make it safe for them to express different or opposing views
6. Share/Agree on an Action Plan –  
Who will do What by When
7. Follow-up Meeting

# Crucial Conversation - ME

- **State my intention**
- **What did I see?**
  - **Share my facts; my observations**
- **Share my story**
  - **What am I thinking and feeling?**
  - **What do I think these facts mean?**
  - **(we make up what we think it means - its not a fact)**

# STATE My Point of View

**Reflect:**

- **Am I really open to others' views?**
- **Am I talking about the real issue?**
- **Am I confidently expressing my own views?**

# Reflect: What “Story” am I Telling Myself?

- What is my part in this situation?
- Why would a reasonable, rational, and decent person do this?
- What can I do to move toward what I really want – for myself, for the other and for our relationship?

**“The human mind spends up to  
80% of its time creating  
situations and imagining things  
that will never happen.”**

# Crucial Conversation - YOU

- Ask others to share their facts and stories
- Seek to understand ~ listening
- Encourage others
  - make it safe for them to express different or opposing views

# Crucial Conversation – US

## Are we...

- **Hearing each other?**
  - goals, interests, values
- **Working toward a common outcome?**
- **Maintain mutual respect**



# Crucial Conversation - US

➤ Agree on an Action Plan

➤ Share/Write down:

➤ Who does

➤ What by

➤ When



➤ Set a time to follow-up and hold each other accountable

# Goal

**Come up with a solution  
that is better than  
either of you alone could come up with.**

# Videos

# Your Crucial Conversation

- Think of a place where you need to have a crucial conversation.
- Write it down – Who is it with? What is the issue?

# Practice in Small Groups

- Leaders have the opportunity to practice
  - having a crucial conversation
  - giving feedback
- 20 minutes per practice
  - 2 minute to explain the situation
  - 9 minutes for the conversation (7 / 2)
  - 9 minutes for feedback (7 / 2)

# Practice in Small Groups

- **Speaker** - select your own situation or one off the role play sheet in your handout.
- **Role Play Partner** - having the Crucial Conversation and plays along
- **Neutral-observer (Mentor)** watches for:
  - Body language**      **Voice tone**
  - Word choices**      **Gestures**
  - Pace of speech**      **Content – to the 7 steps**

# After Practice ~ Debrief

## Speaker shares:

- What went well. Ideas for next time.

## Listener shares:

- What went well. Ideas for next time.

## Neutral Observers share:

- What went well. Ideas for next time.

# Practice





# Reflect

- **Back side of handout – please fill it in.**
- **What are the things I did well?**
- **What are my opportunities for improvement or skills to develop?**

# Large Group Reflections

# Wrap Up

**We have a summary of the book for you on your USB drive.**

**If its crucial its worth getting some support – talk to someone to practice.**

**Practice. Practice. Practice.**

**Aim for progress,  
Not perfection.**



**OhioHealth**

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Gandhi...

*You need to be the change  
you want to see in the world...*

**Kobacker House  
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