



Clinical Leader Professional Certificate

2021

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Tania Xerri, Director, Health Leadership and Learning Network

A Leader in Health Continuing Professional Education

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Canada

Clinical Leader Professional Certificate Program

*Module 3: Conflict Management and Gentle Persuasion: Learn how
to deal with conflict and influence and persuade as a Leader*
DAY 1: Monday March 8th, 2021 Instructor: Ric Phillips of 3V Communications

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About Me:



Schulich
School of Business
Executive Education Centre



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Now About You!

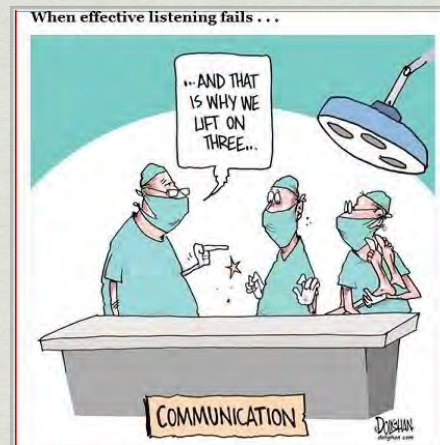
- * first name
- * title
- * communication challenges at work?



3

Big Picture: communication challenges at work?

- * Common List



4

Our Agenda Today:

- * Communication challenges, needs
- * Big picture: 3 keys of (professional) communication, how mis-communication occurs
- * Our brain and body language, 3 best principles of non-verbal communication
- * Understanding empathy better

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The Big Picture - #1

- * The **3 Vs** of Communication
- * Which 'V' has the most impact on communication?



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The Big Picture - #2

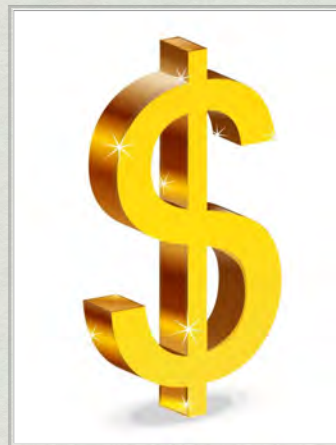
- * The **3 Ps** of Communication?



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The Big Picture - #3

- * What does money have to do with communication?



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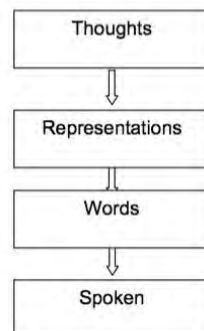
Let's talk about miscommunication...

I Know that **you think you understand** what you thought I said,
But I'm not sure **you realise** what you heard is **not what I meant**.

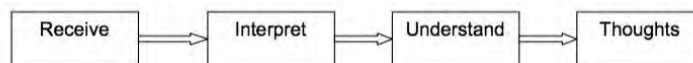
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Why is Miscommunication so Common?

Easy right?

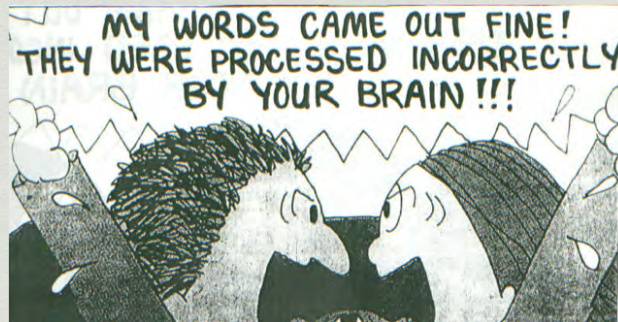


Ok, so let's think of the person who is receiving the information.



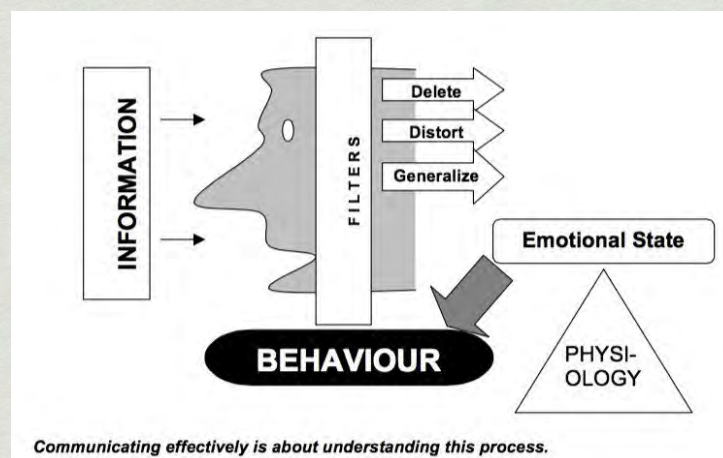
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It's not MY fault...



