

Communication

Rob Blankenship, MD, FACEP





What Is It?

com·mu·ni·ca·tion

kə-ˌmyü-nə-ˈkā-shən

the act of giving, receiving, and sharing
information



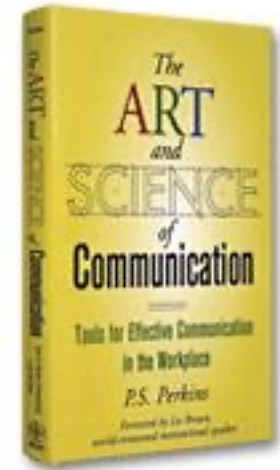
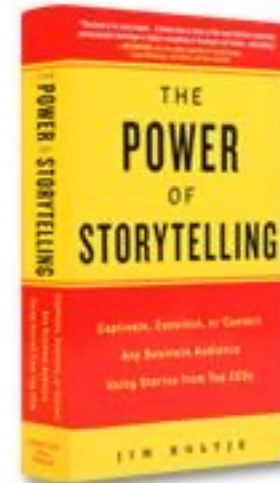
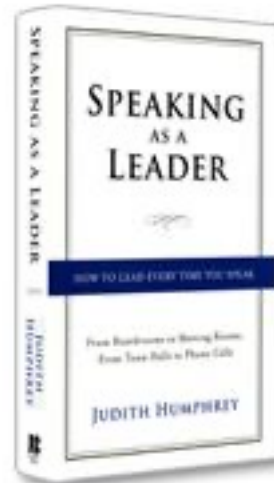
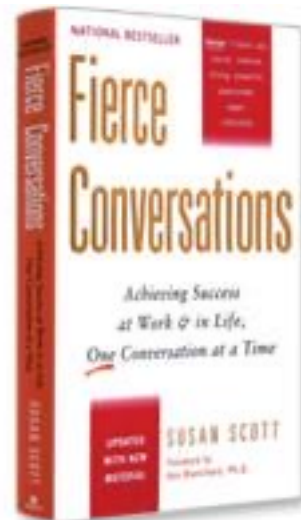
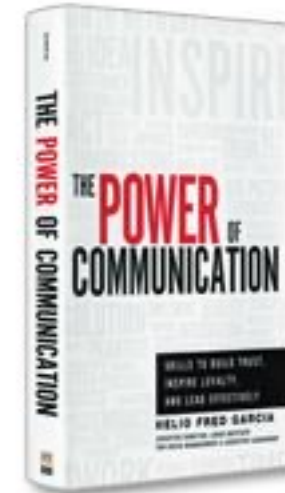
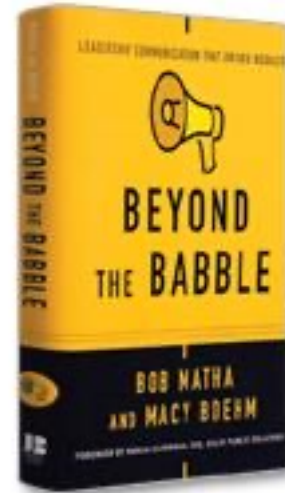
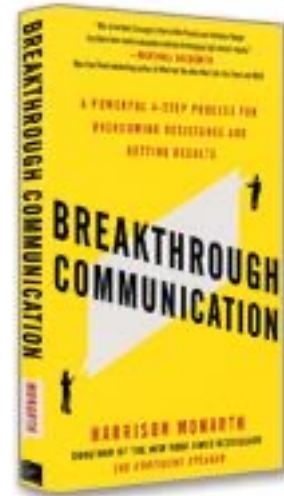
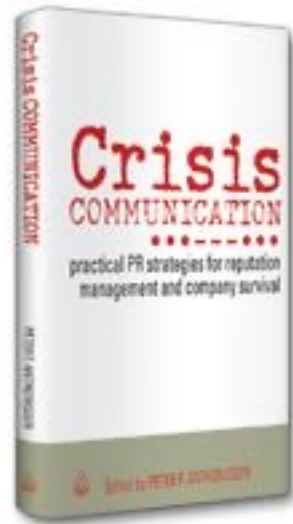
Is It a Big Problem?

86%

Research by Salesforce that included not only employees, but corporate executives and **educators** as well, shows that 86% of them believe ineffective communication is the underlying reason for workplace failures.



How Can We Improve?



How Do I Improve?

<https://www.mattmorris.com> › top-10-books-on-comm... ⋮

The Top 10 Books on Communication Skills - Matt Morris

The Top 10 Books on Communication Skills ; How to Win Friends and Influence People by Dale Carnegie ; Crucial Conversations: Tools for Talking When Stakes Are ...



<https://www.wallstreetmojo.com> › communication-books ⋮

Books on Communication Skills - Top 10 Books [2022]

Top 10 Books on Communication Skills [Updated 2022] · #1 – Simply Said · #2 – People Skills · #3 – Effective Communication Skills · #4 – Communication Skills ...



<https://www.businessinsider.com> › 5-books-that-will-im... ⋮

5 Books That Will Improve Your Communication Skills

Mar 28, 2017 — 5 books that will improve your communication skills ; Verbal Judo: The Gentle Art of Persuasion' by George J. Thompson ; Just Listen: The Secret ...



<https://pumble.com> › learn › books-on-communication ⋮

12 Best books on communication - Pumble

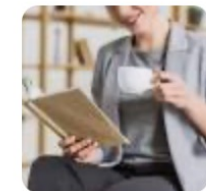
12 Best books on communication · Never Split the Difference: Negotiating As If Your Life Depended On It · How to Win Friends and Influence People · Crucial ...



<https://modernesse.com> › Blog ⋮

8 Best Books for Communication Skills - Modernesse

Aug 18, 2020 — List of Best Books for Communication Skills · How to Win Friends and Influence People · Never Split the Difference · Extreme Ownership · Talking to ...



<https://bookauthority.org> › books › new-effective-com... ⋮

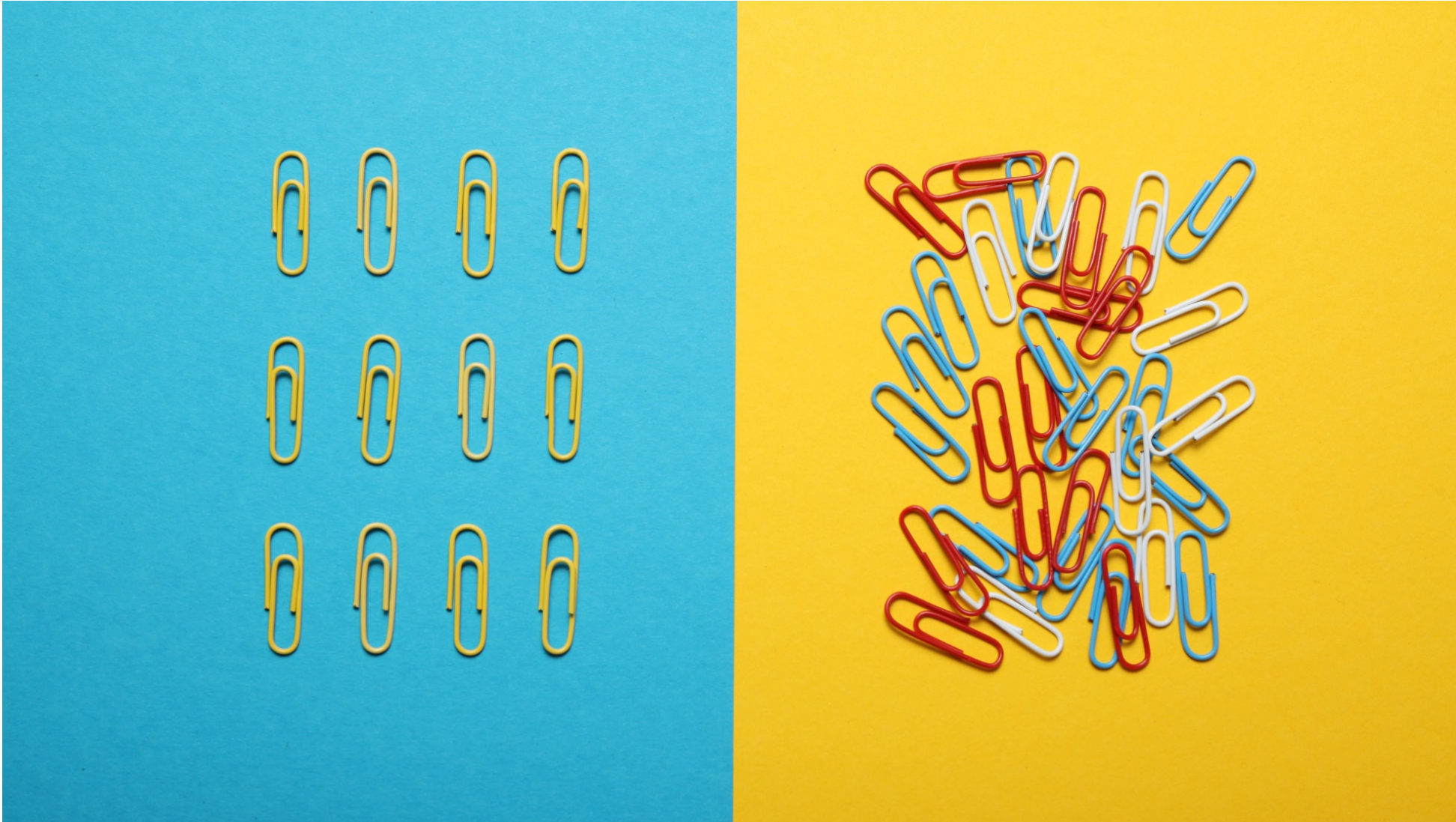
36 Best New Effective Communication Books To Read In ...



A close-up photograph of a pair of hands, likely belonging to an older person, holding a small, irregularly shaped piece of brown cardboard. The word "SIMPLE" is written in bold, black, uppercase letters across the center of the cardboard. The hands are positioned over a light-colored wooden surface with a prominent grain pattern. The lighting is soft and natural, highlighting the texture of the skin and the wood.

SIMPLE

Goal: Give you a new perspective on communication and what makes it difficult



Survey

On a scale of 1 to 10 - How important is communication to your overall effectiveness in your current role?

