

Conscious Communication: Mindful Navigation of Difficult Conversations

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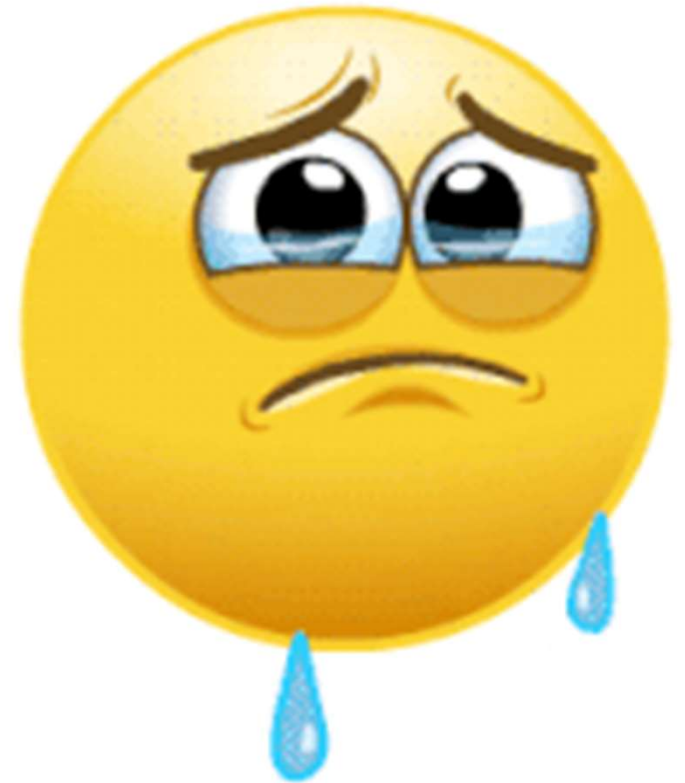
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Learning Objectives

- Define communication styles and their impact in dialogue
- Describe leadership styles and their relationship to communication styles
- Identify tools to navigate challenging interactions using DEI principles and relationship-centered communication techniques

Disclosures

I have no relevant financial relationships with ineligible companies to disclose within the past 24 months



A little about me...



- Born and raised in Houston, Texas
- One of four kids
- I have an identical twin named Monica who is a nursing director for a large hospital system
- I have two teenagers – both entrepreneurs
- Communication is ***everything***

Key Takeaways



Everyone communicates differently,
know your style, know theirs



Lead with curiosity and empathy



Affinity and mentorship are a must

Story time...

- A story of two leaders – Daisy and Sharon
- Different leadership styles
- Different communication styles

What do you think is Sharon's communication style?

- a. Assertive
- b. Aggressive
- c. Passive
- d. Texan

Communication Styles

The way individuals express themselves

- Verbal and non-verbal

Impact in Dialogue

- Direct vs. Indirect Communication
- Assertive, Aggressive, Passive Communication
- Importance of Understanding Different Styles

Direct v Indirect Communication

- Direct Communication
 - Clear
 - Straightforward
 - Explicit/specific
- Example: "Please submit your teams discharge data by 5pm tomorrow"
- Decreases misinterpretation and encourages authenticity
- Can be misconstrued as rude or insensitive

Direct v Indirect Communication

- Indirect Communication
 - Expressing thoughts, feelings, or requests in a less explicit or obvious manner
 - Rely on context or non-verbal cues
 - Not straightforward
 - Example: "It would be great if the report could be completed soon."

New York

- Keith Lee



Communication Styles

- Assertive Communication


- Expressing thoughts, feelings, and needs openly and respectfully
- Considers the rights and opinions of others
- Acknowledges the other person's perspective
- Example: "I understand your perspective, and I have a different opinion that I'd like to share."

Communication Styles

- Aggressive Communication
 - Can be forceful, disrespectful
 - Often seeks to dominate or control others
 - Yelling, demanding, blaming
 - Tend to interrupt, has to make their point
 - Example: “I am the boss and what I say goes”

Communication Styles

- Passive Communication
 - Involves avoiding conflict, suppressing one's own needs
 - Does not typically express thoughts or feelings openly
 - Sometimes agrees without thinking things through
 - People pleasing
 - Example: "It's fine; I don't mind waiting, just send the report whenever."



Leadership is a privilege of service, not an opportunity
for power

- *me*

What do you think is Daisy's dominant leadership style?

