Crucial Conversations and Crucial Confrontations: Professional Civility, Student Engagement, And Patient Safety

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Think of a situation….Assess your style

1. On the worksheet provided, write down a recent situation that called for a crucial conversation or confrontation. Describe the facts of the situation, your story of why it happened, and your emotions.

2. Complete one of the following two assessments:
   1. Style Under Stress: Crucial Conversations
   2. Where Do You Stand: Crucial Confrontations
Objectives

1. Explore opportunities and reasons for effective communication in situations of conflict and holding others accountable for performance.

2. Review and apply core practices and processes of Crucial Conversations and Crucial Confrontations to a real situation

3. Utilize the process of improvement as an action strategy for resolving issues of conflict and accountability.
Introductions

• Introduce yourself
  • Why is this important to you?
  • One question?

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- **Why**
  - (Deep, Limbic, Inspiring, Emotional)
- **How**
- **What**
  - (Cortex, Rational)
Reducing Preventable Deaths in Health Care

- To Err is Human (1999)
- Crossing the Quality Chasm (2001)
- Health Professions Education (2003)
- Preventing Medication Errors (2006)
- Best Care at Lower Cost (2012)
Why Is This Topic Important?
According to the Joint Commission, what was the root cause of nearly 80% of all sentinel events between 1995 and 2005?

1. Communication errors
2. Technology failure
3. Misdiagnosis
4. Leadership failure
Silence Kills: The Importance of Crucial Conversations & Interprofessional Collaboration

Silence Kills
The Seven Crucial Conversations in Healthcare
David Maloff, Joseph Green, Ron McMillan, Kerry Patterson, Al Switzer

All too often, well-intentioned people in healthcare institutions don’t want to speak up when they are concerned about behavior, decisions, or actions of a colleague. For example,

- A physician asserts a perception that is clearly incorrect but fails to say so because the doctor has been heralded as a “shining star” in the past.
- A nurse quits warning a colleague to put up the “safety signs” on a child’s bed because she decides it’s not her job to deal with her.
- An administrator is reluctant to write quality improvement in the hospital because some doctors have been outspoken with past mistakes.

Psych studies have indicated that since 60 percent of communication errors are caused by failures in interpersonal communication (ICMOD). This new study builds on these findings by emphasizing the specific reasons people have a hard time communicating, that may contribute to avoidable errors and risks, and common problems in healthcare. This study is the first attempt to link people’s silence to nursing emotionally and politically sensitive topics as a healthcare setting with key results also present safety, quality of care, and missing patients, among others.

The study found that seven categories of conversations are especially difficult and, at the same time, appear to be especially essential for people in healthcare to manage—depending:

1. Tension roles
2. Mistakes
3. Lack of support
4. Incompetence
5. Peer pressure
6. Disrespect
7. Mismanagement
The “Triple Aim” for Reshaping Health Care (We’re not there yet.)

1. Better care
2. Better health
3. Lower costs per capita
Core Competencies: Quality and Safety
(Institute of Medicine; www.qsen.org)

Patient-Centered Care

Teamwork & Collaboration

Informatics

Safety

Evidence-Based Practice

Quality Improvement
How: Cultivate a Community of Practice

Lave and Wenger
Definitions & Previews

Definition of Crucial Conversations: (Adapted from Patterson, Grenny, McMillan, & Switzler, 2012, pp. 3-4)

Holding a discussion between two or more people where (1) stakes are high, (2) opinions vary, and (3) emotions run strong, seeking successful resolution and action through respectful dialogue.

Definition of Crucial Confrontations (Adapted from Patterson, Grenny, McMillan, & Switzler, 2012, pp. 4-5):

Holding someone accountable for broken promises, violated expectations, or bad behavior through candid and respectful dialogue in a way that problems are resolved, performance improves, and relationships benefit.
When do you know it’s crucial?

**Crucial Conversation**
- Opinions Vary
- Stakes Are High
- Emotions Run Strong

**Crucial Confrontation**
- Broken Promises
- Violated Expectations
- Bad Behavior
You make me so....
PREPARATION:
Before the Conversation or Confrontation
START WITH THE HEART (LIMBIC – WHY?)