++
++
++
++

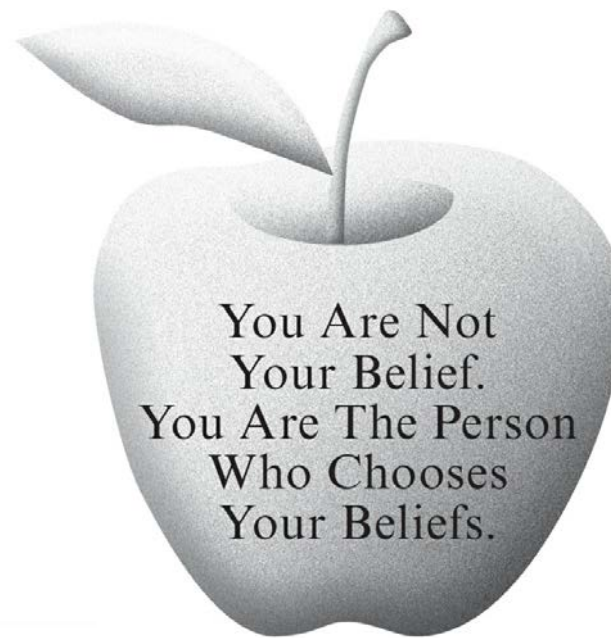
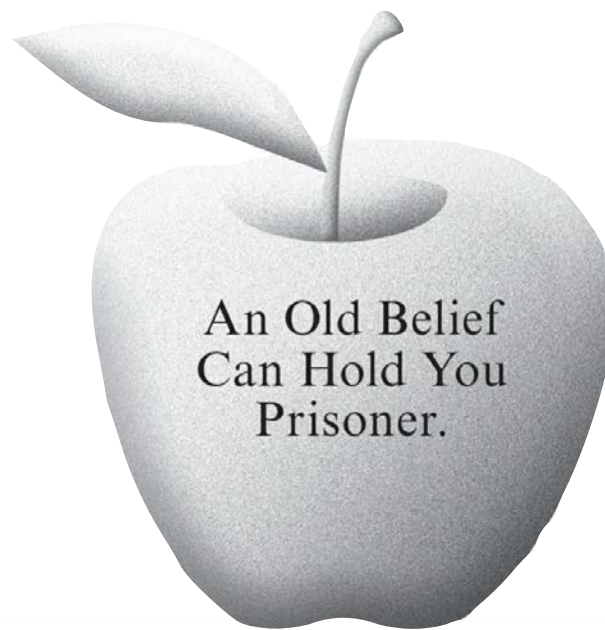
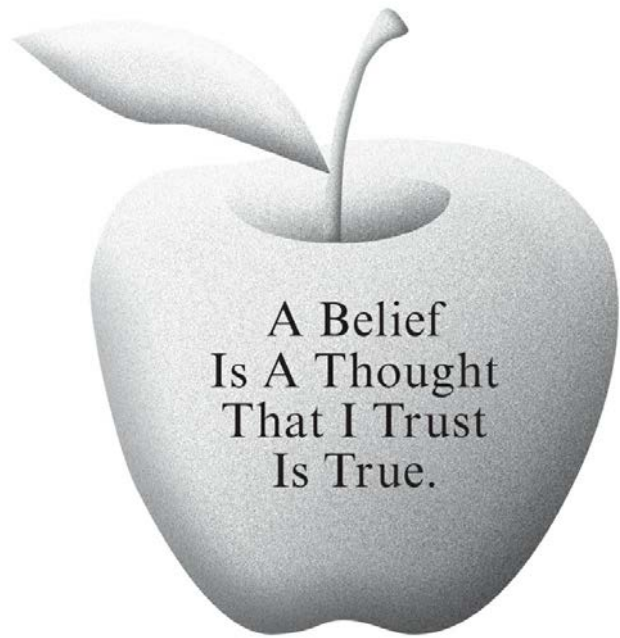
Survey

On a scale of 1 to 10 - How present do you plan to be in the next few hours so you can improve your communication effectiveness?



The System and Control

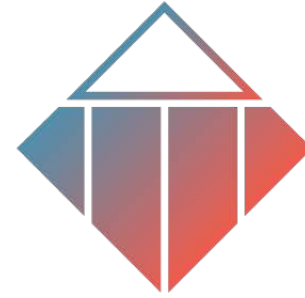




**ut
of the
Maze**

Spencer Johnson, M.D.

Getting to Know Yourself



TTI SUCCESS INSIGHTS®

THE Myers & Briggs FOUNDATION



THE ENNEAGRAM INSTITUTE®

— THE 6 TYPES OF —
Working Genius



Meyers & Briggs

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer
E
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer
I
Introversion

ISTJ
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ
Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer
T
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer
F
Feeling

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer
S
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer
N
Intuition

ESTP
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

4. How do you prefer to live your outer life? If you:

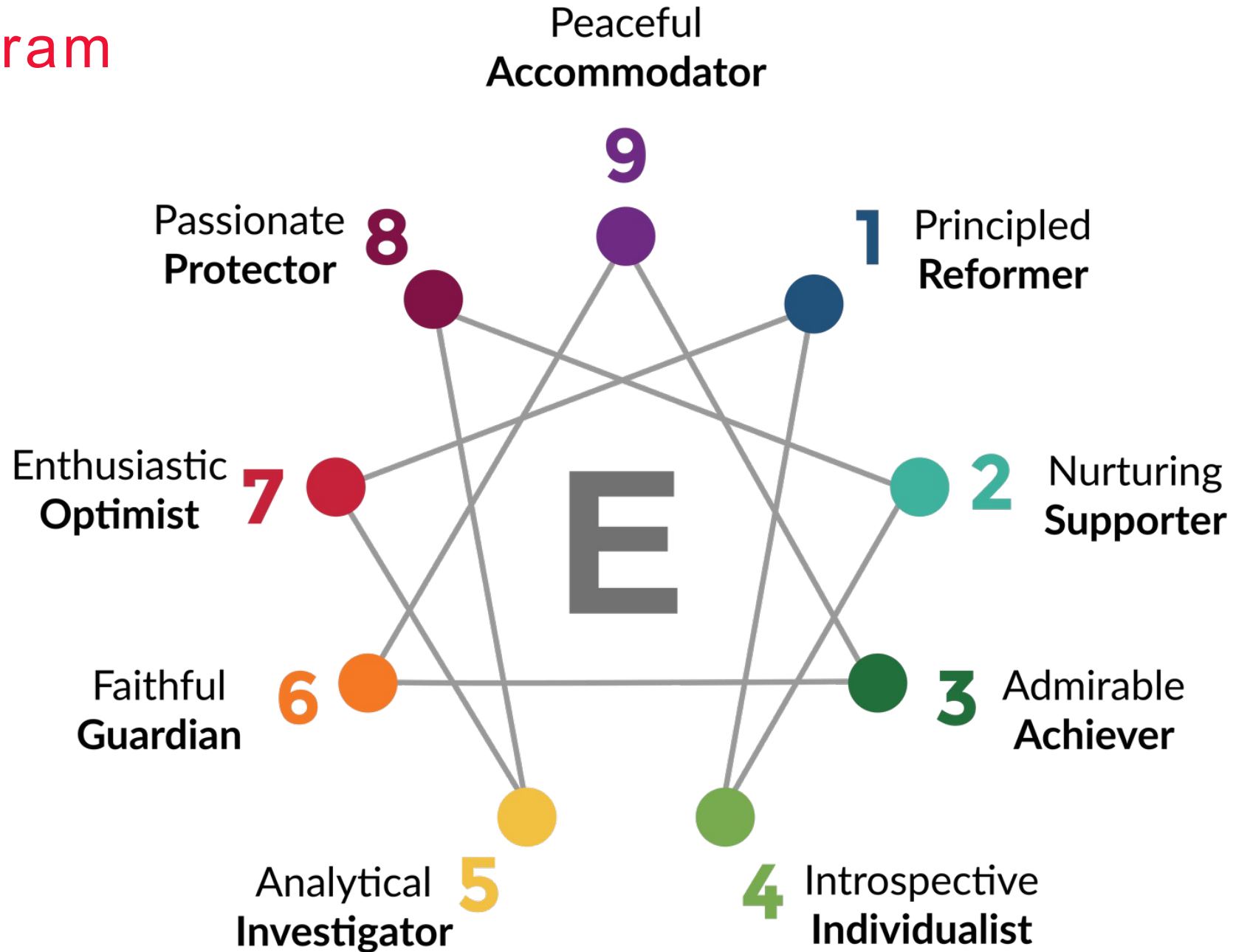
- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer
J
Judging