- A. Authoritarian
- B. Transformational
- C. Servant Leadership
- D. Happy go-lucky

Leadership Styles



Approaches used by leaders to influence and guide their teams



Relationship to Communication Styles

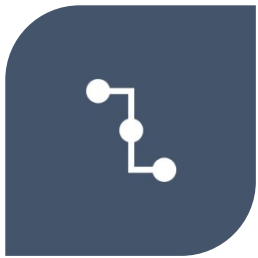
How Communication Styles Influence Leadership

Adaptability and Effective Leadership

3 Common Styles

- Authoritarian
- Transformational
- Servant Leadership

4 C's of Leadership - *Forbes*



CONNECTION



CLARITY



COACHING



COMMITMENT

Leadership Styles

- Authoritarian Leadership
 - Make decisions independently and enforce strict control over their teams
 - Demands obedience from team members
 - Little to no input from team members
- Example
 - "I have decided that we will implement this new process, and it must be followed without question."
 - What type of communication style is this example?

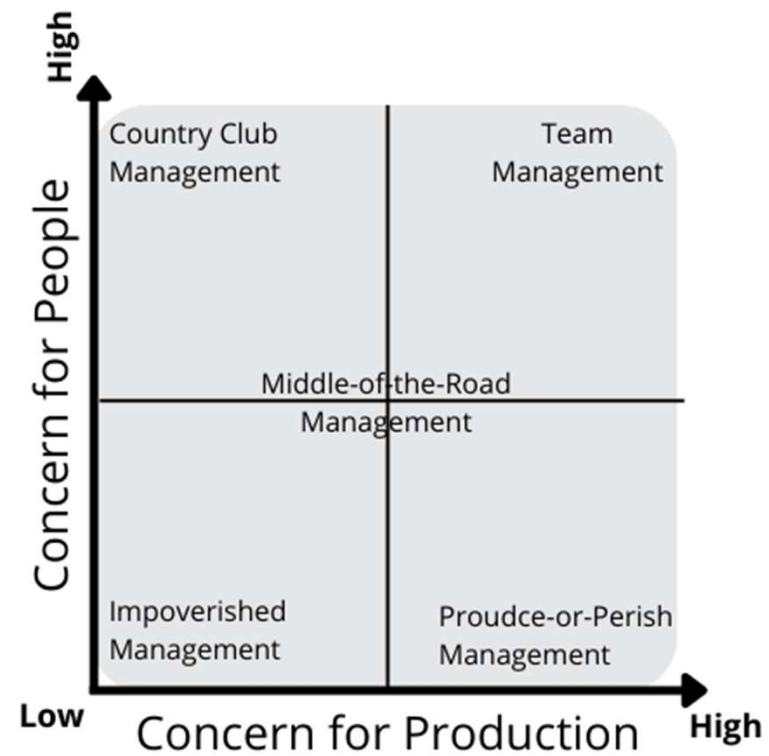
Leadership Styles

- Transformational Leadership
 - Inspire and motivate their teams
 - Encourage creativity, innovation, and a shared vision
 - Models desired behavior
 - Example
 - "Let's work together to achieve a common goal. Your ideas and contributions are crucial to our success."

Leadership Styles

- Servant Leadership
 - Prioritize the well-being and development of their team members
 - Shares power
 - Puts the needs of the team member first
 - Example
 - "As your leader, my role is to support and empower you to reach your full potential."
 - What are some potential downfalls of this type of leadership style?

