

Manager Essentials September 2022

Challenging Conversations

NHS

James Paget
University Hospitals

NHS Foundation Trust



andpartnership
— LEADING FOR A CHANGING WORLD —

Challenging
Conversations

You will explore

- Context and introductions
- Why it matters and what's in it for me and my team to get this right?
- What makes for successful / unsuccessful conversation?
- What are the skills we need to deal with challenging conversations
- Tips and techniques to hold great conversations
- Explore a great Conversation framework
- A chance to apply learning to a real-life challenging conversation



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

Virtual Set up



90-minute session with a short break



Be Present & Ready to Learn



Content led by me



Interact with Breakout Rooms and Chat



Any questions, please use Chat or use the raised hand symbol



Microphone on mute when not speaking



Video on if possible



You don't need to ask for a toilet break, just say 'be back in a few minutes'



Slides available after



Have pen and paper handy



We would love you feedback



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

Why it matters?

What's in it for me and my team to get this right?



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

What types of conversations do you have?



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

What's the difference?

What makes a good
conversation?

What makes a conversation
challenging?



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

What skills do you need?



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

Choosing
our style

Self
awareness

Mindset

Listening

Quality
questions

Conversation
Framework



andpartnership
— LEADING FOR A CHANGING WORLD —



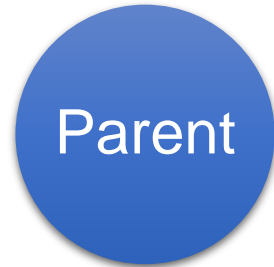
**James Paget
University Hospitals**
NHS Foundation Trust



Challenging
Conversations

Choosing our style

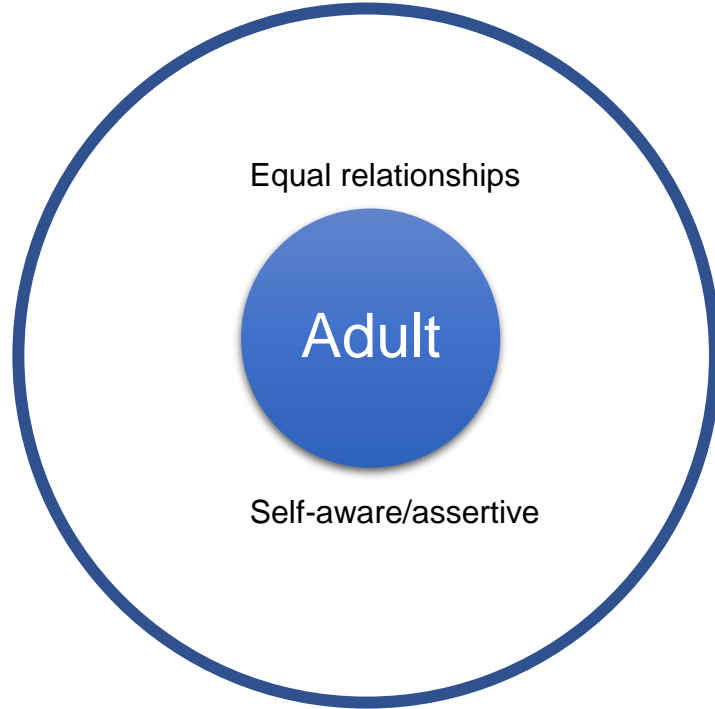
Nurturing/protective



Parent

Controlling/critical/aggressive

Equal relationships



Adult

Self-aware/assertive

Rebellious/playful



Child

Adaptive/submissive



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust



Self awareness

3 elements that make up our impression...
Guess what percentage?