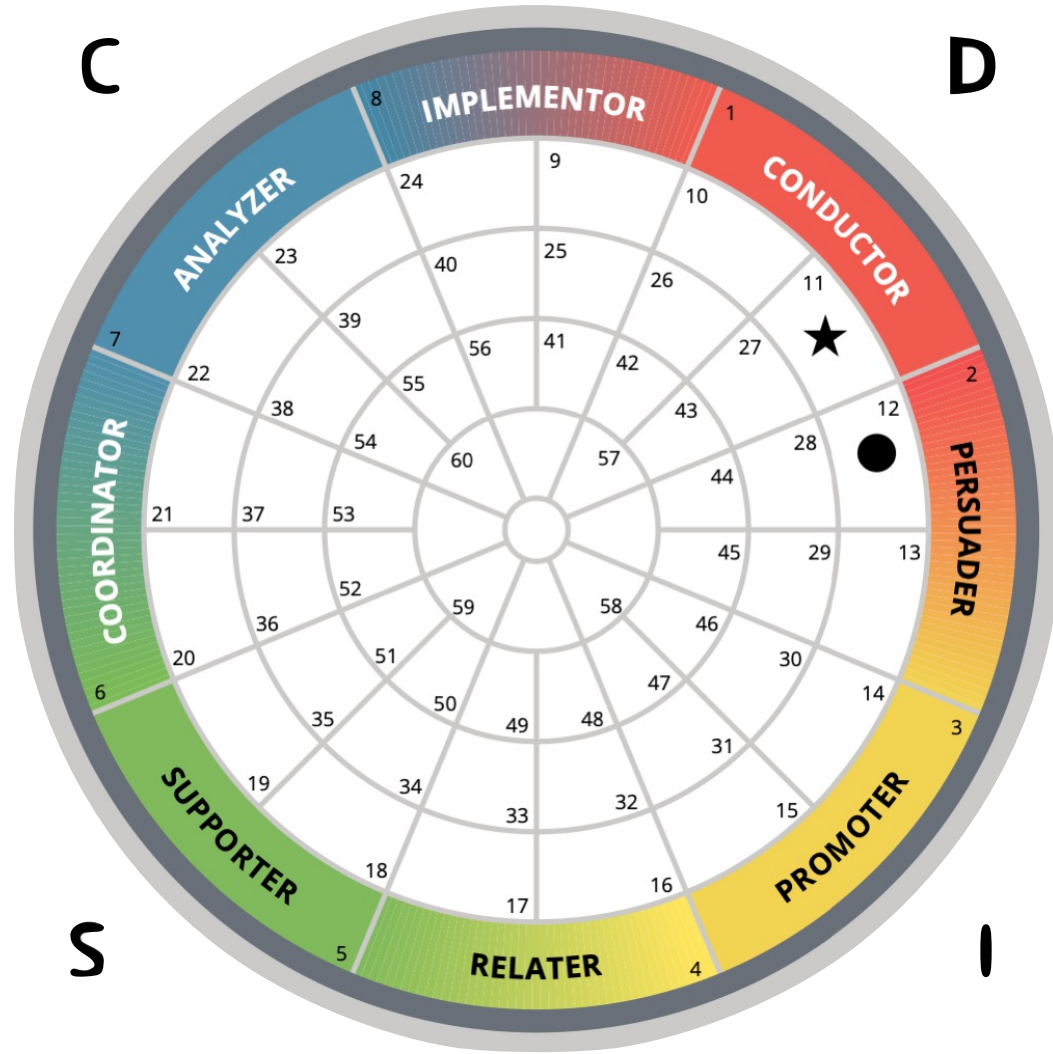
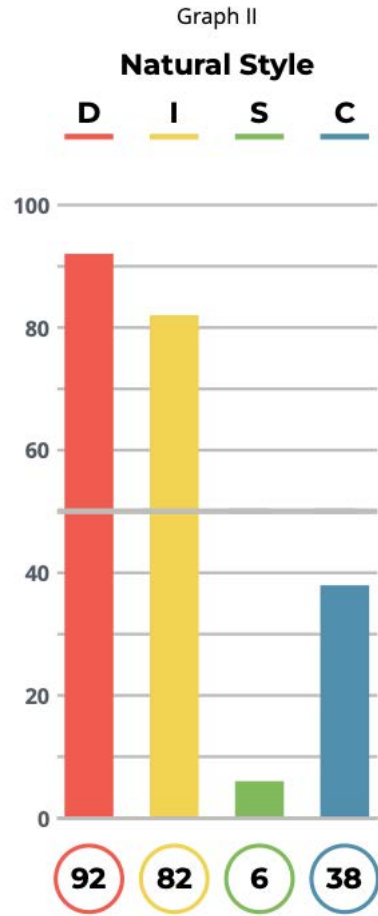
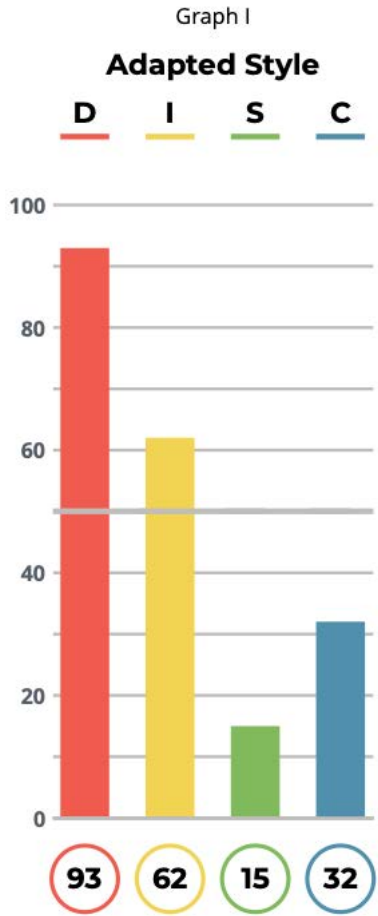
- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer
P
Perceiving

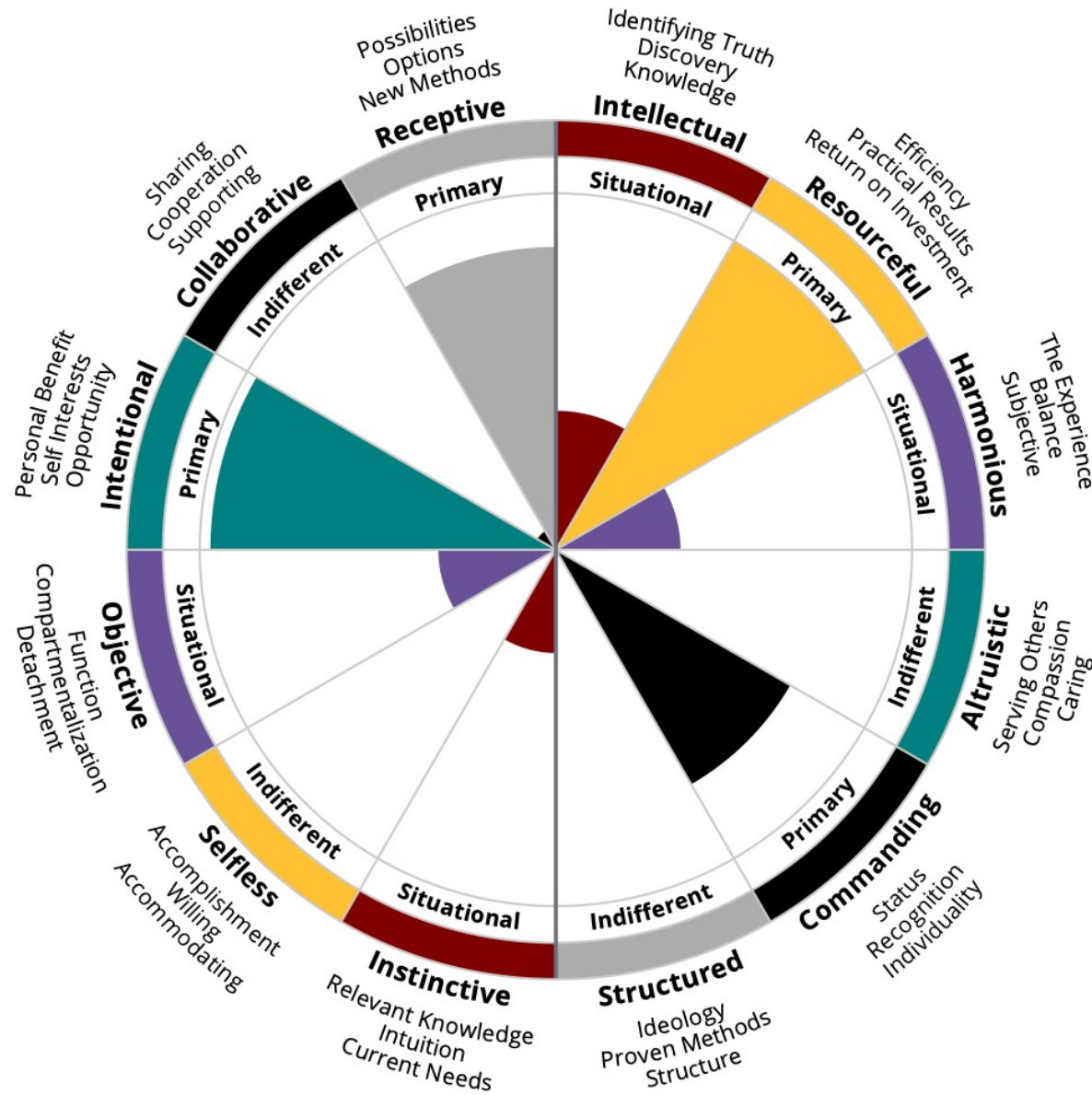
Enneagram



DISC TTI



Not Just What, But Why



So What ...



The “Ideal” Workplace



The Three Questions

- How do I want to be seen by you?
- What you can always expect from me?
- What I expect / need from you for us to succeed?

3 STEPS TO UNDERSTANDING EACH OTHER

In an effort to help us better understand and set foundations for good communications I like to meet with each new team member and discuss the following:

1. How I want to be seen / experienced by you.

Competent, Approachable, Receptive to + and - feedback, one who sees both sides of the coin, one who truly desires for each of my team members to succeed

2. What you can expect from me.

Approachable.

I hold docs and APPs accountable to always doing what is best for our patients, hospital guidelines and policies

Reliable.

Partner with outside Departments to achieve best pt care.

Respect other's work

Ensure team follows rules / guidelines

Value and welcome other's opinions and ideas to make the department run better

3. What I expect of you.

—Excellent pt care, Email / Schedule, help set / uphold culture, help grow our team (meetings, suggestions), become a well-respected Mercy attending



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2. What you can expect from me.

Approachable.

I hold docs and APPs accountable to great patient care, hospital guidelines and policies

Reliable.

Partner with outside Departments to achieve best pt care.

Respect other's work while placing team above self

Ensure team follows rules / guidelines

Value and welcome other's opinions and ideas to make the department run better

3. What I expect of you.

Basics of being great ED doc, Team focused / support team (APP asks you to see someone, finish shift well) , complete administrative tasks in a timely manner, verbalize frustrations to me.

Why Do These Simple Questions Work So Well?

