

Stop the Hate! Let's Collaborate.

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DISCLOSURES

I have no potential financial conflicts in relation to this presentation.

LEARNING OBJECTIVES

1. How to best handle confrontational conversations at work
2. Improve cooperation with co-workers/co-managers through proper dialogue
3. How to Foster an environment of higher accountability

INCLUDES THE BONUS BOOK
From Poverty to Power

AS A MAN THINKETH

THE INSPIRATIONAL CLASSIC—
NOW REVISED AND UPDATED
FOR THE 21ST CENTURY

JAMES
ALLEN



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Foreword by **Stephen R. Covey**

Author of THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

crucial conversations



Tools
for talking
when stakes
are high



KERRY PATTERSON, JOSEPH GRENNY, RON McMILLAN, AL SWITZLER

Safety



Image source: http://automotiveguru.net/wp-content/uploads/2016/01/shutterstock_115284256.jpg

TRUST

- To eliminate fear, you need trust!
- Trust is the top necessity for a great team!

Safety

When people begin to feel unsafe, they start down one of two unhealthy paths:

1. Silence

2. Violence

- Controlling, cutting others off, overstating facts, changing the subject

Start With the Heart

- Right motives
- What do I want for myself?
- What do I want for others?
- What do I really want for the relationship?

Search For the Elusive

“And”

1. Clarify what you really want

“I would like for nurses to take ownership of transferring patient medications when a patient is moved to a different area”

Search For the Elusive “And”

2. Clarify what you really don't want

“What I don't want is for nurses to be upset about the extra time it will take to transfer someone or for medication costs to increase due to wastage”

Search For the Elusive “And”

3. Combine the two into an “and” question that forces you to find a more creative and productive solution

“How can we get nurses to start transferring medications with patients when they move and find a way that allows them to do so with minimal interruptions to their workflow”

Mutual Purpose

- Do others believe I care about their interests?
- Do they trust my motives?

“I’ve got some ideas on how we can reduce costs by a few thousand dollars each month. It’s going to be a bit of a sensitive conversation, but I think it will help a great deal if we can talk about it.”

Mutual Purpose

Finding mutual purpose is a bridge that will lead to mutual respect.

You simply can not succeed as a team unless you care about the interests of others.

CRIB

- Commit to seek a mutual purpose
 - Agree to agree
 - Be willing to verbalize this commitment, even when our partner seems committed to winning
 - “It seems like we’re both trying to force our view. I commit to stay in this discussion until we have a solution both of us are happy with”

CRIB

- Recognize the purpose behind the strategy
 - Before you can agree on a mutual purpose, you must know what people's real purposes are
 - Ask people why they want what they are pushing for???

CRIB

- Invent a mutual purpose
 - Move on to more encompassing goals
 - Identify potential solutions
 - Evaluate the solutions - together

CRIB

- Brainstorm new strategies
 - With a clear mutual purpose, you can join forces in searching for a solution that serves everyone

Directors and above, this all starts with YOU!

Active Learning Question

The best way to solve a conflict with another human being is to find:

- a. Exact points of disagreement
- b. New Orleans Saints tickets
- c. Mutual purpose
- d. None of the above

Answer: Mutual purpose

Collaborate



Collaborate

- Collaboration = less resources
- When we do not collaborate, we need more time, more equipment, more systems, more teams to accomplish the same tasks
- Employees will compensate through their individual efforts for the lack of cooperation. They will get disengaged.

THINK “WIN/WIN”

- One person’s success is not achieved at the expense of exclusion of the success of others
- Win/lose people use their powers to get their way
- Win/win people excel in finding:

MUTUAL PURPOSE

THINK “WIN/WIN”

- INTEGRITY
- MATURITY
- It can only work in an organization where the system supports it (Abundance mentality)
- Trust

Empathetic Communication

- Seek first to understand, then to be understood
- The person who is truly effective has the humility and reverence to recognize his own perceptual limitations and to appreciate the rich resources available through interaction with the hearts and minds of other human beings.