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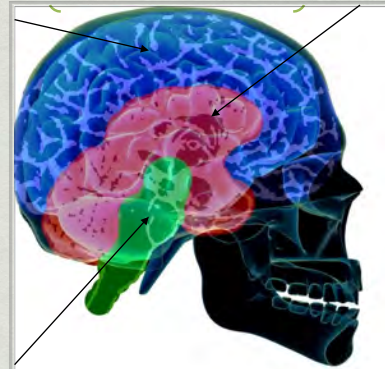
External, Internal Filters



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What's the connection between Brain and Body Language?

- * **NEO-CORTEXX:** intelligent, questioner, problem-solver, learner, open to change
- * **LIMBIC SYSTEM:** empathetic, emotional, wants to connect, tribal, + Approach / - Avoid
- * **REPTILIAN BRAIN (STEM):** instinctual, primal physical & survival systems, wary



*The brain learns to repeat behaviors that lead to maximizing rewards. **Dopamine** provides a teaching signal to parts of the brain responsible for acquiring new behavior.*

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+ & - Non-Verbal Communication (Body Language etc.)

- * Key Defaults?



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PRINCIPLE #1



- OPEN vs. CLOSED/CROSSED!

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PRINCIPLE #2



- TOWARDS vs. AWAY!

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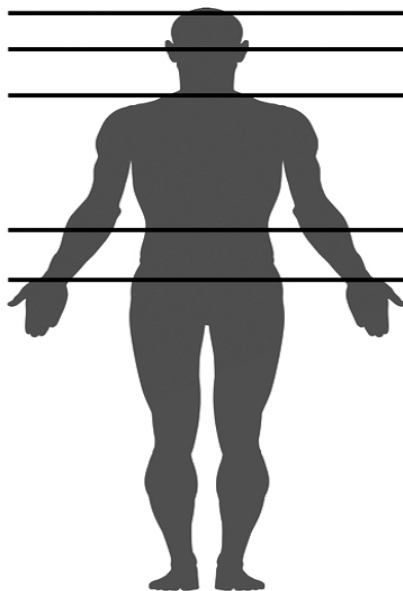
PRINCIPLE #3



- GESTURAL BODY PLANES!

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THE HORIZONTAL PLANES OF GESTURE



ECSTATIC
THOUGHT
DISCLOSURE

PASSION

TRUTH

GROTESQUE

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Building true empathy

- * Put yourself in their shoes
CONSTANTLY! (*What if that happened to you?*)
- * Patients, Staff & Society come before you
- * Lead by example (*open, interested, sincere*)



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<https://www.youtube.com/watch?v=7hFAv8z8xmw>

Phil Dun-Empat-hy

Empathy 101 with
Phil Dunphy

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Agenda Review:

- * Communication challenges, needs
- * Big picture: 3 keys of (professional) communication, how mis-communication occurs
- * Our brain and body language, 3 best principles of non-verbal communication
- * Understanding empathy better

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Thank you!
Questions?



- * Feel free to connect with **Ric Phillips** on LinkedIn, Twitter (**@CommCoach**), or 3V Communications / NCCA Canada Facebook Pages.
- * <https://www.linkedin.com/in/communicationcoach/>
- * <https://www.youtube.com/c/RicPhillips/videos>
- * ric@3VCommunications.ca

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Clinical Leader Professional Certificate Program

*Module 3: Conflict Management and Gentle Persuasion: Learn how
to deal with conflict and influence and persuade as a Leader*
DAY 2: Tuesday March 9th, 2021 Instructor: Ric Phillips of 3V Communications

1

Our Agenda Today:

- * Active listening skills
- * Presenting ideas and persuading others
- * Help dealing with difficult people, giving feedback

2

You're listening...

* But do you **really** hear me?
"Most people do not listen with the intent to understand; they listen with the intent to reply." - Stephen R. Covey

* Do you **really** care?
"People don't care what you know, until they know that you care!" - Theodore Roosevelt



Active Listening with EAR

- * Empathy
- * Acknowledge
- * Relieve



PERSUASION - so they listen to you



5

Original Persuasion Theory

- * Wisdom from the ages?
- * Can a simple formula really work?