- A framework to communicate to others who we are, what we need, and see what they need from us
- A contract for workplace safety and trust so WHEN conflict occurs, we have a foundation to discuss things
- It clearly sets conditions for an effective relationship
- This allows your team can hold you accountable
- Your vulnerability will lead others to open about their mistakes and shortcomings

The Three Questions

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The Three Questions

- New hires / residents
- A difficult work relationship
- 6 month evals

Abbreviated

- Things are not going well
- Before a shift with a new resident / medical student



Next Steps

- Most employers and large systems offer some type of assessment
- Complete one and work on better understanding your preferences so you can best deliver the 3 Questions talk to your team members
- Manage up - a great way to help your boss help you
 - Blame me / The Teaching Fellowship

Controlling Self Talk



Negative Self Talk

- We have approximately 50,000 thoughts per day
- Approximately 90% of our thoughts can be negative
- We have to be careful what we say, because we are listening to it - and these thoughts can become limiting beliefs that hold us back

Limiting Beliefs

- I need to be popular / liked
- I am not good enough.
- I can't trust anyone.
- I need everything perfect.
- Nobody understands me.
- I need to look good.
- Nothing good ever happens to me.
- I need to be the hero.
- I need to be the smartest.



Limiting Beliefs - WANDER

- W-ould I talk to a friend in need like this?



Limiting Beliefs - WANDER

- W-ould I talk to a friend in need like this?
- A-cccept "imperfections"



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- E-xchange woe-is-me for “Whoa–it’s me”

Limiting Beliefs - WANDER

- W-ould I talk to a friend in need like this?
- A-cept "imperfections"
- N-uclear reactor meltdown
- D-raw on past successes
- E-xchange woe-is-me for "Whoa—it's me"
- R-ealize that you are enough

Limiting Beliefs - Reframing

- If I do A, B, and C, then D is likely to happen.
 - Example for someone who can't trust:
 - "If I give my employees clear goals, the resources they need, and a bit of oversight, they are more likely to get the job done."
 - Creative reframing. (It is not about X it is about Y).
 - "It is not about being liked. It is about being respected."
 - Metaphor. (Success in a different role or from a different life).
Example (for a marathon runner with writer's block:
 - "If I take one step at a time like when I run, I can get my book finished. It's a marathon not a sprint."

Negative “Others Talk / Thoughts”

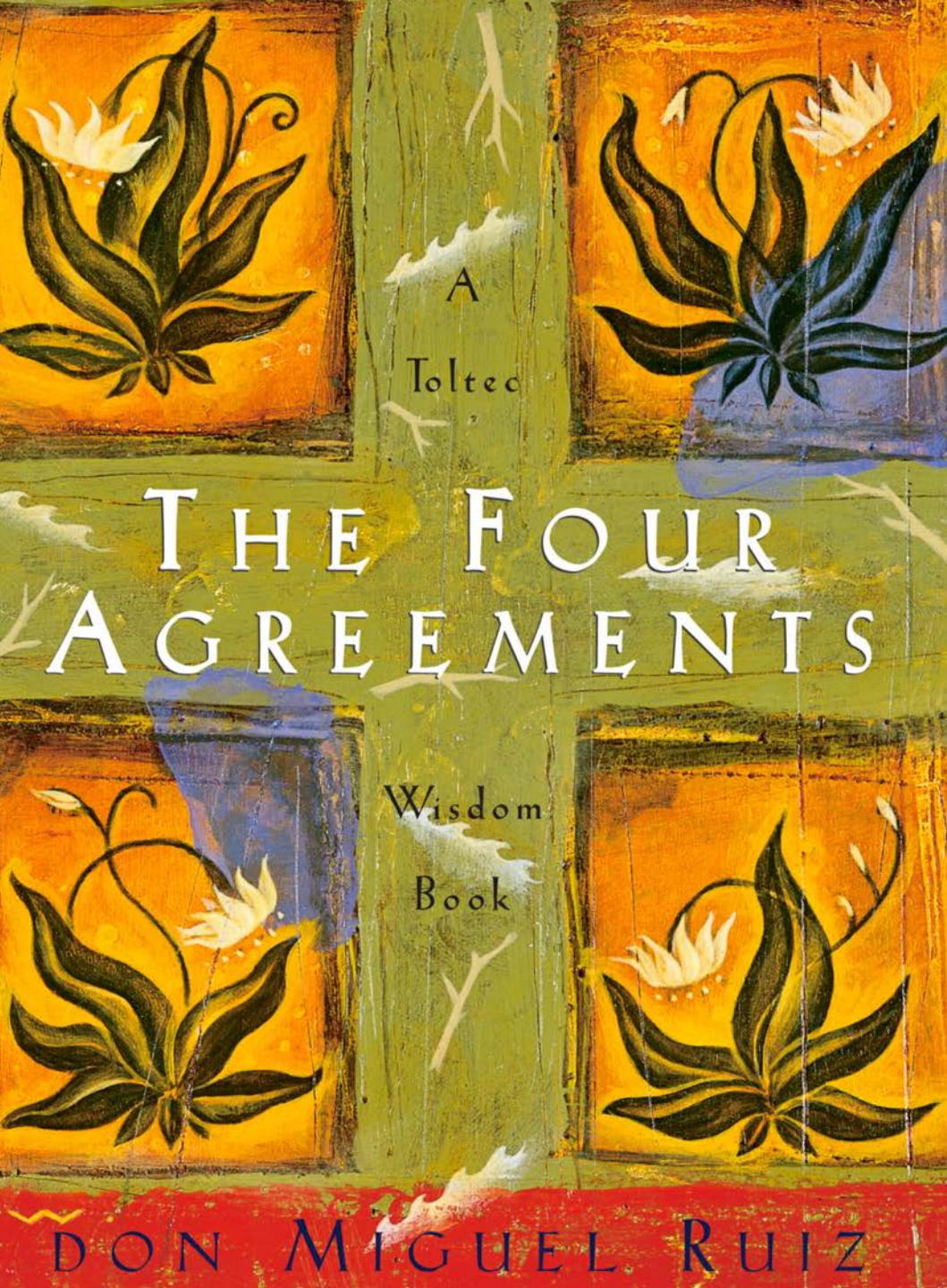


Negative “Others Talk / Thoughts”

- I don't understand how someone could ...
- What is wrong with ...
- They never / always do ...
- How could someone do ...
- Why can't they be like ...
- I should not have to put up with ...

The DISC Assessment

- D - How you respond to problems and challenges.
- I - How you influence people and contacts.
- S - How you respond to the pace and consistency.
- C - How you respond to procedures and compliance.



The Four Agreements

Agreement 1

Be Impeccable with your word.

“Regardless of what language you speak, your intent manifests through the word. What you dream, what you feel, and what you really are, will all be manifested through the word.”

An ED Discussion

Me: What brings you in to the ED today?

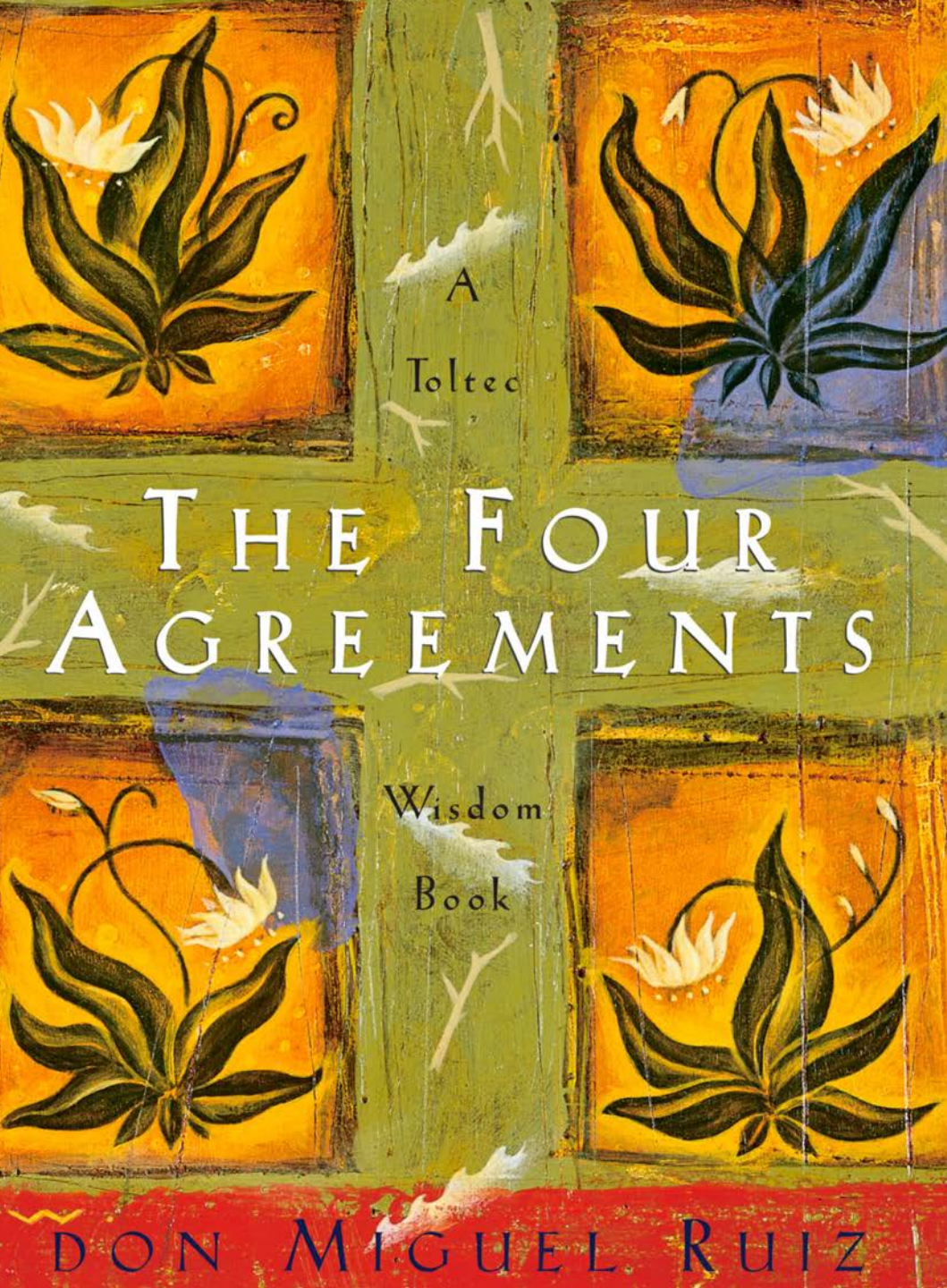
Patient: I have been having back pain for several weeks. I went to another ED / doctor and they have not done anything

Or

Patient: I am having nausea and vomiting...and don't start with the "do you smoke weed" because I am tired of nobody ever helping me

Or

...