Active Learning Question

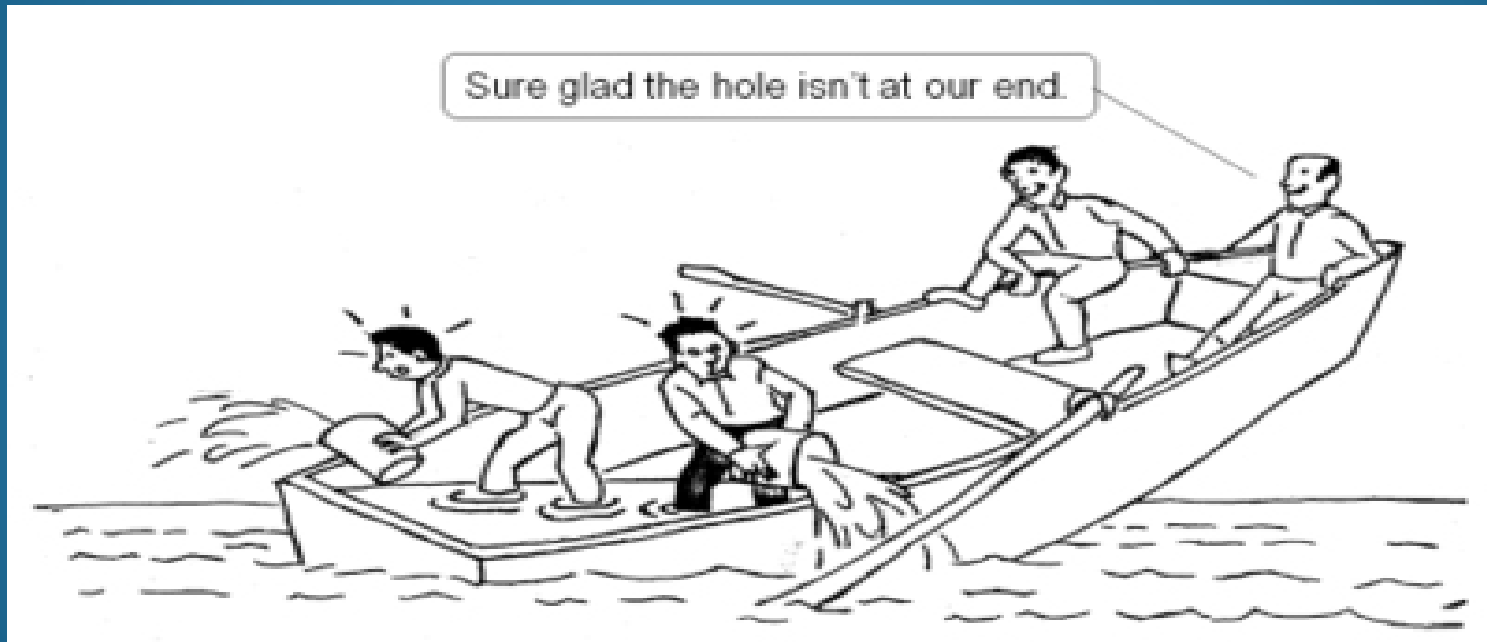
What results from lack of cooperation?

