1 Operating System

- stand for each other's success
- hold each other accountable for our impact on results and on team
- leaders hold themselves accountable for not only their actions but how their actions are perceived
PULL CONVERSATION

1. STEP INTO THEIR WORLD
   - see reality through their eyes
   - reflect it back in your own words

   "I want to see this the way you see it."

2. INVITE THEM INTO YOUR WORLD
   - help them see your picture of reality
   - ask them "what messages have you heard here?"

   "Can I ask you to see this the way I see it?"

3. BRING YOUR TWO WORLDS TOGETHER
   - identify the common ground
   - pull out the bigger reality

   "What is it we both want?"
Ending Nurse-to-Nurse Hostility Through Powerful Conversations

4  Amygdala

Cognitive System: Rational, Logical, Problem Solving

Limbic System: Stimulus\Response, Emotional Memory, Feelings

Amygdala
Fight or Flight
Eat or Not Be Eaten

5  Emotional Intelligence

Calming me

1. Take deep breaths
2. Count backwards
3. Invoke gratitude

Calming them

1. Give them time
2. Reflect feelings and needs
3. Activate their cortex
Other Eyes

Put on their EYES

What are the IMPLICATIONS for them?

Now FEEL what they feel

What do they NEED / NOT NEED from you?

FELT SUPPORT

Their world

Your world
Feedback that Makes a Lasting Imprint

S → I → P

Situation
Describe the situation in specific, observable, behavioral terms (with no judgement or evaluation)
“When you delivered the work to me two days late”

Impact
Share the impact the behavior had on the organization, on the team or on you
“I ended up scrambling and was unable to meet the patient’s need”

Pull
See it through their eyes
“Can you tell me what was going on for you?”

Framing

Pull Language

1. “Thank you for taking some time with me. I know that we stand for each other’s success.”

2. “I’m struggling with something... it has to do with _____________”

3. “I need your help with it.”

4. “I’d like to share how the situation appears to me and the impact it’s having.”

5. “I may not be seeing things accurately. So after I share it, I’d like to see how the situation appears to you.”

6. “I believe we’ll be able to find some common ground and a solution that will work for both of us.”

7. “Are you OK to proceed with that kind of a conversation?”

Your Language
9 Nurse-to-Nurse “Recognition”

Recognition must be:

- **SPECIFIC**
- **TIMELY**
- **AUTHENTIC**
- **RECEIVED!**

10 Nurse-to-Physician “Amygdala Hijack”

**STOP**

I am willing to have this conversation with you.

I am not willing to be yelled at.

We have two choices, we can have a respectful conversation or I will have to leave.

What are you willing to do?