

DIFFICULT CONVERSATIONS

IT'S AS EASY AS ABC'S

BLAYKE GIBSON, MD MBA FACEP

Updated with New Approaches for Today's Communication Challenges
OVER 5 MILLION COPIES SOLD

crucial conversations

THIRD EDITION



TOOLS FOR TALKING WHEN
STAKES ARE HIGH

JOSEPH GRENNY • KERRY PATTERSON • RON MCMILLAN
AL SWITZLER • EMILY GREGORY

SCENARIO

EP: "I WANTED TO REACH OUT ABOUT THE
DISPOSITION OF A PATIENT IN THE ED."

CONSULTANT: "IT IS INAPPROPRIATE FOR YOU TO
INTERRUPT MY WORK. I WILL GET BACK TO YOU
WHEN I HAVE A CHANCE."

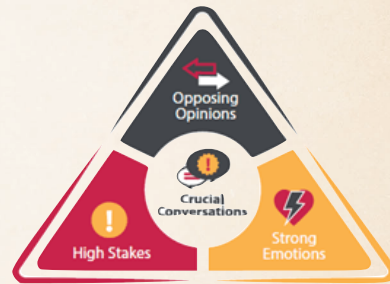
HANGS UP



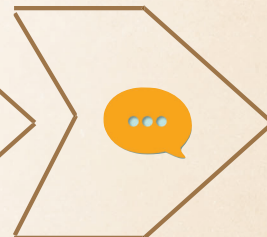
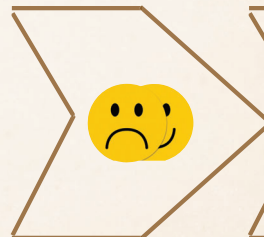
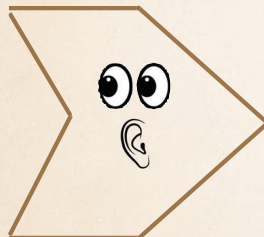
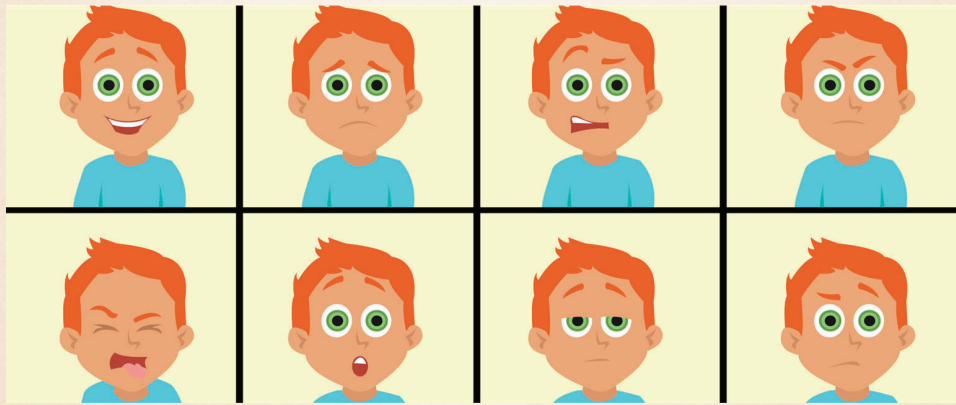
WHAT'S A DIFFICULT CONVERSATION?

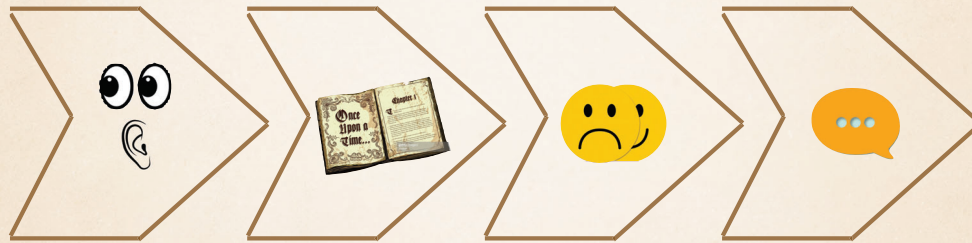
A DISCUSSION BETWEEN 2 OR MORE PEOPLE
IN WHICH THEY HOLD

1. OPPOSING OPINIONS ABOUT A...
2. HIGH-STAKES ISSUE AND WHERE...
3. EMOTIONS RUN STRONG



EMOTIONS





CLEVER STORIES

VICTIM STORIES

VILLAIN STORIES

VILLAIN STORIES



CLEVER STORIES

VICTIM STORIES

WHAT AM I PRETENDING NOT TO NOTICE
ABOUT MY ROLE IN THE PROBLEM?



CLEVER STORIES

VILLAIN STORIES

WHY WOULD A REASONABLE, RATIONAL,
AND DECENT PERSON DO WHAT THIS PERSON
IS DOING?