The Four Agreements

Agreement 1

Be Impeccable with your word.

“Regardless of what language you speak, your intent manifests through the word. What you dream, what you feel, and what you really are, will all be manifested through the word.”

Don't Just Do Something, Stand There!

Ten Principles for Leading
Meetings That Matter



Don't Just Do
Something, Stand
There!

**Emotions can derail
us**

**This is a time to stand there. Resist the
urge to intervene inappropriately,
unproductively, or futilely.**

An ED Discussion

Me: What brings you in to the ED today?

Patient: I have been having back pain for several weeks. I went to another ED / doctor and they have not done anything (VICTIM)

Me: That's sounds frustrating. Can you tell me what has been happening the past few weeks since this started? (Listen to Learn)

Patient: Tells me the whole story (3 minutes)

Me: It sounds like your best option is for you to see your pain specialist to see if they are willing to increase your pain medications and you have to decide if you want surgery or not.

Patient discharged, I received a compliment from her. I was the only one who listened (unfortunately she remained the victim)

The Karpman Drama Triangle



The Persecutor

In this mode the person doesn't value other people's views and integrity

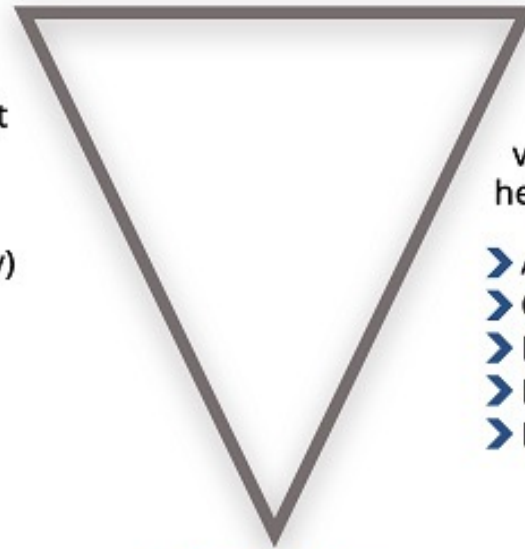
- > Angry (opening and passively)
- > Aggressive
- > Judgemental
- > Bullying
- > Demanding
- > Spiteful and scornful



The Rescuer

In this mode the person doesn't value other people's capacity to help themselves

- > Appear self sacrificing
- > Over helpful and facilitative
- > Like to be needed
- > Prone to meddling unnecessarily
- > Engulfing



The Victim

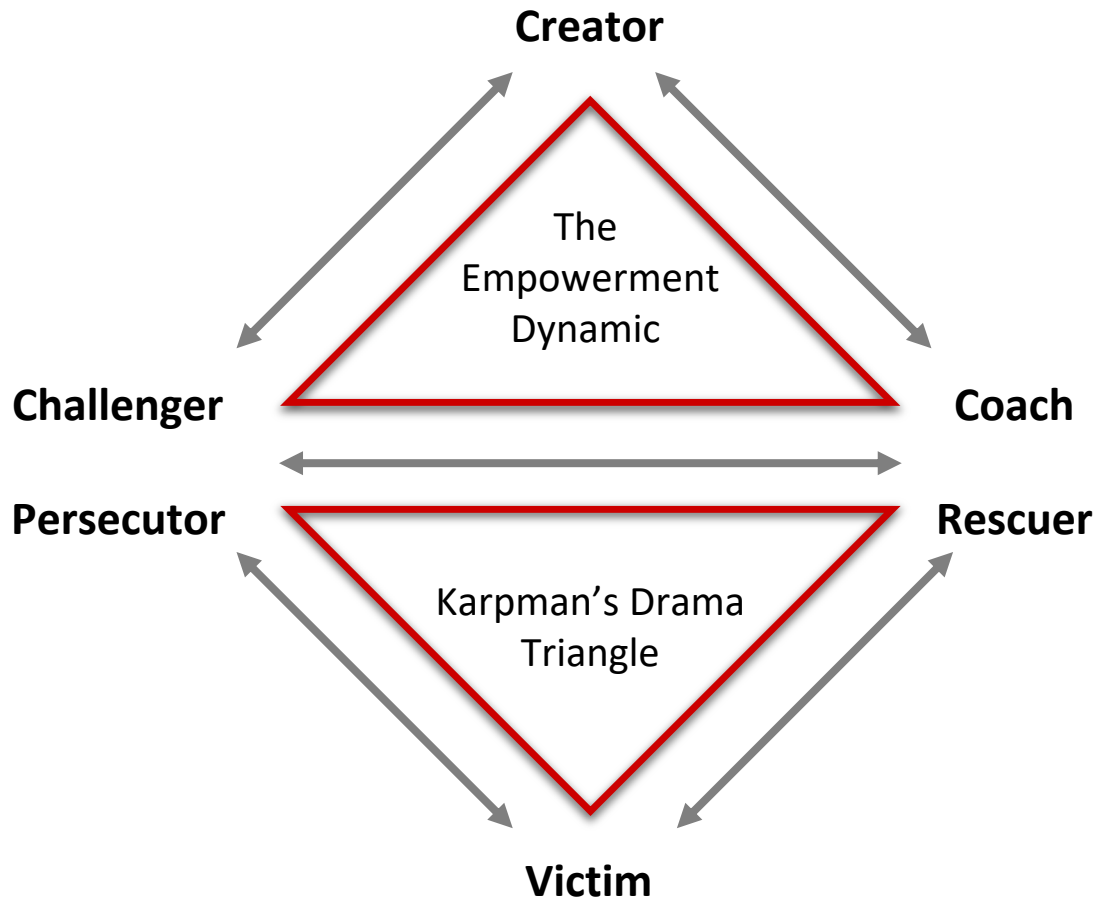


In this mode the person doesn't value self and defers to others

- > Manipulative
- > 'Poor me' syndrome
- > Helpless and needy
- > Complaining and whinging
- > Fretful
- > Downtrodden
- > Blaming others



Flipping the Triangle



THE DRAMA TRIANGLE: ROLES	THE EMPOWERMENT TRIANGLE: ROLES	THE WINNER'S TRIANGLE: CHARACTERISTICS
Persecutor	Challenger	Assertive; constructive challenge
Rescuer	Coach	Caring; listening, self-awareness
Victim	Creator	Vulnerable; taking responsibility; problem-solving

Are We Getting To Far Into the Weeds?



Are We Getting To Far Into the Weeds?

- Nobody on ___ rotation was helpful / taught me...
- My attending physicians do not care if I learn ...
- All they do is criticize my clinical work ups
- They do not care that the other departments treat us poorly
- They do not give us enough time off / vacation so that I can have a healthy work/life balance ...
- I do not know what the Chairman wants from me, I am giving all my effort and it does not get noticed...
- All the Dean cares about is grant money ...
- The only thing I hear is do more with less, nobody actually values me here...

Are We Getting To Far Into the Weeds?

- I don't feel I have a voice anymore... Some of the issues the company needs to address is the call schedule, staffing and reimbursement. It needs to provide appropriate staffing based on acuity and not numbers and metrics...

Emergency physicians' level of burnout jumped last year

Published Jan. 24, 2022

Susan Kelly
By Contributor



Getty Images

Dive Brief:

- Levels of physician burnout, already high, escalated during year two of the COVID-19 pandemic, with emergency medicine doctors reporting the biggest increase, a [Medscape survey found](#). Burnout affected 47% of physicians in the survey, up five percentage points from the year before. Among emergency physicians, the number jumped to 60%, from 43% in 2020.

We need to learn to see things as they are, NOT as we are.



