



Outpatient • Office Based • Non-Operating Room

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SAMBA 2024 Annual Meeting

May 2-4, 2024



Difficult Conversations

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Objectives

- Define and explain why difficult conversations happen
- Understand skills needed to manage difficult conversations
- Implement skills to manage difficult conversations



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What are/Why are Difficult Conversations¹?



- Day-to-day
 - Professionally
 - Personally
- **Stakes are high**
- Varying opinions
 - Multiple parties with different wants/needs
- Emotions run strong

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Handling Crucial Conversations

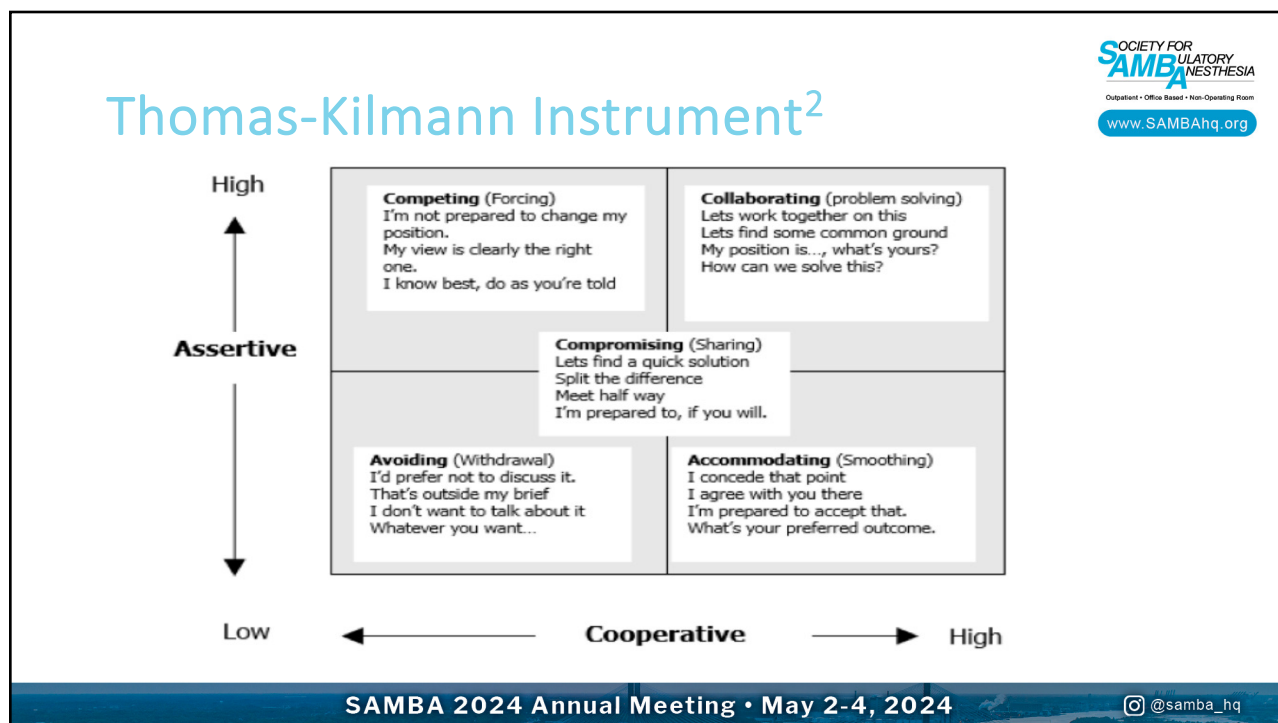


- Avoid?
- Confront?
- How can you confront them well?
 - Can be emotionally and politically risky
 - Tools/skills are essential to manage them

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Conflict Resolution Skills



- Assertiveness
- Mediation
- Empathy
- Facilitation
- Interviewing/Active Listening
- Accountability

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Difficult Conversations



- Silence kills/fails
- Start with dialogue
 - “Free flow of meaning between two or more people”
- Attempt Shared Meaning

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Difficult Conversations^{1,3}



- Make it a safe conversation
 - “Start with the heart”
 - Self awareness
 - Emotional awareness
 - Avoid falling back on “learned behaviors”
- Avoid escalation – Master your story
 - “Work on me 1st, Us 2nd”
 - Often motives degenerate before behaviors
 - Prepare/Focus on what you really want (mentally)
 - “Do you want to be right, or get what you want?”

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Difficult Conversations^{1,3}



- Explore other’s paths
 - Avoid “Fool’s Choice”
 - Consider the opposite
 - Active Listening
- State your path (succinctly)
 - Clarify what you really want
 - Clarify what you really don’t want

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Difficult Conversations^{1,3}



- Avoid Escalation
 - “Learn to look”
 - Identify areas that are crucial
 - Avoid Silence/Violence
- Seek Mutual Purpose
 - Entrance Condition
- Seek Mutual Respect
 - Continuance Condition

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Difficult Conversations^{1,3}



- Use contrasts to clear up misunderstandings
 - Effective communication
 - AMPP – Ask, Mirror, Paraphrase, Prime
 - “Persuasive not Abrasive”
- ABC’s
 - Agree, Build, Compare
- Apologize...when appropriate

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Review



- Define and explain why difficult conversations happen
- Understand skills needed to manage difficult conversations
- Implement skills to manage difficult conversations
- Scenarios?

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References



- Patterson, Grenny, McMillan, Switzler. Crucial Conversations: Tools for Talking When Stakes Are High. McGraw-Hill. 2012.
- 2.) Kilmann Diagnostics. Thomas-Kilmann Conflict Mode Instrument. www.kilmanndiagnostics.com.
- 3.) Crucial Conversations for Mastering Dialogue: The Standard in Effective Communication. www.cruciallearning.com.

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