Blake Mouton Managerial Grid



Relationship between Communication Styles and Leadership

Communication Styles

Direct

Indirect

Assertive

Aggressive

Passive

Direct/Aggressive:
Authoritarian

Direct/Assertive:
Transformational

Indirect/Servant

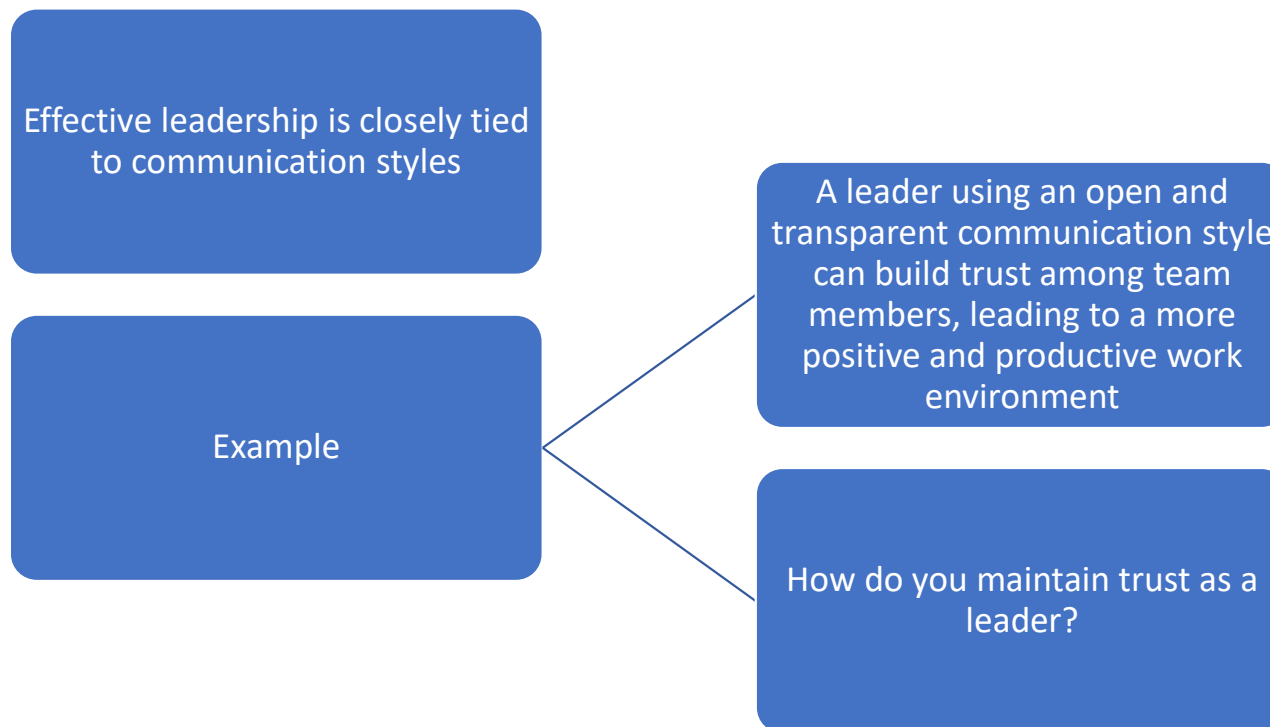
Leadership Styles

Authoritarian

Transformational

Servant

Communication Styles Influence Leadership



Putting it All Together: Navigating Challenging Interactions

“When the going gets rough, turn to wonder...”

-Parker Palmer



Open and Honest Communication

- Our job as leaders
- “Give power to the other person” – Steve Chandler et.al.
 - Are there hidden fears
- Consider compassionate inquiry
 - Ask yourself why could they be feeling this way, what are their triggers?
 - Important to learn the triggers of your team members

Tools for Challenging Interactions

- Conflict Resolution Strategies
 - Win-Win Solutions
 - Mediation
 - Avoiding Common Pitfalls
- Create Motivation
 - Creating agreements

Tools for Challenging Interactions

Win-Win Solutions

- Collaboratively finding a compromise during a disagreement that satisfies the needs of all parties involved
- Ask questions

Partnership

- “I like your ideas for resolution and I would also add...”

Mediation

- Bringing in a neutral third party to facilitate communication and resolve conflicts between team members
- When things may get heated (remember the triggers!)

Tools for Challenging Interactions

- Avoid Common Pitfalls
- Bias language, course joking, microaggressions
 - Recognizing and addressing communication barriers
 - assumptions + stereotypes → misunderstandings
- Micromanaging
 - Breeding ground for MISTRUST!