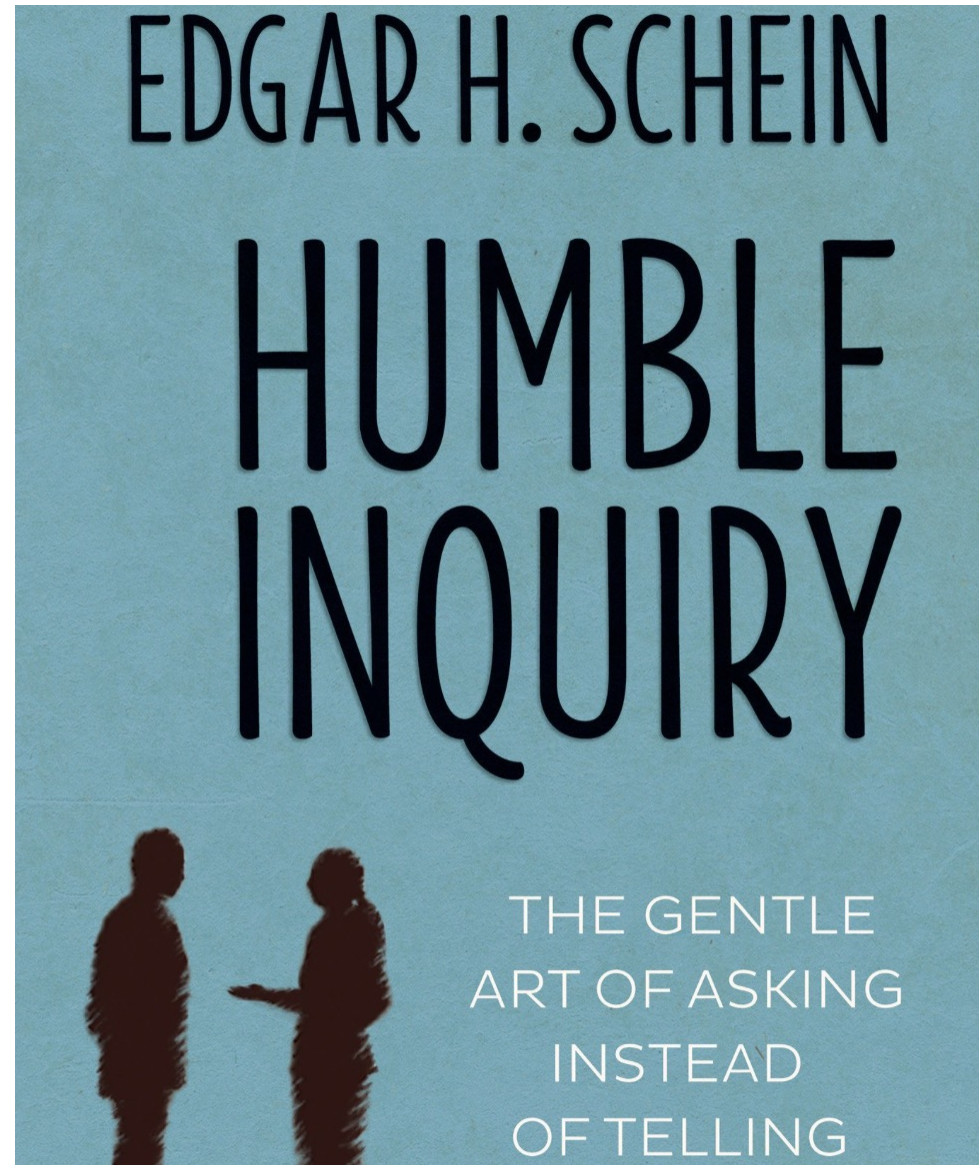
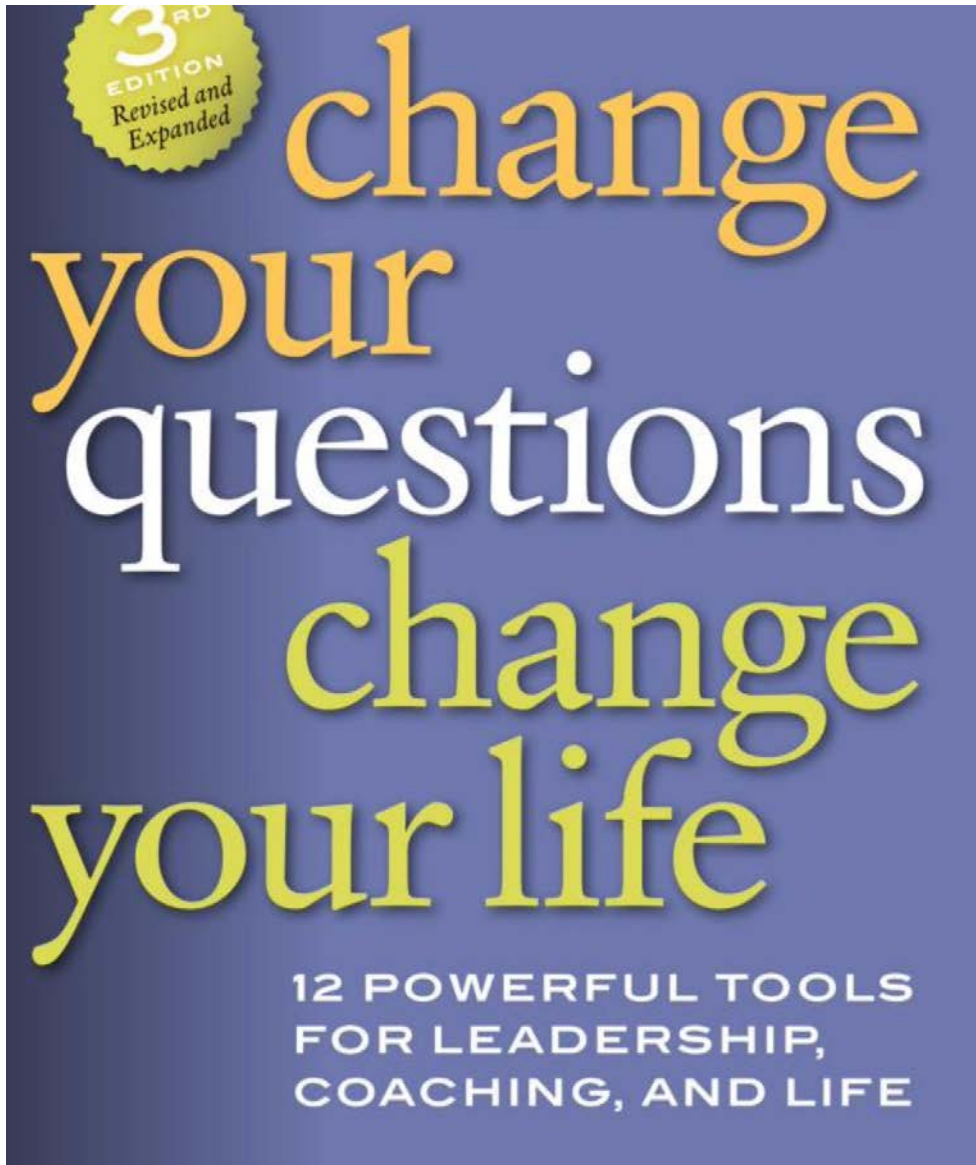
Any Other Tricks to Avoid Negative Talk? Stay Curious

- Why can't they just take the medications we prescribe?
- What don't they ever speak up in staff meetings?
- Why can't they do what we ask of them?

Any Other Tricks to Avoid Negative Talk? Stay Curious

- Why can't they just take the medications we prescribe?
- What don't they ever speak up in staff meetings?
- Why can't they do what we ask of them?
- What can we do to help you be compliant with your medications?
- Is there anything you would like to add to the discussion today?
- What do you need from me to be more successful with this assignment?

Two Great Books to Stop Neg Thoughts About Others



Q Prep - By by Marilee Adams, Ph.D.

The first step is to get clear about your goal(s) for the meeting or conversation. What are your goals? Then, focus on questions in these four categories:

1. Questions you're asking yourself about the situation, the other person, your concerns, and your goals.
2. Questions you think the other person may be asking themselves about you, their concerns, the situation, and their goals.
3. Questions the other person may ask you—and that would be useful for you to be prepared to respond to (whether or not you're ever actually asked these questions).
4. Questions you want to, or need to, ask the other person(s). Make this list as long as possible.

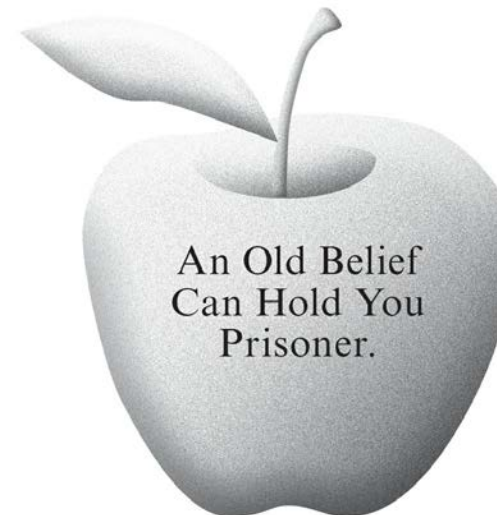
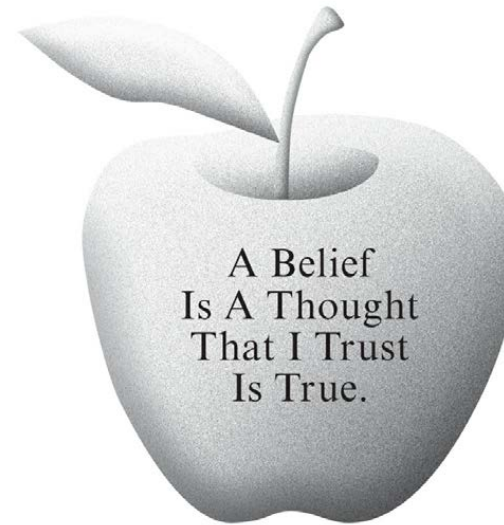
Actual Quotes From The Same Leader

“If I could just have a different team, I could do better.”

“As soon as I stop wanting a different team, my team will stop wishing they had a different leader.”

If I Could Just Have a Different Team...

- Communication can be hard because
 - We do not know who we are, and neither do our teams
 - We are masters at fooling ourselves
 - Limiting Beliefs
 - Negative self / others talk



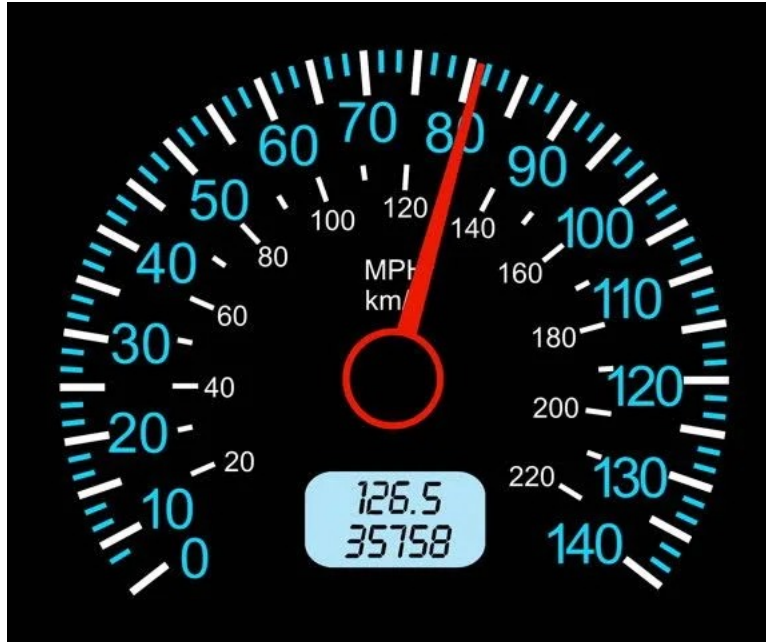
The Power of We



Feedback

- How is your team member performing?
- Residents on shift / rotation
- Medical students on shift / rotation
- Is the resident competent and ready to move on to the next PGY level?
- How can we improve the residency?
- How am I doing?

External Feedback WORKS!



The Benefits of Feedback

- Teams crave feedback and effective feedback boosts engagement (NPS)
- Without feedback, we cannot develop our team (or our leaders) to their full potential
- Feedback is not just for "others", it helps leaders lead better

3 Steps to Effective Feedback

1. Know Yourself

What makes giving feedback uncomfortable to you?