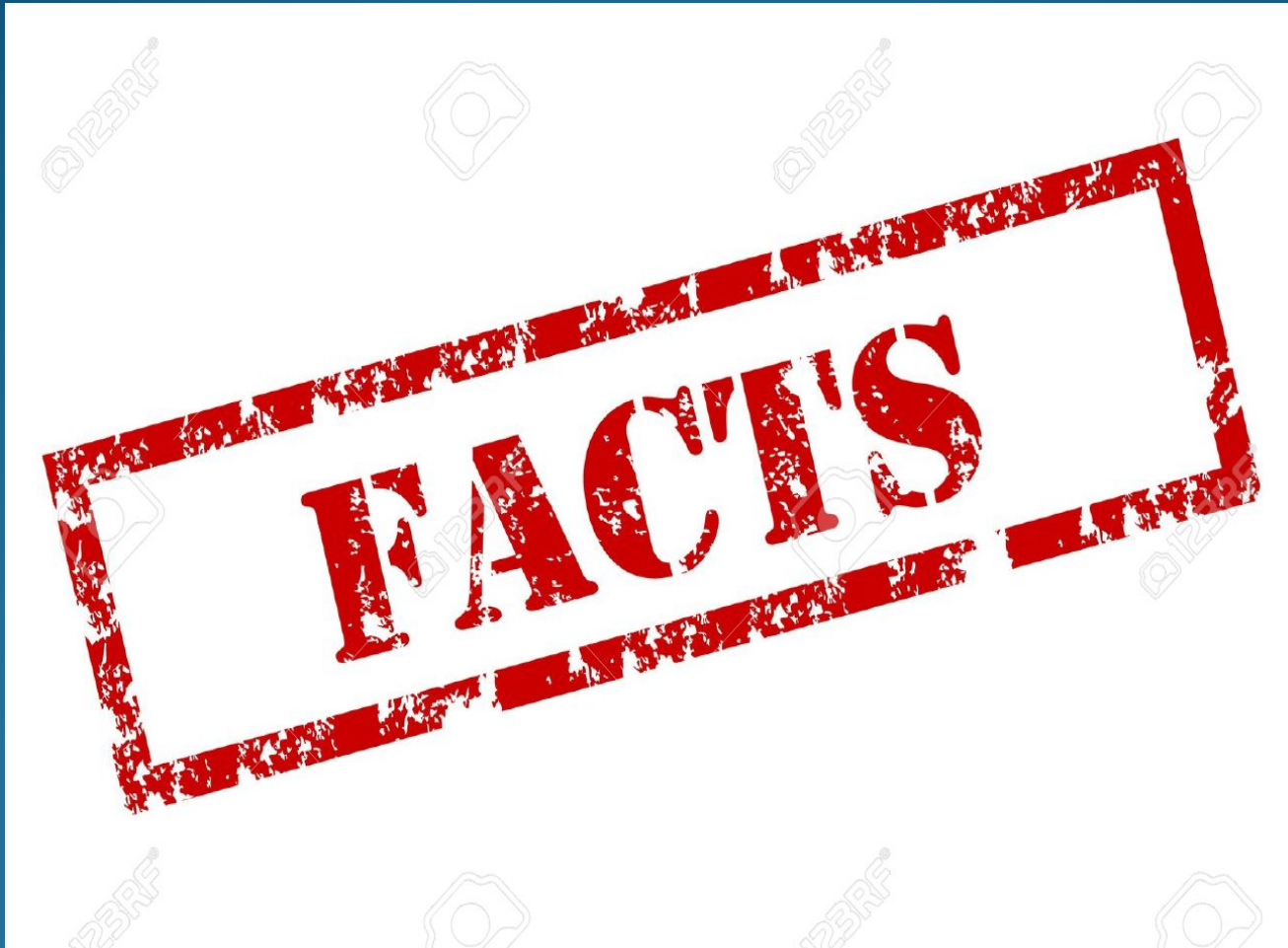
- A. More resources are needed to complete projects
- B. Employees become disengaged
- C. Moral is lowered throughout the department
- D. All of the above

Answer: D

Accountability

HOLDING OTHERS RESPONSIBLE FOR THEIR ACTIONS!





FACTS

- ✓ Facts are the least controversial
- ✓ Facts are the most persuasive
- ✓ Facts are the least insulting

Accountability

- You need to break down the issue, down to 1 sentence
 - Lengthy descriptions of violated expectations tend to obscure the real issue
 - You have to decide what is bothering you the most!
- Describe what was expected vs what was observed
- The next time the violation occurs, you must talk pattern

Accountability

What is the single biggest reason that people are not held accountable?



Silence

- 1. Perpetuate the problem by saying nothing
- 2. Speaking up and creating new problems
- 3. Need proper support from upper level management

Accountability

Should I speak up or not?

- Are you acting out your concerns?
- Have you gone to silence?
- If you are going to speak up in situations that others have remained silent on, then you need to get the word out first.
- Set expectations in a way that shows respect for other peoples views

Body Language

NON-VERBAL COMMUNIATION



SPEAKS LOUDLY

Body Language

- ✓ Arm folding
- ✓ Hand placement

Body Language

Can you spot a liar?

- Reduce the number of times they refer to themselves
- Become very still
- The eyes

Active Learning Question

It is possible to tell if someone is lying just by reading their eye movement?

- A. True
- B. False

False

Reading

Recommendations

1. Crucial Conversations – Kerry Patterson
2. Seven Habits of Highly Effective People – Stephen Covey
3. The Art of Winning Conversation – Morey Stettner
4. Body Language – Barbara Pease

Second Tier

1. Prescription for Excellence – Joseph Michelli
2. Crucial Accountability – Kerry Patterson
3. Never Eat Alone – Keith Ferrazzi
4. The Greatest Generation – Tom Brokaw

References

1. Covey, Stephen. *The Seven Habits of Highly Effective People*. New York: Free Press, 2005. Print.
2. Patterson, Kerry. *Crucial Conversations*. New York: McGraw-Hill, 2002. Print.
3. Patterson, Kerry. *Crucial Accountability*. New York: McGraw-Hill, 2013. Print.
4. Pease, Allan, Pease, Barbara. *The Definitive Book of Body Language*. New York: Bantam Dell, 2004. Print.

Questions?

Thank you