Dangers of Micromanaging

79% of employees
have experienced
micromanagement

69% consider
leaving due to
micromanagement

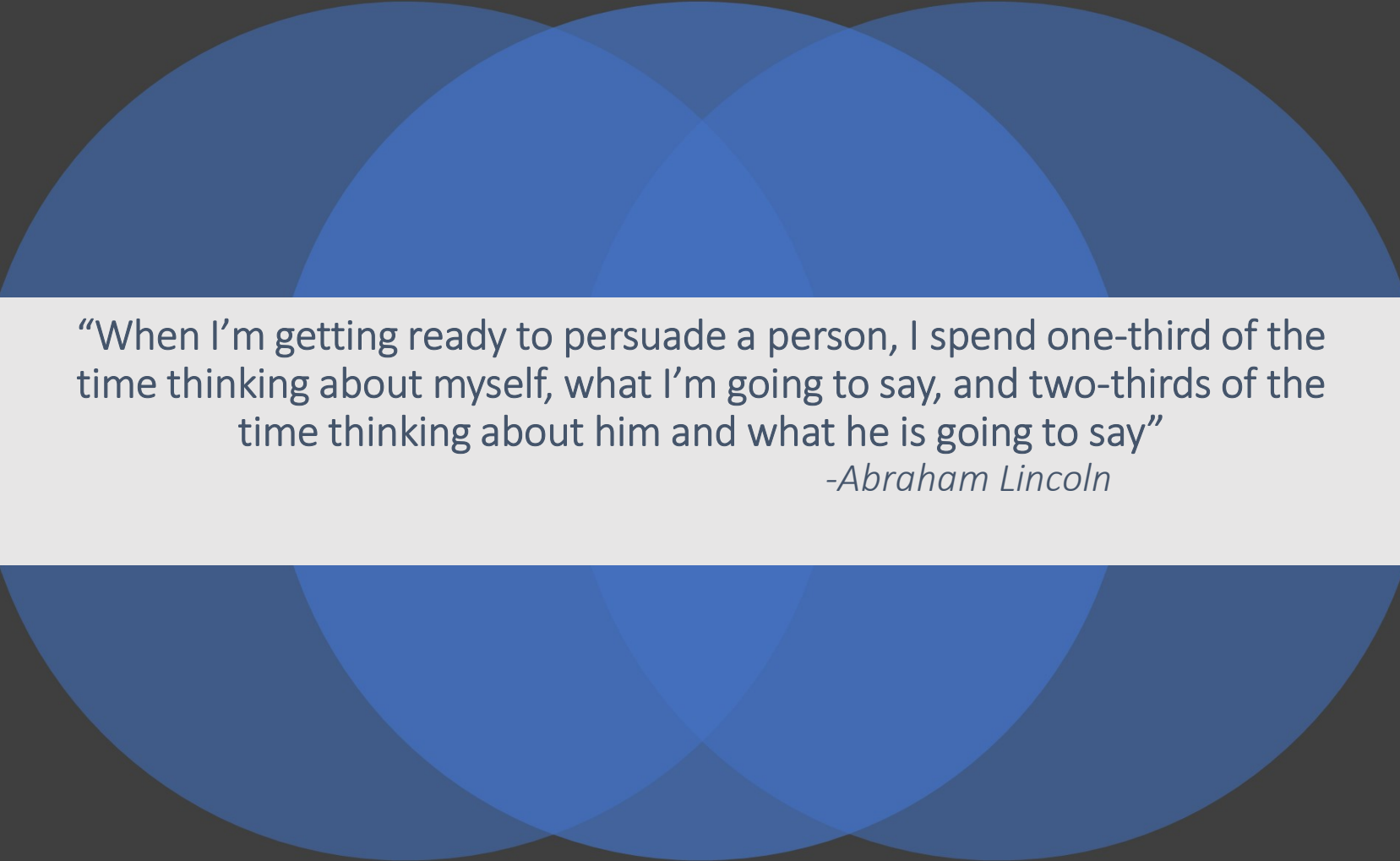
36% actually quit
their jobs due to
micromanagement

People Quit Bosses, Not Jobs: Why Employees Are Frustrated With Leadership in 2024

From poor communication to micromanagement, discover why people quit bosses, not their jobs and learn 8 guiding principles to help you become a leader worth following.

Written By: [Thomas Griffin](#)

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“When I’m getting ready to persuade a person, I spend one-third of the time thinking about myself, what I’m going to say, and two-thirds of the time thinking about him and what he is going to say”

-Abraham Lincoln

Relationship-Centered Communication (RCC) Techniques

- Building Trust
 - Consistently following through on commitments and being transparent in communication to build trust among team members
- Effective Feedback
 - Providing specific and constructive feedback, focusing on behaviors and outcomes rather than personal traits
- Emotional Intelligence
 - Recognizing and managing one's emotions and understanding how emotions impact communication and relationships
- Empathic statements
- Reflective Listening

RCC – Empathic Statements

Verbal P.E.A.R.L.S.

- Partnership *"Let's work together on this."*
- Emotion *"I imagine how frustrating this is for you."*
- Apology *"I'm sorry to hear how difficult this is."*
- Respect *"I give you a lot of credit for getting through these difficult times."*
- Legitimization *"Most people in your position would feel this same way."*
- Support *"I'm going to stick with you through this."*



Academy of
Communication
in Healthcare

- *On behalf of ACH and Texas Children's Hospital Breakthrough Communications*

Application of DEI Principles

- Inclusive Language
 - Gender-neutral language
- Cultural Competence
 - Conducting cross-cultural training to ensure team members understand and appreciate each other's cultural backgrounds
 - Team Huddles
- Avoiding Unconscious Bias
 - Implementing blind recruitment processes to minimize unconscious biases during the hiring process