2. Know (Care for) Your Team

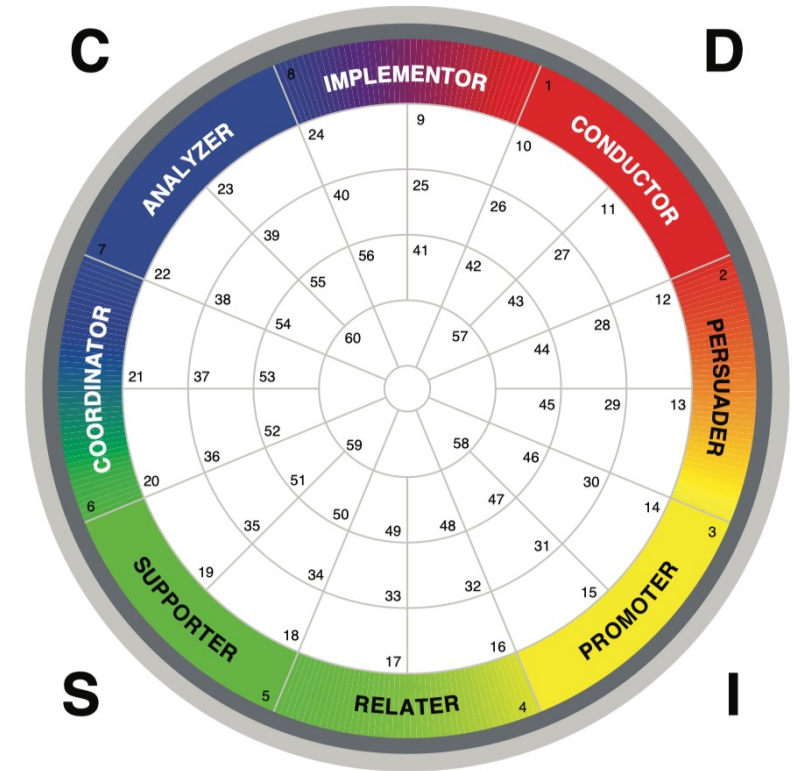
What makes receiving feedback hard for them?

3. Know the Value of Increasing Feedback

We need feedback much more often than every 6 months

Know Yourself

- D – How you respond to problems and challenges.
- I – How you influence people and contacts.
- S – How you respond to the pace and consistency.
- C – How you respond to procedures and compliance.



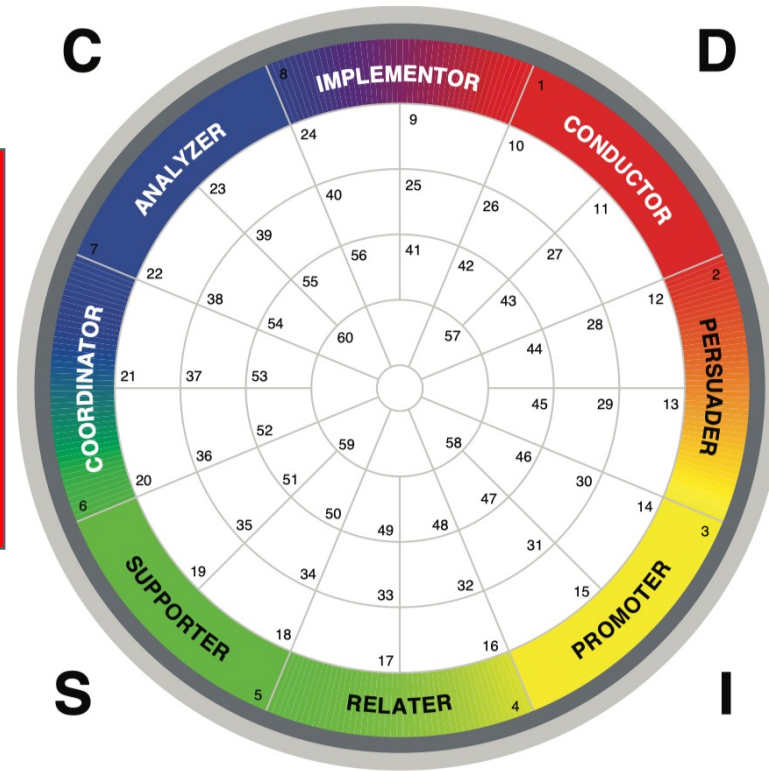
Know Yourself

- D – Get it Done.

- I – Get recognition / get appreciated.

- S – Get along.

- C – Get it right.



Know (Care for) Your Team

Promoter Team Characteristics - (I)



Promoters tend to verbalize many thoughts to influence outcomes. The following information will give the team members a clear understanding and appreciation of Promoters.

STRENGTHS AND WEAKNESSES

POTENTIAL STRENGTHS

- Communicate well with others
- People-oriented
- Advocate for new ideas and products
- Bring the team together
- Enjoy convincing people

POTENTIAL WEAKNESSES

- Overly optimistic about team abilities
- React based on emotions
- Overvalue the skills of others
- Emphasize fun over efficiency
- Listen selectively to team members

BEHAVIORAL ATTRIBUTES

Task Oriented

People Oriented

Slower Paced

Faster Paced

VALUE TO THE ORGANIZATION

Effective use of humor

Motivate others towards goals

Good mixer



17.46%
of the Population

WORDS THAT WORK

Flexible

Exciting

Inspiring



3/5
60% of the Team

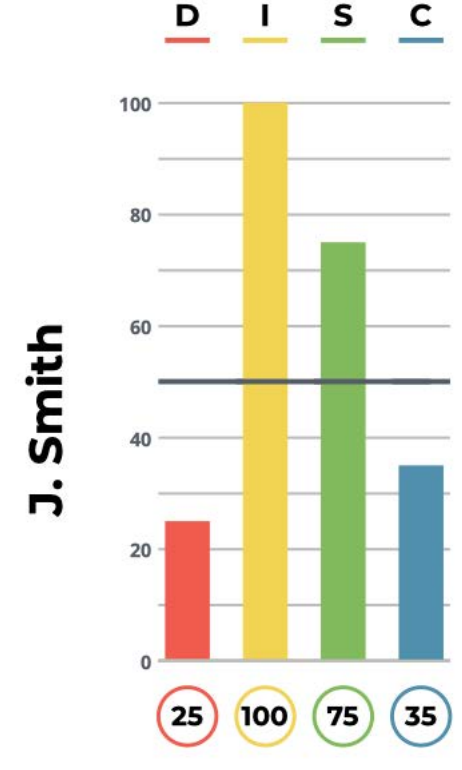
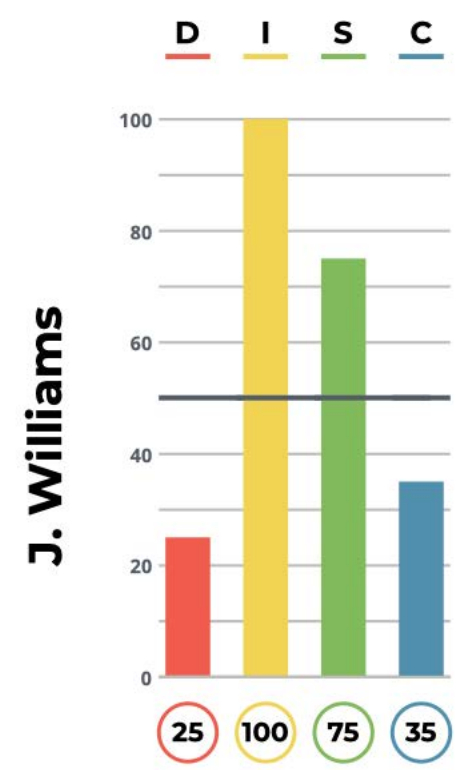
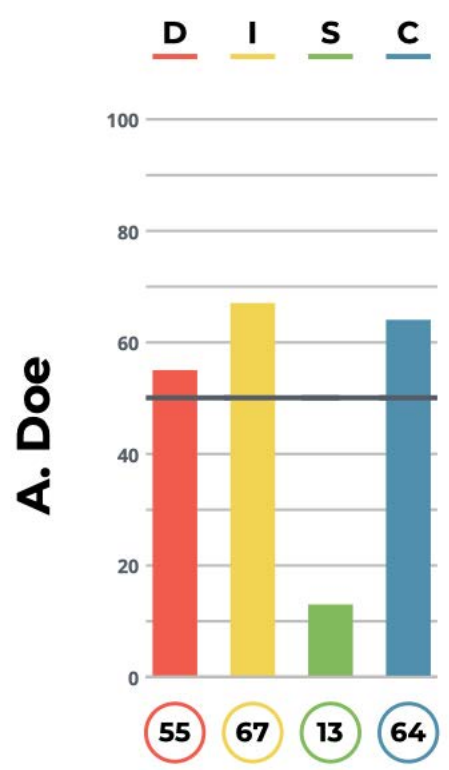
WORDS THAT DON'T WORK

Ordinary

Quiet

Strict

Know (Care for) Your Team



Know (Care for) Your Team

Behavioral Style Comparison

Behavioral Characteristics	Team Avg.	S. Anderson	A. Doe	F. Jones	J. Smith	J. Williams	Mean
Interaction	85	100	55	70	100	100	60
People-Oriented	72	90	50	50	85	85	65
Customer-Oriented	71	83	50	43	90	90	64
Versatile	68	55	70	85	65	65	54
Frequent Change	65	60	68	80	58	58	52
Consistent	50	52	45	32	60	60	61
Competitive	48	40	60	80	30	30	49
Persistence	48	47	52	40	50	50	61
Following Policy	48	48	52	35	52	52	60
Urgency	47	16	77	95	23	23	43
Analysis	33	15	60	40	25	25	53
Organized Workplace	30	15	55	30	25	25	51