CLEVER STORIES

HELPLESS STORIES

WHAT DO I REALLY WANT TO ACCOMPLISH?



AIRWAY

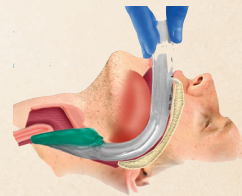
ARTICULATE

ACKNOWLEDGE PROBLEM

ACKNOWLEDGE EMOTIONS



DIFFICULT AIRWAY



AIRWAY PREP

❖ Prepare - What are we talking about

❖ Content, Pattern, Relationship

❖ Questions

❖ What do I really want for myself?

❖ What do I really want for others?

❖ What do I really want for the relationship?

❖ What should I do right now to move towards what I really want?



THOUGHT



DESIRED OUTCOME

AIRWAY PREP

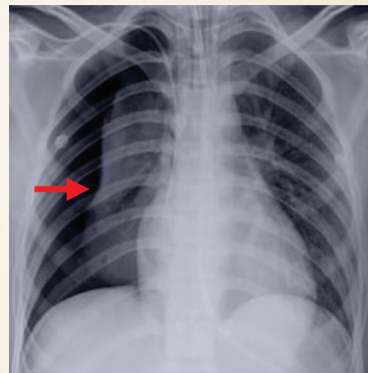
❖ What's my Story?

- ❖ She is the worst!
- ❖ She thinks she is too good to come to the ED.
- ❖ She doesn't care about our patients because they don't generate RVUs for her.
- ❖ If she spent as much time taking care of my patient as she does checking their insurance status, the consult would be complete by now.



BREATHING

TAKE A DEEP BREATH AND GO SLOW



BREATHING

BOLD AND BENEVOLENT



KEEP IT SAFE

SAFETY PROVIDES FREEDOM OF
SPEECH



KEEP IT SAFE

RECOGNIZE SIGNS OF SAFETY DEFICIENCY

- SILENCE



KEEP IT SAFE

RECOGNIZE SIGNS OF SAFETY DEFICIENCY

- SILENCE
- VIOLENCE



HOW DO I KEEP IT SAFE?

STEP OUTSIDE

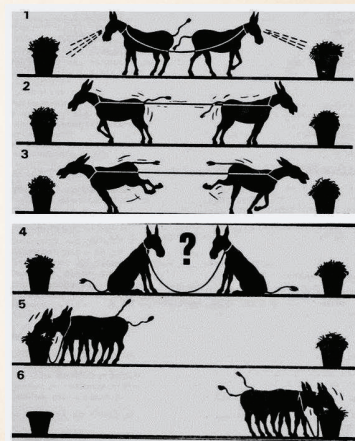
- BAD INTENT
- MISUNDERSTANDING



HOW DO I KEEP IT SAFE?

THE CONDITIONS OF DIALOGUE

- MUTUAL PURPOSE



MUTUAL PURPOSE

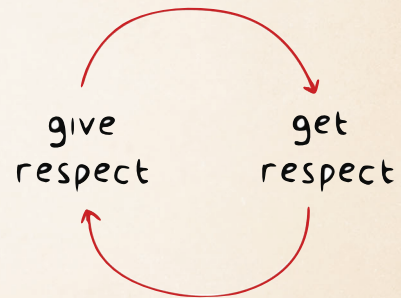
MUTUAL GOES BOTH WAYS



HOW DO I KEEP IT SAFE?

THE CONDITIONS OF DIALOGUE

- MUTUAL PURPOSE
- MUTUAL RESPECT



MUTUAL RESPECT

THE CONDITIONS OF DIALOGUE

- MUTUAL PURPOSE
- MUTUAL RESPECT



MUTUAL RESPECT

CAN I RESPECT PEOPLE I DON'T RESPECT?



WHAT IF THE OTHER PERSON IS WRONG?



BE BOLD

SAFETY ISN'T SYNONYMOUS WITH
COMFORT



BENEVOLENT
AND BOLD

SHARE YOUR GOOD INTENT
APOLOGIZE WHEN APPROPRIATE
CONTRAST TO FIX MISUNDERSTANDINGS
CREATE MUTUAL PURPOSE



CIRCULATION

KEEP THE CONVERSATIONS GOING



PROBLEM SOLVED

OR IS IT?

- AGREE
- BUILD
- COMPARE



MAKE A SAFE PATH FORWARD

TAKE THE INITIATIVE

SAFETY NEVER STOPS



RESOURCES

- ❖ Crucial Conversations Third Edition. Joseph Grann, Kerry Patterson, Ron McMillan Al Switzler, and Emily Gregory
- ❖ Effective Strategies for dealing with difficult clients. Forbes Coaches Council. 2020
- ❖ How to handle difficult conversations at work. <https://www.forbes.com/sites/carolinecastrillon/2021/10/24>