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**Building Leadership Communication Skills**

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- Building leadership communication skills is “life-long” journey
- Communication skills are constantly being tested
- Let’s test my communication...

**Draw what I say....Describe the picture**

- 1) Starting about 2 inches from the bottom of the page, draw a vertical line about 3 inches long.
- 2) From that point, make a circle and bring another line straight down, parallel to the first line.
- 3) From there, make a horizontal line about 2 or 3 inches long.
- 4) Go straight up and then make a diagonal line about 3 inches long.
- 5) Bring that line straight down to where you started.
- 6) Now go to the corner and draw a medium-sized circle with six short lines on it.

**Expectations of communication**

- When communicating with others, what do you expect from:
  - Your direct reports
  - Your colleagues
  - Your boss
  - MH Leadership Team?

**Communication**

Verbal	Non-verbal
<ul style="list-style-type: none"><li>• Spoken:<ul style="list-style-type: none"><li>• Tone, enunciation, pauses, loudness, emphasis, word choice</li></ul></li><li>• Written:<ul style="list-style-type: none"><li>• Letters, faxes, emails, books, newspapers, magazines, articles, hand written notes, announcements</li></ul></li><li>• Social Media</li></ul>	<ul style="list-style-type: none"><li>• Body language, stance, actions<ul style="list-style-type: none"><li>• Noises</li><li>• Facial expressions:<ul style="list-style-type: none"><li>• Smiling / frowning/eyebrow</li><li>• Rolling one's eyes</li><li>• Not responding</li></ul></li></ul></li><li>• What can get in the way?</li></ul>

**Asking Questions**

- Closed questions
  - "Did Susan leave with Jim?"
  - "Did everyone finish all the cake?"
  - "Did you have a nice day?"
- Open Questions :
  - "Why did Jim leave before Susan?"
  - "How did everyone like the cake?"
  - "Tell me about your day at work."

Let's practice!  
Get a partner. Think of a situation that happened in the past week that was either good or bad. Figure out what happened to your partner by asking open ended questions.

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### Debrief

- What was easy about this exercise? What was difficult?
- What were some of your own practices that got in the way of effective communication?

### Communication

- Excellent communication is a fundamental skill needed to effectively lead others
- Leaders must remember relationships live within the context of conversations that individuals have or don't have with one another.

### Keys to effective communication

- Share information in a clear, complete, concise and structured format; improving communication efficiency and accuracy.
- Situational awareness, conscious, mindful observation of one own's environment.
- Closed-loop communication to a specific person that is acknowledged by the receiver and then affirmed by the sender
- A shared mental model enables the team members to communicate their individual situational awareness, check out information with other team members and arrive at a common understanding

### Conversation Communication Tools

### Structured communication

- Standardized communication that gives common expectations as to what is to be communicated and how it is communicated.
- An effective method for conflict management between individuals.
- Designed to reduce ambiguity and increase efficiency.

### Assessment Tools

- Tools to understand yourself and others in various situations
- > Strength Finders
  - > Myers- Briggs
  - > DISC
  - > SDI

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### Managing Crucial Conversations

- Start with heart. Ask yourself what you really want and what's at stake.
- Learn to look. ...
- Make it safe. ...
- Master your story. ...
- State your path. ...
- Explore others' paths. ...
- Move to action.

### STATE

- Share** your facts
- Tell** your story
- Ask** for their view
- Talk** tentatively
- Encourage** testing

### SBAR

- |                                  |                         |
|----------------------------------|-------------------------|
| <b>Situation:</b><br>the problem | Statement of            |
| <b>Background:</b>               | Brief information/facts |
| <b>Assessment:</b>               | What you found or think |
| <b>Recommendation:</b>           | What you want           |

### Escalation

- When do you need help ?
- When do you offer help?
- When do you say "I'm sorry"

### Using Emotional Intelligence

- Recognize the emotions at work in the situation (Yours and the other person)
- Assess the impact of those emotions on your own behavior and the behavior of the person you are having the discussion with
- Understand the swirling cloud of emotions present
- Manage the emotions of the situation by deploying strategies that would lead to meeting an objective

### Tips for Managing Conflict, Emotional Tension and Anger

- Share negative concerns only in person/phone
- Acknowledge what is being said to you, even if you don't agree
- Learn to know when someone is "pushing your buttons"---take a breather
- Don't assume that someone understands your request; ask them to repeat it back/follow up in an email.
- Take responsibility for your feelings
- There are always 2 sides to every story; seek out the other side
- Wait to respond to an email/phone call---use a colleague to bounce ideas off
- Make a decision to take the high road---speak with decorum whenever you are angry/frustrated

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Role Playing

## Leadership Activity Form

Where can you develop as a leader in this area?

- \*Personal Growth area?
- \*Improved communication with hand- offs/report/team meetings?

## Resources

- <http://teamstepps.ahrq.gov/>
- Institute for Healthcare Improvement. SBAR Toolkit. <http://www.ihl.org/resources/Pages/Tools/SBARToolkit.aspx>. Retrieved January 7, 2016
- University of Texas at Austin, Human Resources. How to have a difficult conversation with your supervisor. Retrieved 11/12/2015 at [http://www.utexas.edu/hr/current/services/diff\\_convo\\_w\\_supervisor.html#weakcoworker](http://www.utexas.edu/hr/current/services/diff_convo_w_supervisor.html#weakcoworker)
- <https://smallbiztrends.com/2011/10/crucial-conversations-book-review.html>
- <https://www.managementsolutionsllc.com/10-tips-for-handling-crucial-conversations-1>