Two or more standard deviations below the mean

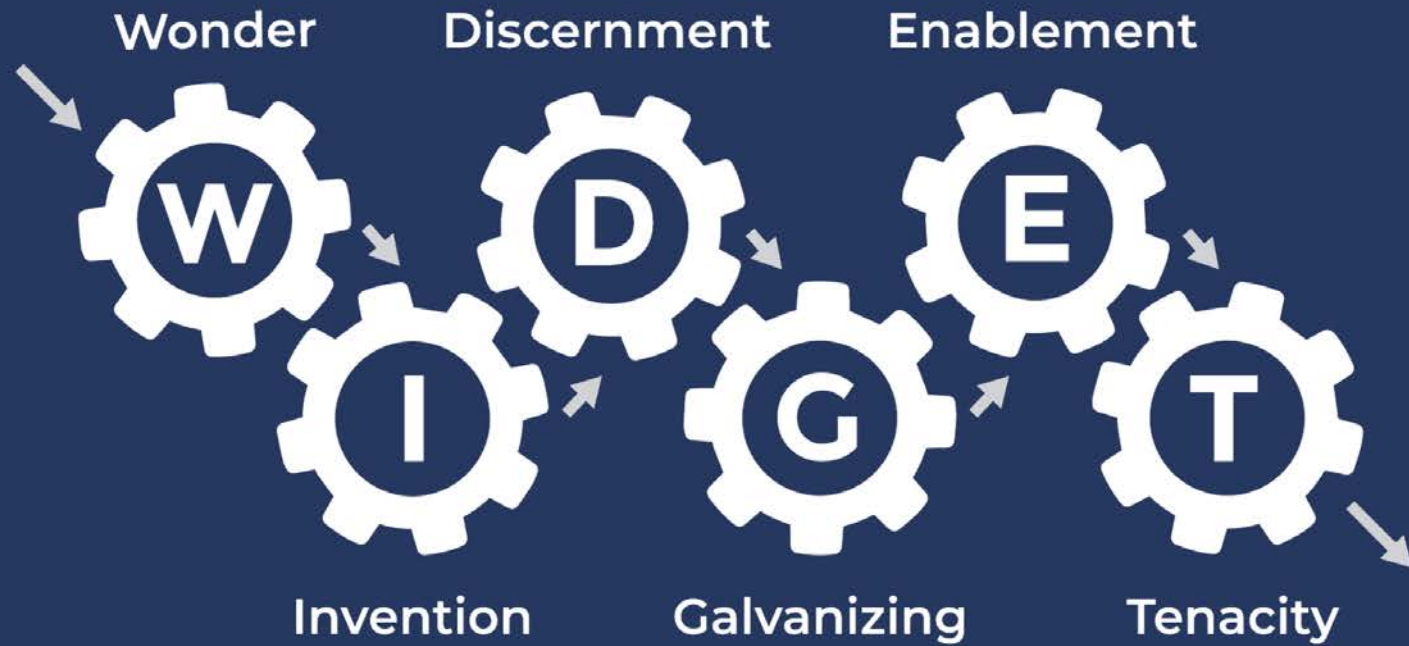
One standard deviation below the mean

One standard deviation above the mean

Two or more standard deviations above the mean

Other Assessments Are Available

The 6 Types of Working Genius



Know (Care for) Your Team

How Leaders Use This Information Vs. How Politicians Use This Information



Can Giving Feedback Impact our Effectiveness?

- 44% of managers find providing feedback is stressful
- A study of 500 leaders in a variety of industries
 - High-empathy leaders become **less** effective after giving “negative” feedback (Typically I & S on the DISC)
 - Low-empathy leaders (typically D or C) are **more** effective after giving feedback

Giving Negative Feedback Can Make Empathetic Leaders Less Effective

by Ravi S. Gajendran, Emily S. Corwin, Lauren S. Simon, Christopher C. Rosen, and Sibel Ozgen

January 27, 2022



Know (Care for) Your Team

- Just as certain DISC scores can dissuade us from providing feedback, others make **delivering** feedback risky (D & C)
- If not careful a D or C can come across as demanding, abrasive, hard-to-please, or a perfectionist to team members who do not share a similar DISC score
- In general, could you improve how well you know your team?

Feedback Isn't Enough to Help Your Employees Grow

- ... “Telling people they are missing the mark is not the same as helping them hit the mark.”
- Shift from critic to ally
 - Empathize, express confidence, elicit permission
- Identify a great outcome
 - What is an outcome you could achieve if you worked on this? How might this help the team
- Ensure success
 - Get them to commit to improvement and develop a plan for success



Focus on HOW instead of WHAT

- Feedback that focuses on the HOW is most important



Efficiency

Nice

Transform to Continuous Feedback

- Lead by Example. Ask for your team to provide you with feedback regularly
 - What should you stop doing, start doing, do more of?
 - What do you need from me to help you, and our team, be more successful?
 - What could I do specifically that would make me a better attending to you?
- Get into the specifics to provide feedback effectively

Some Feedback Questions to Consider

- How will you use what you learned today to improve your feedback?
- How can you increase the feedback you receive as a leader?
- How can you best model that feedback is a gift to your team?
- In what areas does feedback already exist, but you are not really watching the speedometer?

Feedback

- I think we all agree feedback is important
- Who here wishes feedback could be done more easily?



Exercise Time

- I think we all agree feedback is important...but could we do it even better than we do today?



Feedforward

- **Role 1:** Learn as much as I can
- **Role 2:** Help as much as I can
- **How Does it work:**
 1. Pick an area to improve - only one. Needs to be important to the individual
 2. Go to another person and say, hello my name is ____ and I want to get better at _____.
 3. The other person gives 1 or 2 very quick ideas for the future. No feedback about the past. Say Thank you. Person #2 now goes
 - Shake hands and rush off to talk to another person
 - Goal is to talk to as many people as I can in the next 5 minutes.
- **Rule 1:** No feedback about the past
- **Rule 2:** You cannot judge or critique ideas

Feedforward

- I want you to complete this sentence with one word:

This exercise was _____



Why Does Feedforward Work Well?

- It is fast
- We do not talk too much, we give our best ideas and then stop
 - The longer we talk, the worse our ideas become
- It is simple
- It is positive
 - Focused on a future you CAN change, not a past you CANNOT change
- No judging
 - We waste 65% of interpersonal communication trying to prove ourselves right, or someone else wrong
 - Entire focus is on helping, not judging

Feedforward: Time for Reflection

- How did you feel the last time you received feedback? How about the last time you gave feedback? Did you look forward to it?
- How might it be preferable, even enjoyable to receive feedforward rather than feedback? How do you think this might help you, your colleagues, and your team become even better?

Feedforward: Credit

- Feedforward was developed by Marshal Goldsmith - one of the world's top Executive Coaches
- <https://marshallgoldsmith.com/articles/try-feedforward-instead-feedback/>

Wrap Up

- Today we focused on the biggest part of communication that we control - ourselves
- We decided the only person we can actually change is ourselves
- Once we know ourselves, we can convey who we want to be in an effort to provide clarity and trust
 - Three questions
 - This helps the team hold us accountable to who we say we are

Wrap Up

- We discussed the dangers of self talk and “others talk” and how to avoid WANDERING too much
- We discussed the better we get at understanding our own behavior, it helps us to learn others behavior
- We discussed that listening to respond is not as helpful as listening to learn
- We learned staying curious helps us avoid judging others
- We learned the value of feedback and several techniques to make feedback better

Questions?

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Additional Content

Six Approaches to Communicate Powerfully

	The Left Brain	The Right Brain	The Gut	The Heart	The Spirit	Vision	The Legs
Format(s)	I suggest X. Here's why...	Paint a picture with words. Use metaphors. Tell stories to make a point.	I will do X if you do Y.... I like A but I don't like B. Going forward I need you to...	Ask for help. Involve. Listen and reflect back. Apologize and make amends if appropriate. Share. Tie your ideas to feelings.	Share common values, beliefs, bonds, and experiences.	Share your vision and invite others to build on it. Paint a compelling picture of what is possible.	I must have said something to upset you, and I didn't mean to. Let's take time to cool off and then come back together again... I didn't know that fact, let me take some time to consider it and come back to you tomorrow.
When to use	You have facts that no one else has. You have facts that matter to the other person. You want to convince someone that an idea makes intellectual sense. You are a recognized authority. The situation is logical.	Use at teachable moments. Show vulnerability with a story about your own lessons learned. Make a point that goes deeper than logic alone.	Use when negotiating a settlement, getting compliance, or forming a contract. Assert appropriate boundaries. Use when giving a performance review.	You want the other person's commitment. You might not be flexible on the outcome, but you are flexible on how it happens. You authentically are open to being influenced.	Build on common ground in order to call in a favor or what Covey calls "social capital." Rely on common values and beliefs to bring another person, people, or group together.	Reenergize a colleague or team. Kick off a team or project. Get people excited, even if the next steps are not known.	Use when something goes wrong in a conversation or meeting and it is better to take a break than keep going.
Tips	Use facts that matter to the other person.	Create an arsenal of stories to tell to engage, inspire, and teach: good and bad teams or bosses; overcoming obstacles; a big lesson learned; building on success; smart career moves; lessons from mentors.	Choose things that you control that matter to the other person. Don't automatically go to the brink. Use informal power before formal titular authority where possible.	Don't use the heart if you are not authentic.	Be authentic. Eventually you have to move to next steps. Use "we." You can build common ground even with differences: "With your X, and my Y, we are unstoppable..."	Use "we" to involve the other person/people and get them to share in the vision so that the vision grows.	Plan before any meeting about what can go wrong, so you are ready.
Situation to use							

Additional Content

Conversations that Move Things Forward

Conversation	Definition	Where People Get Stuck	How to Shift	Current Situations that Apply	Insights to Move Forward
Status Quo, Negativity, Resistance, Complaints, Apathy	Leaders constantly shift people from here to more productive conversations	People tend to go back here when things are not going well.	Get them back to Vision so that they are excited again. Find small wins.		
Vision	A compelling picture of the future	Some people love to talk about vision, to expense of getting anything done.	Ask about ideas to realize the vision and have impact.		
Opportunities/ Ideas	Potential initiatives to realize the vision	Constant brainstorming with no prioritization	Ask about the few good ideas and a plan to evaluate them and choose the best.		
Analysis/ Evaluation	Collecting and analyzing data to make a decision	Analysis paralysis	Ask them what decision they would make if they had to decide now. Ask them to do one more round of data gathering, but ask about the hypothesis they are testing and how that will lead to a decision once this round of data collection is complete.		
Commit to a course of action	Choosing a path based on the data available	Afraid to raise his or her hand and truly commit	Ask for commitment without worrying yet about who does what.		

Additional Content

List up to 3 things your organization must do well to succeed in its market:

One

Two

Three

What are your organization's top 3 priorities during the next year?

One

Two

Three

What are up to 3 things you must do to succeed in your job?

One

Two

Three

What are up to 3 things that anybody who joins your organization must be, do, or have?

One

Two

Three