What do you really want for yourself, for others, and/or for the relationship?
Safety: Learn to Look
Master Your Story

See and hear

Tell a story

Feel

Act
Three “Sucker” Stories

1. Villain
2. Victim
3. Hopeless/Helpless
Villain Stories

http://www.youtube.com/watch?v=gwOMfb_AqK
Victim Stories

Playing the Victim
Helpless Stories
Tell the “Rest” of the Story

- My role in the problem
- Reasonable, rational, and decent person
- Wants for me, others, the relationship

- What would you do right now if you really wanted these results?
Retell the Story & Path to Action

See and hear  
Tell a Story  
Feel  
Act
Retrace Your Path

- Action
- Feelings
- Story
- See and Hear
## Analyze Performance

<table>
<thead>
<tr>
<th></th>
<th>Motivation</th>
<th>Enable</th>
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<tbody>
<tr>
<td><strong>Self</strong></td>
<td>Pain &amp; Pleasure</td>
<td>Strengths &amp; Weaknesses</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>Praise &amp; Pressure</td>
<td>Helps &amp; Hindrances</td>
</tr>
<tr>
<td><strong>Things (Environment, System, Gadgets Data)</strong></td>
<td>Carrots &amp; Sticks</td>
<td>Bridges &amp; Barriers</td>
</tr>
</tbody>
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Source: *Crucial Confrontations, pages 68-76*
Prepare to STATE Your Path: Make it Safe

• Have confidence that you have something important to say (Why is this important?)
• Have humility: You do not have the whole picture but can add something to the picture
• Be skillful: Seek coaching so that you can rehearse what needs to be said in the right way.
DURING

Holding a Crucial Conversation or Confrontation
Make it Safe

• Apologize if appropriate
• Contrast
• CRIB
  • **Commit** to seek mutual purpose
  • **Recognize** the purpose behind the strategy
  • **Invent** a mutual purpose
  • **Brainstorm** new strategies
STATE Your Path

- Share your facts
- Tell your story
- Ask for other’s paths
- Talk tentatively
- Encourage testing
Confrontation: Describe the GAP

- State the facts
- What was expected versus observed
- Tentatively tell your story
“The real voyage of discovery lies not in seeking new landscapes but in seeing with new eyes.”

– Marcel Proust
Solar Eclipse Seen From the Earth: Black Sun in India

Pedro Ugarte / AFP - Getty Images
Explore Others’ Paths

• Be sincere
• Be curious
• Stay curious
• Be patient
• Encourage others to retrace their path
• Use inquiry skills: When? How? What?
AMPP: Four Power Listening Tools

• Ask to get things rolling
• Mirror to confirm feelings
• Paraphrase to acknowledge the story
• Prime when you are getting nowhere
• Tip: Write what you are hearing for better understanding

“Understanding does not equate with agreement.”
Explore Others’ Paths: Mental Models
Ladder of Inference  (Argyris/Senge)

• Actions
• Beliefs & Assumptions
• Conclusions
• Assumptions
• Meanings
• Select Data
• Observations & Experiences
WHAT NEXT?

Applying the Science of improvement: PDSA on Crucial Conversations & Confrontations
Move to action

This is the easy part, once you get to dialog

- Decide how to decide
- Document decisions
- Follow up
Make it Motivating and Easy: ABC

A. Agree
B. Build
C. Compare

• Motivate & Enable
• Avoid Charisma & Power
Summarizing the Practices of Crucial Conversations and Confrontations

Crucial Conversations 2-minute Summary
http://www.youtube.com/watch?v=qHRF8q3ltRw

Crucial Conversations 2-minute Summary
http://www.youtube.com/watch?v=-4f-74WbnsU
In Other Words: Traveling the “U”  
[Scharmer, 2008]

1. **Suspend:** 
   SEE with fresh eyes

2. **Redirect:** 
   SENSE from the field

3. **Let go:** 
   UNLOAD the unnecessary, CARRY the seeds of future

4. **Generate:** 
   Connect to the Source (Roots)

5. **Let it come forth:** 
   PLANT your seeds

6. **Enact:** 
   CRYSTALIZE vision & intention

7. **Embody:** 
   PROTOTYPE: Co-create strategic microcosms

STIMULUS

Emotions, Beliefs, Assumptions

RESPONSE
Rapid Cycle Improvement

- What are we trying to accomplish?
- How will we know that a change is an improvement?
- What changes can we make that will result in improvement?

Plan

Act

Study

Do
What Will You Do “By Next Tuesday?”

On the note card, please write down what you will commit to do “By next Tuesday” to move to better communication on your situation?
References

Crucial Conversations and Confrontations Reference Sheet & Worksheet

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*Holding a discussion between two or more people where (1) stakes are high, (2) opinions vary, and emotions run strong and seeking successful resolution and action through respectful dialogue.*

**Definition of Crucial Confrontations** (Adapted from Patterson, Grenny, McMillan, & Switzler, 2012, pp. 4-5): *Holding someone accountable for broken promises, violated expectations, or bad behavior through candid and respectful dialogue in a way that problems are resolved, performance improves, and relationships benefit.*

**Definition of Dialogue (Dialog):** (From Patterson, Grenny, McMillan, & Switzler, 2012, pp. 23) *The free flow of meaning between two or more people.*


**Independent Study – These are useful references that faculty can provide to students as preparation for introducing Crucial Conversations and Crucial Confrontations.**

Read and reflect on 2 or more of the following:


b) Banja Interview regarding Medical Arrogance and Impact on Medical Errors


e) AACN Creating Healthy Work Environments:
   • Silent Treatment: http://www.silenttreatmentstudy.com/Silent%20Treatment%20Executive%20Summary.pdf


**PreAssessment/Preparation**


Crucial Conversations/Confrontations PDSA Worksheet

During this session, you will be asked to address the following questions as you prepare for your crucial conversation and/or confrontation.

