Learning Objectives

- Compare and Contrast “Crucial Conversations” to “Typical” Conversations
- Identify types of “Crucial Conversations”
- Describe the 8 principles and skills of “Crucial Conversations”
Let’s Discuss

What are some typical conversations you have on a daily basis?
Typical Conversations

- Social
- Work Related
- Family
- Business
- Non-Threatening
- Pleasant
Crucial Conversations
What type of conversations might be considered crucial???
Crucial Conversations VS Typical

According to Patterson, Grenny, McMillan & Swizler (2012) in “crucial conversations”:

- Opinions Vary
- Stakes are High
- Emotions Run Strong
Common Responses

- We can avoid them

- We can face them and handle them poorly

- We can face them and handle them well
Factors that influence our response

- Physical Response
- Emotions
- React under pressure
- Don’t know what to say
- Self-Defeating
Let’s Discuss

Can you think of some “Crucial Conversations” you have had or avoided??
Examples of Crucial Conversations

- Asking for a raise/promotion
- Ending a relationship
- Evaluating a peer or subordinate
- Confronting an abusive person
- Family matters
- Addressing inappropriate behavior
- Financial Issues
- Family Issues
- Work related conflicts
Patterson et al. (2012) found that the key skills of effective parents, teammates, leaders, and loved ones is the ability to successfully address emotional and politically risky issues.
Benefits of Positive Conversations

- Improved Professional and Personal Life
- Improved Physical Health
- Improved Mental Health
- Greater Satisfaction
- Positive Outcomes
8 Principles of “Crucial Conversations”

- Get unstuck
- Start with heart
- Learn to look
- Make it safe
- Master my stories
- State my path
- Explore others’ paths
- Move to action
Get Unstuck

- Assess the problem
- What is the real issue?
- What is holding you back?
Start with the Heart

- What do you really want to accomplish?
- What is holding me back?
Learn to Look

- Observe behaviors
- Identify potential for adverse behaviors
- Address your stress
Make it Safe

- Respect
- Be Observant
- Non-Threatening
- Personal Space
- Tone, Rate, Cadence of Voice
- Setting
Master My Stories

- Base your conversations on facts
- Identify your role
- Try to see both sides of the situation
- Think about what you want to say
- Be Reasonable
State My Path

- **STATE:**
  - **Share your facts**
  - **Tell your story**
  - **Ask for others’ paths (what)**
  - **Talk tentatively**
  - **Encourage testing (how)**

- Be “Persuasive” not “Abrasive”
Explore Other Paths

- Consider other views
- Other Solutions
- Compromise
Move to Action

- Don’t keep rehashing issues
- Make a Plan
- Stay positive and get results
- Document
Think About your Own Experiences

- What was the situation?
- How did you feel?
- Do you wish there was a different outcome?
- Consider the 8 Principles and how you might have changed the outcome from negative to positive?
- Let’s Share our experiences!!!
Role Play
Grenny (2009) found:

- 77% of nurses and clinical care providers experience disrespectful or abusive conversations
- Only 7% confronted the person
- It is more difficult to confront when the conversation is related to incompetence or poor teamwork.
Disrespectful behavior in the health care setting is associated with poor patient outcomes.

The Silence Kills study between VitalSmarts and the American Association of Critical Care Nurses found countless examples of caregivers who delayed action, withheld feedback or went along with erroneous diagnoses (Grenny, 2009).

The Joint Commission now included Disruptive Behavior in their Standards.
Silence Kills

- Patient Safety
- Quality of Care
- Employee Satisfaction
- Productivity
- Physician and Nursing Turnover
The five crucial conversations of a safety culture are:

- **Get it done.** Unsafe practices that (are justified by tight timelines).
- **“Undiscussable” incompetence.** (Unsafe practices that stem from skill deficits that can’t be discussed).
- **Just this once.** Unsafe practices that (are justified as exceptions to the rule).
- **This is overboard.** Unsafe practices (that bypass precautions considered excessive).
- **Are you a team player?** Unsafe practices that are justified for the good of the team, company or customer (p. 24).
Crucial Conversations and Safety

- Bang the Drum
- Baseline and Measure
- Invest in Skills
- Accountability
- Reward
Review Questions

- What is the difference between “typical” and “crucial” conversations?
- Give some examples of “crucial conversations”
- What are the three reasons “crucial conversations” are different?
- List the 8 principles
- What are the benefits of learning how to have “crucial conversations”?
Questions and Answers
References

- What is Your Communication Style Under Stress? - McGraw-Hill
- [www.mhhe.com/business/management/.../updated_flash/.../quiz.html](http://www.mhhe.com/business/management/.../updated_flash/.../quiz.html)