Navigating Challenging Interactions

- Diversity, Equity, and Inclusion
 - Implementing inclusive and equitable hiring practices
- Active Listening
 - Paraphrasing and summarizing a colleague's perspective during a meeting to ensure comprehension and convey empathy
- Empathy
 - Acknowledging and validating a team member's feelings during a challenging project, demonstrating understanding and support
- Importance in Workplace Communication
 - Trainings may be helpful

Conclusion



Summary of Key Points



Everyone communicates differently, know your style, know theirs



Lead with curiosity and empathy

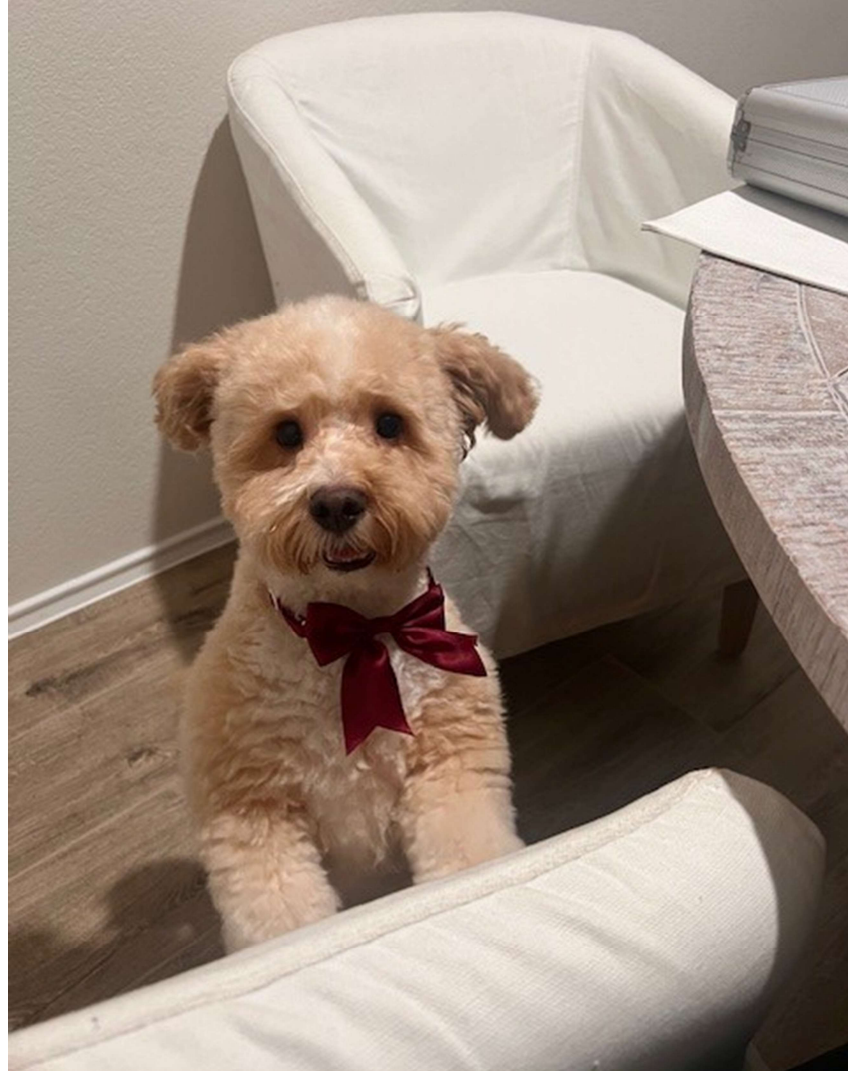


Affinity and mentorship are a must



Think about how you will apply some of these principles

THANK YOU



References

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- Edward T. Hall, an anthropologist, in his book "The Silent Language," discusses the importance of understanding indirect communication, especially in cross-cultural contexts
- In "When I Say No, I Feel Guilty" by Manuel J. Smith, the author discusses aggressive communication patterns and provides insights into how individuals can develop assertiveness as an alternative to aggression
- James V. Downton, Jr., and Bernard M. Bass introduced the concept of transformational leadership
- Susan Jeffers, in "Feel the Fear and Do It Anyway," highlights the impact of passive communication on personal development and encourages individuals to overcome the fear of expressing themselves assertively
- John C. Maxwell, in "Leadership Gold," discusses the concept of adaptability as a key trait in effective leadership
- Schmidt, Katherina *Four C's for Effective Leadership* Forbes Magazine; Nov 28, 2022