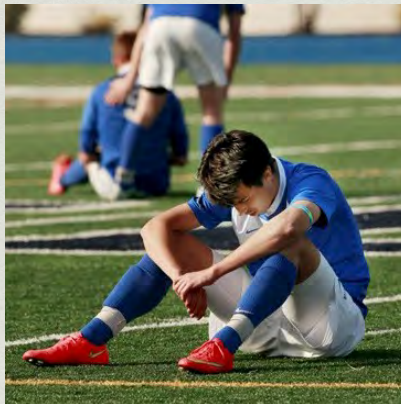
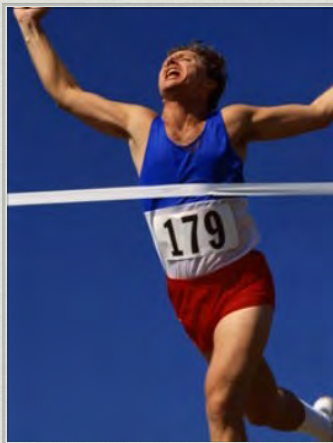
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Dealing with Difficult People



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How do you feel when you:



8

The Solution is...

- * About you or them?

9

Turn a Hurter into a Helper

- * In general, how to deal with 'difficult people'?

10

GIVING FEEDBACK - so they understand you



11

DAWA: the feedback emotional rollercoaster!

- * DENIAL
- * ANGER
- * WITHDRAWAL
- * ACCEPTANCE



12

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- * Presenting ideas and persuading others
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- * ric@3VCommunications.ca

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Module 3

Persuasion and Influence
Simulation Scenarios

1

Leadership Styles

- Transactional Leadership
- Transformational Leadership
- Servant Leadership
- Democratic leadership
- Autocratic Leadership
- Laissez-Faire Leadership

2

Leadership Styles



3

Leadership Challenges

Do You have a strategy?

- What are your biggest challenges and opportunities?
- What is your top communication priority?
- What kind of leadership assets do you bring?
- What should you include in a leadership message?

4

Leadership Challenges

You May Want to Consider...

- Everything you do is a leadership opportunity
- You have more leadership assets than you realize
- It is important to clarify your specific goals in crucial conversations and communications
- It may take multiple exposures before messages reach their target audience

5

Managing Conflict

- Strategies for Managing Conflict
 - Thomas-Kilman Conflict Mode
- The Power of Persuasion
 - Advocacy vs. Inquiry
- Ethical Considerations in Healthcare

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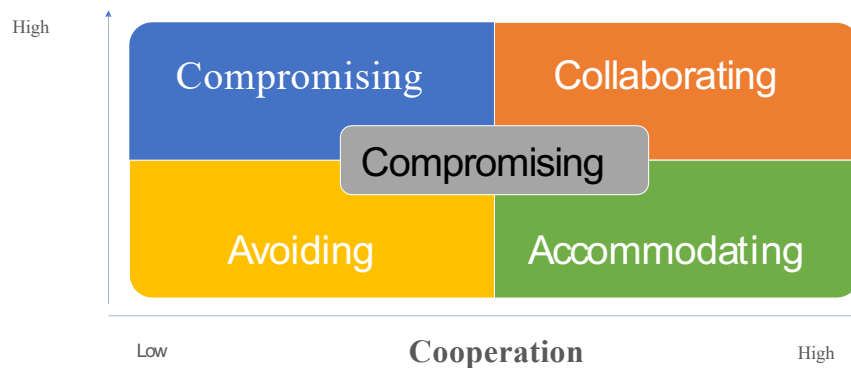
Managing Conflict: Challenges

Do You have a strategy?

- What are your biggest challenges and opportunities?
- What is your top priority?
- What kind of leadership assets do you bring?
- What should you include in your messaging?

7

Thomas-Kilman Conflict Mode Instrument



8

Conflict Resolution Strategies: What do they mean?