PHASE I: PRE-INTERVENTION

1. Describe a recent (or pending) situation where you had (or need to have) a crucial confrontation or conversation.

   Describe the facts of the situation, your story of why it happened, and your emotions.

2. What do you want to happen based on your pending conversation? (Chapter 2, Crucial Conversations)
   a. For yourself
   b. For the other person
   c. For the relationship

3. What do you NOT want to happen?

   Avoid the “Sucker’s Choices”: 1. I am the victim or they are acting like a victim. 2. They are the villain; 3. It’s hopeless. Nothing can be done.

4. What do you think are the safety issues here? (Chapter 4, Crucial Conversations)
   a. For the other person
   b. For yourself
   c. Ultimately for patients

5. Is this important enough to have a crucial conversation?
   a. What are the good reasons to have this conversation?
   b. What are the good reasons not to have this conversation?
6. **Master Your Story**: Now, go back to Question #1 and answer the question again. (Chapter 6: Crucial Conversations; Chapter 2: Crucial Confrontations)
   
   a. What were the facts?
   b. What is your interpretation or story about why it happened?
   c. What were your emotions?

**PHASE II: INTERVENTION**

6. **Make it Safe** (Chapter 5, Crucial Conversations)
   
   a. Find a safe place to meet (think about neutral territory)
   b. Apologize when appropriate (and there's almost always something you can apologize for!)
   c. Contrast to fix misunderstanding, eg…"What I didn't want to happen or don't want to happen....."
   d. USE CRIB to get to mutual purpose
      
      - Commit to seek mutual purpose
      - Recognize the purpose behind the strategy
      - Invent a mutual purpose
      - Brainstorm new strategies

7a. **Master Your Story: Stay in dialogue...even when you are angry, scared, or hurt** (Chapter 6, Crucial Conversations) & State your Path. (Crucial Conversations, Chapter 6😊)
   
   Share your facts; Tell your story, Ask for others' paths, Talk tentatively, Encourage testing
   
   Path to Action: See & Hear, Tell a Story, Feel, Act
   
   Analyze your stories
   
   Get back to the facts
   
   Watch for the "clever" stories: Villain, Victim, Helpless,
   
   View u-tube: **Villain: [http://www.youtube.com/watch?v=gwOMfb-Aqk](http://www.youtube.com/watch?v=gwOMfb-Aqk)**

   Find a new story.

7b. **Describe the Gap** (Crucial Confrontation, Chapter 3)
   
   State the facts
   
   What was expected versus what was observed
   
   Tentatively tell your story

8. **Explore Their Stories and Paths**
   
   **AMPP:**
   
   Ask, Mirror, Paraphrase, and Prime

   **Ladder of Inference:**
PHASE III: MUTUAL DECISIONS FOR ACTION

9. Make it Motivating & Make it Easy (Crucial Confrontation, Chapter 4)
   ABC: Agree, Build, Compare
   
   Motivate and Enable -
   Avoid Charisma and Power (manipulative and disrespectful to the other)
   
   Self: What gives them pain and pleasure
   Others: Praise and pressure
   Things: Carrots & Sticks
   
   See the Six-Source Diagnostic Questions in Crucial Confrontations (Appendix B)

10. Move to Action (Crucial Conversations, Chapter 9)
   
   Decide how to decide (Compliance, Adherence, or Concordance???)
   Agree on a Plan (Suggest using one-page PDSA worksheet)
   
   Follow Up.
   
   See PDSA Worksheet on Next Page

In summary:

Crucial Conversations u-tube: http://www.youtube.com/watch?v=qHRF8q3ltRw
Crucial Confrontations u-tube: http://www.youtube.com/watch?v=4f74WbnsU

Additional recommended references to the PowerPoint reference listing:

PDSA Worksheet

From: www.IHI.org

Title of the Project:

Background/Facts:

1. What are we trying to accomplish?

2. How will we know that change is an improvement?

3. What changes can we make that will result in improvement?

PLAN

I PLAN TO:

MY INTENT IS TO PRODUCE:

STEPS TO EXECUTE:

DO

WHAT WAS OBSERVED?

STUDY

WHAT DID I LEARN?

DID I MEET MY GOAL?

ACT

WHAT CAN I CONCLUDE FROM THIS CYCLE?

WHAT WILL I DO DIFFERENTLY NEXT TIME?

AM I READY TO SUSTAIN OR SPREAD THIS IN MY PRACTICE?
The worksheet was adapted from:


Institute for Healthcare Improvement PDSA Process (www.ihi.org)