55%



7%



38%



Lee / Anne Video Creation

2022-08-25 13:50 UTC

Recorded by

Lee Morris

Organized by

Lee Morris

Lee / Anne Video Creation

2022-08-25 13:54 UTC

Recorded by

Lee Morris

Organized by

Lee Morris

Challenging
Conversations

Conversation Framework

1

Prepare for the
conversation

2

Open the
conversation

3

Discuss: The
situation or topic
and what options
are available

4

Agree a plan

5

Close the
conversation



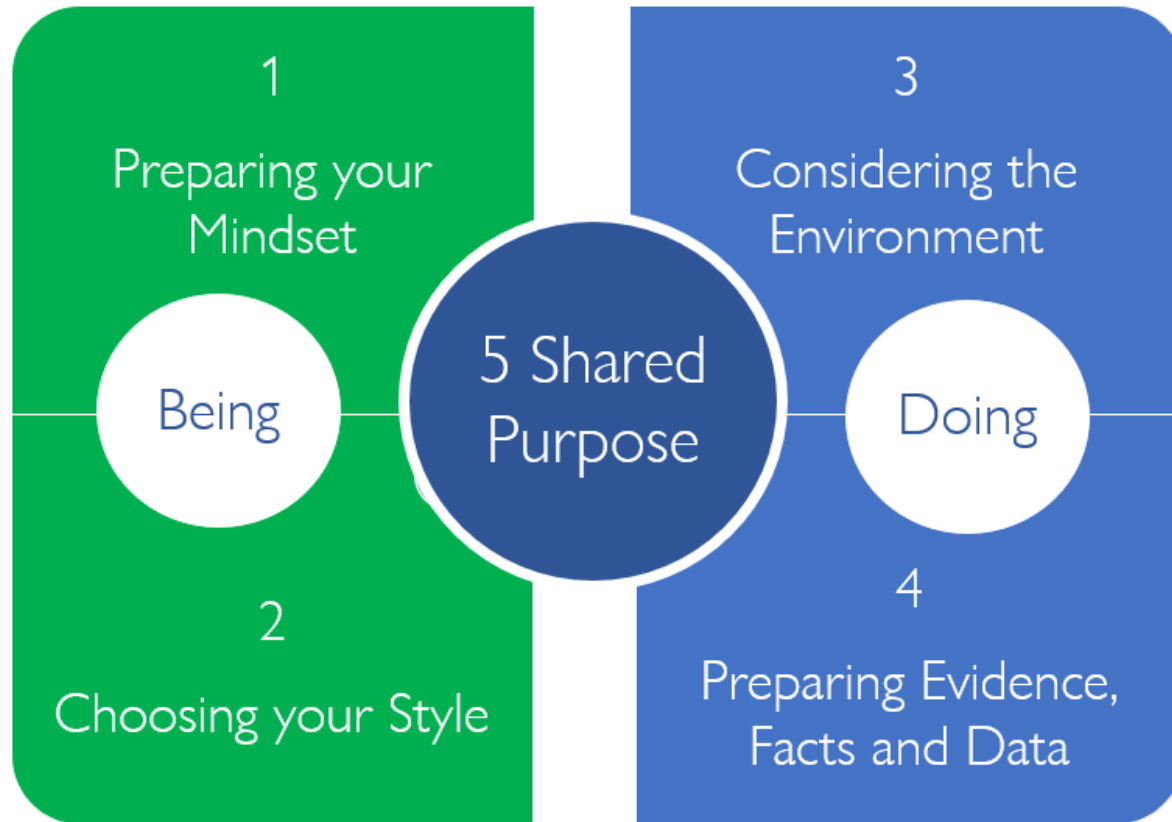
andpartnership
— LEADING FOR A CHANGING WORLD —



James Paget
University Hospitals
NHS Foundation Trust

Challenging Conversations

1 Prepare for the conversation



Challenging Conversations

2

Open the
conversation

Example;

Outline why this conversation is important to you

Explain what the conversation is about and that you are here to listen and support them

Together you want to explore options and to make a plan



andpartnership
— LEADING FOR A CHANGING WORLD —

NHS

**James Paget
University Hospitals**
NHS Foundation Trust

Challenging Conversations

3

Discuss: The
situation or topic
and what options
are available

7 Steps to leading challenging conversations

1. Get them to empty their cup first
2. Treat others the way they want — and need — to be treated.
3. Ask open-ended questions.
4. Set aside your own reaction.
5. Actively listen to what they say
6. Don't jump into "fix it" mode.
7. Validate feelings.



Challenging Conversations

4

Agree a plan



Things to consider...

Ask what they would like from you or what support would be helpful? This can be now and in the future.

Offer time to reflect, not everyone can wrap up a conversation in one go

What options feel right going forward now?

How can continue the conversation and check in?



andpartnership
— LEADING FOR A CHANGING WORLD —

NHS

**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

5

Close the
conversation

**How can you
bring the
conversation
to a close?**

**Why is it
important to
follow up and
how do you
do this?**



andpartnership
— LEADING FOR A CHANGING WORLD —

NHS

**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

Real play

- 1.**
Time to on your own to prepare a real challenging conversation you need to have with someone
- 2.**
Break out - Paired with someone to practice your conversation
- 3.**
Debrief as a whole group



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

Self Reflection

**Self
Reflection
activity**

Stop

What are the things you
might need to change?
Not doing the old way and
focus on the new way?

Start

What could be your first
step? Or things to be
more conscious of or
practice?

Continue

How have you already
been working in the new
way, how can you build
from this?

You

Team



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

What is your key take away?

How will you keep the learning alive?



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust

Challenging
Conversations

**We would value
your feedback**

Thank you



andpartnership
— LEADING FOR A CHANGING WORLD —



**James Paget
University Hospitals**
NHS Foundation Trust