Avoiding

Accommodating

Compromising

Competing

Collaborating

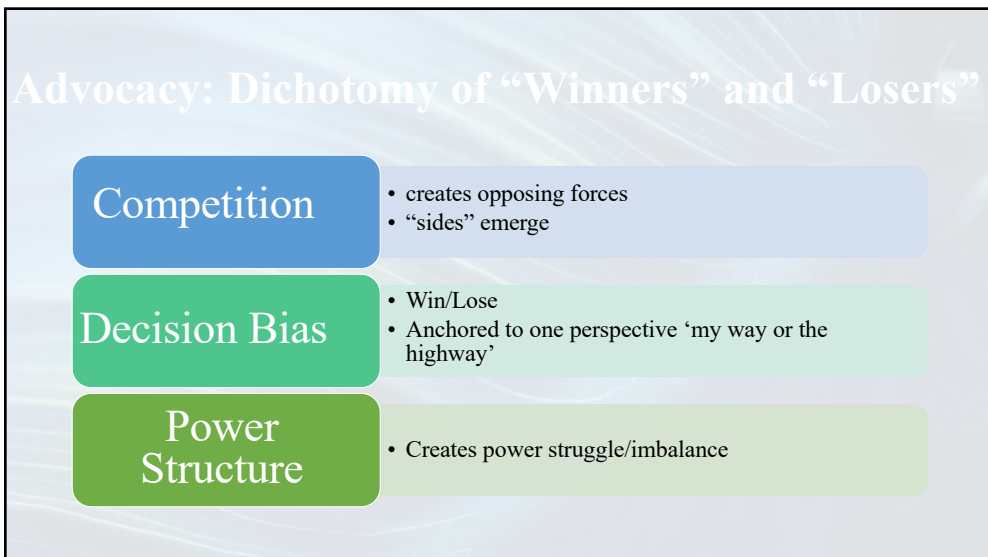
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Managing Conflict: Advocacy vs. Inquiry

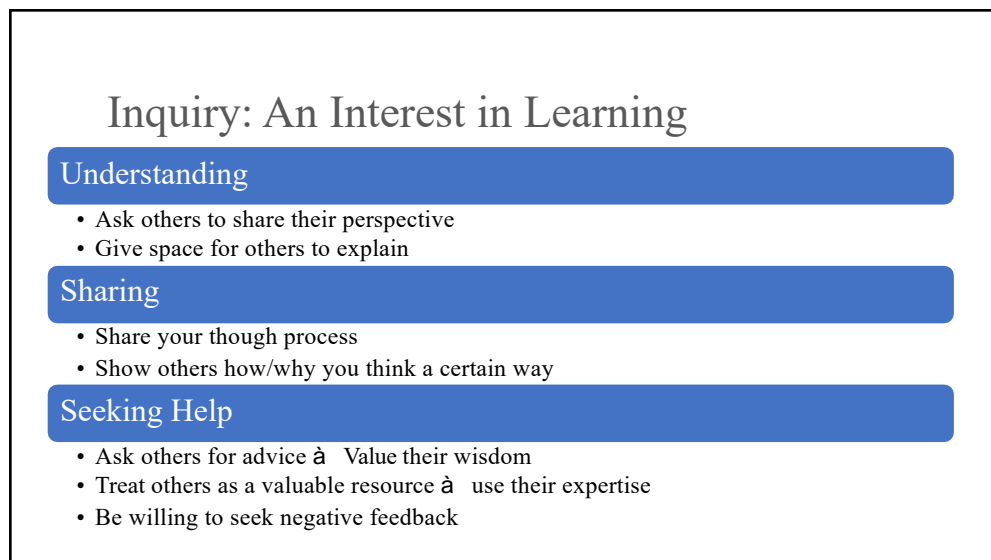
How do you communicate?

- Do you take an outcomes based approach?
- Are you a collaborative problem solver?
- Are you flexible? Do you need to win?
- Do you strive to persuade?

10



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Communication Style: Advocacy vs. Inquiry

	Advocacy	Inquiry
Decision Making	Contest	Collaborative
Purpose of Discussion	Persuasion & Lobbying	Testing & Evolution
Participant's Role	Spokesperson	Critical Thinker
Patterns of Behaviour	Strive to Persuade Defend your Position Downplay Opposing Views	Ask Questions Open to Alternatives Accept/Open to Contrary Evidence
Minority Views	Discouraged/Downplayed	Cultivated/Valued
Outcome	Winners/Losers	Collective Ownership

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Managing Conflict: Ethical Considerations

Do You have a strategy?

- What are your biggest challenges and opportunities?
- What is your top priority?
- What should you include in your messaging?

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Ethical Principles



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Scenario 1

Dealing with conflict
Refer to module outline

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Learning Objectives

Demonstrate	Appropriate conflict management approach
Demonstrate	Active listening skills
Demonstrate	Awareness of ethical dilemmas
Demonstrate	Acknowledgement and understanding
Demonstrate	Persuasion and influence skills
Apply	Leadership styles
Apply	Conflict resolution skills

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Scenario Synopsis

You are the manager of an inpatient unit at a community hospital in Ontario. Cases of COVID-19 in the community are rising rapidly and the hospital is at capacity, they are currently 'bedlocked' with patients waiting up to 3 days in the hallways of the Emergency Department before they are transferred to inpatient units.

