

Effective
Communication
and
Team Building
and
Conflict Resolution

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Basic Principles
of Effective Communication

- Interaction between two people
- Make your message clear
- Use simple, precise words
- Encourage receiver to use feedback
- Communicate directly with person
- Communicate in the present

- Nonverbal reaction communicates message
- Reputation and credibility make difference
- Acknowledge feelings of others
- Keep your personal values from interfering with your communication
- Be respectful of personal nature of your surroundings

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Communication in the
Workplace

Sharing information with
members of health care team
requires different approaches

- Delegation
- Clarification
- Reevaluation
- Coordination

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Communicate with Other Nursing Personnel

- Professional nurses should view themselves as equals in their interactions with members of other health care disciplines
- Your approach to communication should be a lateral one, even with physicians

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Communicate with Nursing Assistants

- Get their full attention
- Give clear, simple, step-by-step instructions
- Ask for feedback to verify they heard you correctly
- Be sure to follow up
- Provide direction without being too harsh

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What Should I Know about the “Grapevine”—work and nursing school?

- It flourishes in all settings
- When in doubt, check facts out!
 - How to control it
 - Provide factual information
 - Communicate face-to-face
 - Don't spread rumors
 - Hold a meeting to provide information and answer questions
 - Be clear in your writing

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Communication and Professional Boundaries

- Balance when discussing your personal life with your patient
- Evaluate what you are saying and why you are saying it
- Evaluate time management in terms of ability to complete work
- Incarcerated patients
- Gifts
- Entering rooms and reading charts of patients that are not assigned to you

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Communication and Cultural Diversity at Work

- Be aware of stereotypes
- To interact effectively, we need to speak clearly, avoiding use of slang
- Use skills of co-workers to translate or interpret
- Respect and empathize with others

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Communicate Effectively in Writing

- Upward communication needs to be formal
- Don't send without careful proofreading
- Take time to make necessary revisions
- Organize your thoughts
- How well you write strongly influences how you are evaluated

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Learn to Speak Effectively

- Develop positive attitude
- PRACTICE makes PERFECT
- Analyze your audience
- Be prepared
- Plan presentation
- Add spice to presentation
- Create cheat sheets
- Make eye contact!

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Learn to Listen Effectively

- Make sure you can hear what's being said
- Focus your attention on what's being said
- Recognize and control your emotional response
- Listen and accept other person's needs and feelings
- Pay attention to nonverbal communication
- Fight off distractions
- Take notes (when needed)
- React to message, not person
- Allow yourself to hear all sides of issue

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Learn to Use Nonverbal Communication Effectively

- Make eye contact with person
- Stand up straight, shoulders back
- Use forceful voice without pauses to suggest confidence
- Watch for distracting behaviors

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Learn to Use the Telephone Effectively

- Leave message instead of playing telephone tag
- Make notes ahead of time or have references/chart in front of you to save time and add clarity
- Don't chit-chat

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Group Process

- Forming—common bond
- Storming—controlled pandemonium
- Norming—mutual goals developed
- Performing—able to work together
- Adjourning—disengagement from tasks and group members

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Dysfunctional Group Personalities

- Self-servers
 - Rules don't apply to them
 - Show up late
 - Contribute very little
- Motor mouths
 - Talk just to hear themselves
 - Always interrupt
- Mouse
 - Fearful of voicing opinion
 - Takes no risks, no responsibilities

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Improving Communication in Groups

- Come prepared
- Listen—be open to other viewpoints
- Keep on track—don't visit or chit-chat
- Present your ideas or opinions—ask other members for theirs
- State disagreements—be able to back them up
- Clarify when needed—don't assume

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Team Building

- Group of individuals working as a team
- Right mix of three attributes describe complementary and functional teams
 - Interpersonal skills
 - Problem-solving and decision-making skills
 - Technical or functional expertise
- Working together toward some meaningful end
- What makes you an accountable team player?

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Styles of Communication

Passive

- Does not stand up for self
- "what ever"
- Has difficulty asking for help
- Frequently, it is someone else's problem
- Doesn't take action
- Gets feelings hurt

Aggressive

- Person puts his/her own needs, rights, feelings first.
- Dominates
- Humiliates or "puts down" others
- Conveys righteousness
- Works at controlling or manipulating others

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Styles of Communication

Assertive

- Person stands up for his/her self but in a way that doesn't violate the rights of others
- Expresses feelings in an honest direct manner—no underlying tone
- Able to accept compliments and criticism
- Sets goals and acts on them

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How Can You Begin to Practice Assertive Communication?

- Changing one's behavior requires conscious decision
- Practice being assertive by yourself at first
- Role-play with friend first
- Ask for feedback and evaluate your progress

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What Causes Conflict?

- Role conflict—when two people have same or related responsibilities with ambiguous boundaries
- Communication conflict—failing to discuss differences with one another can lead to problems with communication
- Goal conflict—when one nurse places his/her personal achievement and advancement above everyone else's, conflict can occur
- Personality conflict—can't we all just get along?
- Ethical or values conflict—different types of nurses have different value systems

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Common Areas of Conflict Between Nurses and Patients and Between Nurses and Patients' Families

- Quality of care—how does hospital meet the patient's special needs?
- Treatment decisions—physician may order treatments with which family does not agree
- Family involvement—family's real need to feel significant

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Common Areas of Conflict Between Nurses and Patients and Between Nurses and Patients' Families

- Staff inconsistency—make sure that each shift is consistent in enforcing hospital policies, and that they notify other shifts of any attempts at manipulation by family members or patients

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Techniques for Handling Difficult People

- Don't get run over-step aside
- Give them a little time to "wind down"
- If possible, try to get them to sit down
- Don't argue with them or try to cut them down
- When they finally hear you, be ready to be friendly

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Strategies toward
Conflict Resolution

- The key to successfully managing conflict is tailoring your response to fit each conflict situation instead of just relying on one particular technique
 - Win/Lose: Example—competition
 - Lose/Lose: Example—avoidance
 - Lose/Win: Example—accommodation
 - Modified Win/Lose: Example—compromise
 - Win/Win: Example—collaboration

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