

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

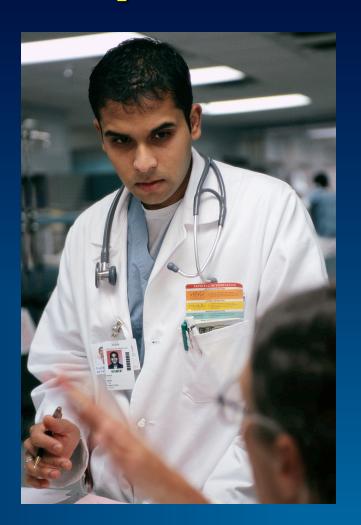


Effective Leadership Skills

- 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.



Gandhi...

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