Recently an outbreak was declared on one of the units you manage, so far 10 of 28 patients and 4 staff have tested positive for COVID-19. As a result of this outbreak, the increased number of inpatients on the unit and the reduced staff, nurse to patient ratios are now 5:1 (up from 4:1). This increased workload has prompted you to change the care model on the unit to a Teams Based approach that puts 3 nurses in charge of 14 patients and also reduces the amount of documentation required for each patient. The concept of Team Nursing is not new to the staff, it has been part of the pandemic surge plan and has been discussed for the past 6 months. In anticipation of this change, you have emailed all staff the new expectations for patient assessments, documentation and tips for 'Team Nursing'.

The majority of the nurses on the unit are on board with this new change in care delivery and the first 3 days have gone very well. Feedback so far has been positive, with many preferring this model to the previous one.

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Scenario Synopsis (con't)

This morning, Sandra arrives for her first shift in 5 days and sees that instead of being assigned 4 patients she is part of Team 1, working with 2 junior nurses and assigned 14 patients. Sandra is a senior nurse and has been working on this unit for the past 24 years.

Sandra immediately begins to argue with the nurse in charge about her unfair assignment in a loud outburst heard by her fellow nurses and some patients. She refuses to work in this new 'Team Nursing' model claiming that the work load is too heavy, that during a pandemic she should be 3:1 because of the need for constant PPE changes. She refuses to participate, selects 3 patients and begins her day. The other 2 nurses on her team do not speak up and are left to care for 11 patients.

When you arrive on the unit 30 minutes later, the charge nurse pulls you aside to brief you on the morning's events.

You approach Sandra and ask her to come speak with you in your office...

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Learner Tasks

- Gather information to assess situation
- De-escalate the current situation with Sandra using the conflict management and active listening strategies outlined in the course module
- Manage Sandra's threat to quit/not adapt
- Apply the persuasion and influence model to begin the process of helping Sandra to consider buying into the new Team Nursing model.

You have 20 minutes to begin or continue this conversation

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Scenario 2

Dealing with conflict

Refer to module outline

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Learning Objectives

Demonstrate

Appropriate conflict management approach

Demonstrate

Active listening skills

Demonstrate

Awareness of ethical dilemmas

Demonstrate

Acknowledgement and understanding

Demonstrate

Persuasion and influence skills

Apply

Leadership styles

Apply

Conflict resolution skills

22

Scenario Synopsis

You are the new patient care manager of a medicine floor in a busy Toronto area hospital. The new lockdown restrictions associated with rising COVID-19 cases in the province have also impacted patient visitor restrictions. Visitors are now limited to the following:

Two visits (2 hours max)/week for non-covid patients
No visitors for patients that are COVID+ unless at end of life

You have been contacted by one of the RN's working on your unit this morning about the daughter of a new patient that was admitted overnight. The patient, Mr. Jonas Sanderson, is an 84-year-old man from a retirement residence that is currently on outbreak, he is admitted with a COPD exacerbation and this morning his COVID-19 swab resulted positive. He is currently receiving high-flow oxygen therapy and is considered medically stable, he has a Do Not Resuscitate order on his chart. He remains on Enhanced Personal Protective Equipment precautions and at this time is unable to receive visitors according to the new hospital policy.

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Scenario Synopsis (con't)

The patient's daughter (Karen) has been calling the unit repeatedly since his admission demanding she be able to come in and see her father (who she has not seen in months due to the restrictions at the retirement residence). The RN assigned to Mr. Sanderson has repeatedly informed his daughter that no visitors are allowed in to see COVID+ patients unless death is imminent or expected within the next 36 hours. Security reported that overnight she was stopped at the patient and visitor entrance of the hospital, demanding she be let in to see her 'dying' father. She claims she is the patient's POA and that if she can't see him, then she will be taking him home against medical advice. According to the attending physician, doing this will likely result in his death.

Mrs Sanderson (Mr. Sanderson's wife) died on this same unit 3 years ago of complications from Congestive Heart Failure. Karen visited often and made several large donations to the hospital foundation after her mother's death.

You have agreed to set up a Zoom call with Karen to discuss her father's care...

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Learner Tasks

- Gather information to assess situation
- De-escalate the current situation with Karen using the conflict management and active listening strategies outlined in the course
- Manage Karen's threat to take her father home AMA

You have 20 minutes to begin or continue this conversation

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Questions



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