OBJECTIVES:

1. Recognize characteristics of effective and ineffective communication styles.
2. Incorporate body language and voice techniques to strengthen relationships with the team.
3. Develop strategies to deliver effective feedback that improves practice.

COMMUNICATION STYLES AND STRATEGIES

We use one of 4 communication styles: assertive, passive, aggressive, or passive-aggressive. As humans, we each develop a predominate style. However, it is the ability to adapt your natural communication style when necessary that separates successful from unsuccessful communicators.

<table>
<thead>
<tr>
<th>Aggressive Communication Style</th>
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<tbody>
<tr>
<td><strong>Definition:</strong> Puts individual needs before the needs of others. They tend to proactively engage in conflict.</td>
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<tr>
<td><strong>Beliefs:</strong></td>
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<tr>
<td>“I’m always right.”</td>
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<tr>
<td>“Everyone should be like me.”</td>
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<tr>
<td><strong>Behaviors:</strong></td>
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<tr>
<td>Has difficulty seeing the other person’s point of view</td>
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<tr>
<td>Interrupts, points finger and has a rigid posture</td>
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<tr>
<td>Criticizes others</td>
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<tr>
<td>Adopts a “know it all” attitude</td>
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<td><strong>Outcomes:</strong></td>
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<tr>
<td>Alienates others</td>
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<tr>
<td>Poor working relationships</td>
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<tr>
<td>Lack of team work</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Passive Communication Style</th>
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<tbody>
<tr>
<td><strong>Definition:</strong> Puts the needs of others before their own needs. They tend to avoid confrontation and use an indirect approach to communication.</td>
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<tr>
<td><strong>Beliefs:</strong></td>
</tr>
<tr>
<td>“Others have more rights than I do.”</td>
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<tr>
<td>Feels safer not to say anything; “It’s safer not to say anything in case I’m wrong.”</td>
</tr>
<tr>
<td>“Nobody listens to me anyway.”</td>
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</tbody>
</table>
**Behaviors:**
Communication is indirect
Apologetic
Quiet during meetings but may offer great suggestions/insight after meeting
Avoids eye contact
Agrees externally but disagrees internally

**Outcomes:**
Ignored by others
 Doesn’t get what he or she wants
Low self-esteem

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**Passive-Aggressive Communication Style**

**Definition:** Appears passive on the outside but acts out anger in a subtle, indirect manner.

**Beliefs:**
“I’m powerless to deal directly so I will deal behind your back.”
“I will appear cooperative but I’m really not.”

**Behaviors:**
Uses facial expressions that don’t match how they feel
Uses sarcasm and avoids direct eye contact
Deny that there’s a problem, “Nothing’s wrong” while they are crying on the inside.
Gossips

**Outcomes:**
Become alienated from their co-workers
Remains stuck in a position of powerlessness
A powerful destructive force on morale

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**Assertive Communication Style**

**Definition:** Clearly states opinions and feelings and advocates for their rights and the rights of others.

**Beliefs:**
Self and others are valuable
“I have rights and so do others.”

**Behaviors:**
Active, reflective listener
Non-judgmental and even tempered
Expresses self directly, objectively and honestly
Self-aware and confident
Relaxed posture and direct eye contact

**Outcomes:**
Increased self-esteem
Feels motivated and understood
Has good work relationships
STRATEGIES TO BECOME MORE ASSERTIVE

Assertive Scripting

Blaming isn’t going to solve this problem...
I find that comment offensive.
Let’s talk about this when you’ve calmed down.
I’m willing to ______ when you are willing to ______.
I’m concerned about...
I’m not willing to respond to that.
I’m not sure you realize this....
I’m not comfortable with...
Help me to understand...
Let me get this clear....
In other words you...
I appreciate how you feel, and this is how I feel....
In my opinion...
How can we resolve this issue?

Assertive Body Language

Handshake

Positioning

Mirroring

Arms and hands

Language and Tone

Gender & Generational Difference

Male versus Female Communication

Millennial versus the Baby Boomers

#1 Strategy to communicate using the assertive style: __________________________
FEEDBACK

What is feedback?

Why is feedback important in improving performance, engagement, quality and safety?

Feedback techniques

• Start, Stop, Continue
• Feedback “sandwich”
• Reinforcing feedback
• Corrective feedback

Principles of effective feedback

• Focuses on behavior
• Goal oriented
• Conducted privately
• Encourages self awareness (2 sided)
• Timely (72 hour rule)

The most powerful strategy for effective feedback is to start with _________.

Feedback Recipe

• Understand that relationships matter
• Ask for their time
• State intent
• State observed behavior
• State impact
• Ask for their input
• Share a solution
• Make an agreement
WHAT ELSE CAN YOU DO?

Be the role model for assertive communication

Act fast

Incorporate ongoing education and training for self and staff

Practice & forgive

ADDITIONAL ASSERTIVE COMMUNICATION TOOLS & RESOURCES

TEAMSTEPPS

CUS (concern, uncomfortable, safety)

Clarification (I need clarity)

SBAR


Debriefing
The team should address the following questions during a debrief:

- Was communication clear?
- Were roles and responsibilities understood?
- Was situational awareness maintained?
- Was workload distribution equitable?
- Was task assistance requested or offered?
- Were errors made or avoided?
- Were resources available?
- What went well?
- What should improve?

Articles & Websites

The Speed of Trust, by Stephen Covey  www.speedoftrust.com

Mindtools  www.Mindtools.com


Timmins, F. (2011). Managers’ duty to maintain good workplace communications skills. Nursing Management. 18 (3).
Salmon, P., Young, B. (2011). Creativity in clinical communication: from communication skills to skilled communication. Medical Education. 45. 217 – 226.
http://nursesdonoharm.com - website dedicated to ending nurse bullying (numerous resources)
http://www.workplacebullying.org - organization that studies, corrects, and prevents abusive conduct at work

BOOKS I LIKE

Drive, by Daniel Pink
The Speed of Trust, by Stephen Covey
The Fifth Discipline, by Peter Senge
The 5 Dysfunctions of a Team, by Patrick Lencioni
Leaders Eat Last: Why Some Teams Pull Together and Others Don’t, by Simon Sinek
The Wisdom of Teams, by Katzenbach and Smith
“Do No Harm” Applies to Nurses Too! Strategies to protect and bully-proof yourself at work.
The No Asshole Rule, by Robert Sutton
Crucial Conversations, by Kerry Patterson