

Difficult Conversation

Home Exercise Program

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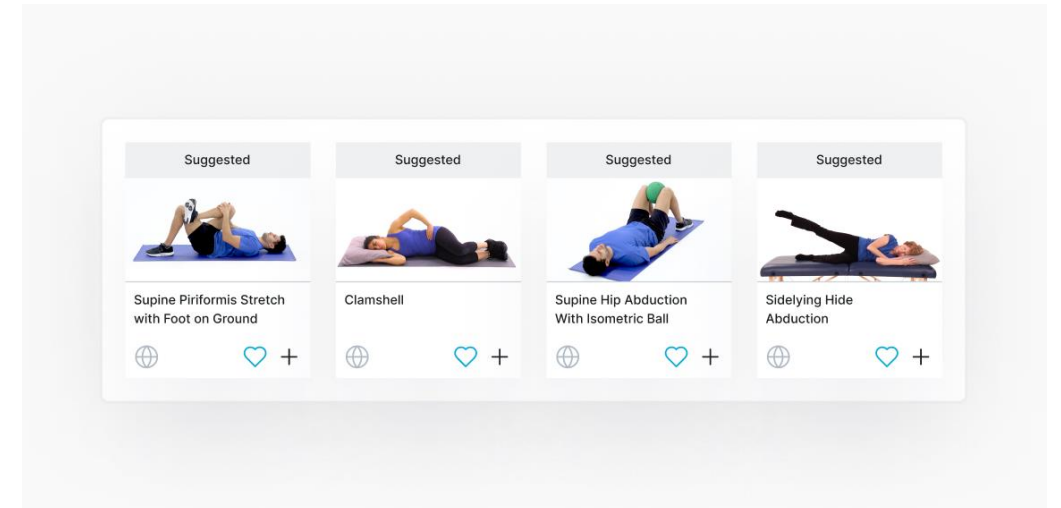
Desired Outcomes

- Shared understanding of a few difficult conversation best practices
- Appreciation for each other as coaches
- Ability to share at least one tip with a trusted teammate who you want to mentor in navigating difficult conversations



HEP Hygiene

- **Simple** (i.e., patients are more likely to remember and adhere to them),
- **Meaningful** for the patient (i.e., they know why you picked those specific exercises),
- **Flexible** (i.e., they change as the patient's condition changes)
- **Easily** completed within the patient's day (i.e., think 15 minutes or less)



Four Simple, Meaningful Tools





Four Simple, Meaningful Tools

- Reflective Listening
- Pinch “Conversation”
- Crunch “Conversation”
- Coaching Questions



Reflective Listening

OVER 5 MILLION COPIES SOLD

“This is the book that I give most often as a present and is my top recommendation.”—CHARLIE MUNGER

NEW AND
EXPANDED

INFLUENCE

THE PSYCHOLOGY OF PERSUASION

This expanded edition includes

- New research and examples
- New chapter on the unity principle
- New insights for digital businesses

ROBERT B. CIALDINI, PH.D.



The 4 Steps of Motivational Interviewing

MI is a conversation strategy that allows others to feel comfortable and safe to open up in a conversation.

The acronym OARS guides the listener to follow the 4 steps of MI:

O

Asking open-ended questions that can't be answered with a simple "yes" or "no."

A

Affirmation. Reinforcing your appreciation that the person has opened up to you.

R

Reflective listening. Listening closely and reflecting back what they have said so they know you have heard them and feel understood.

S

Summarizing. Ensures shared understanding and reinforces key points of the conversation.

R

Reflective listening. Listening closely and reflecting back what they have said so they know you have heard them and feel understood.

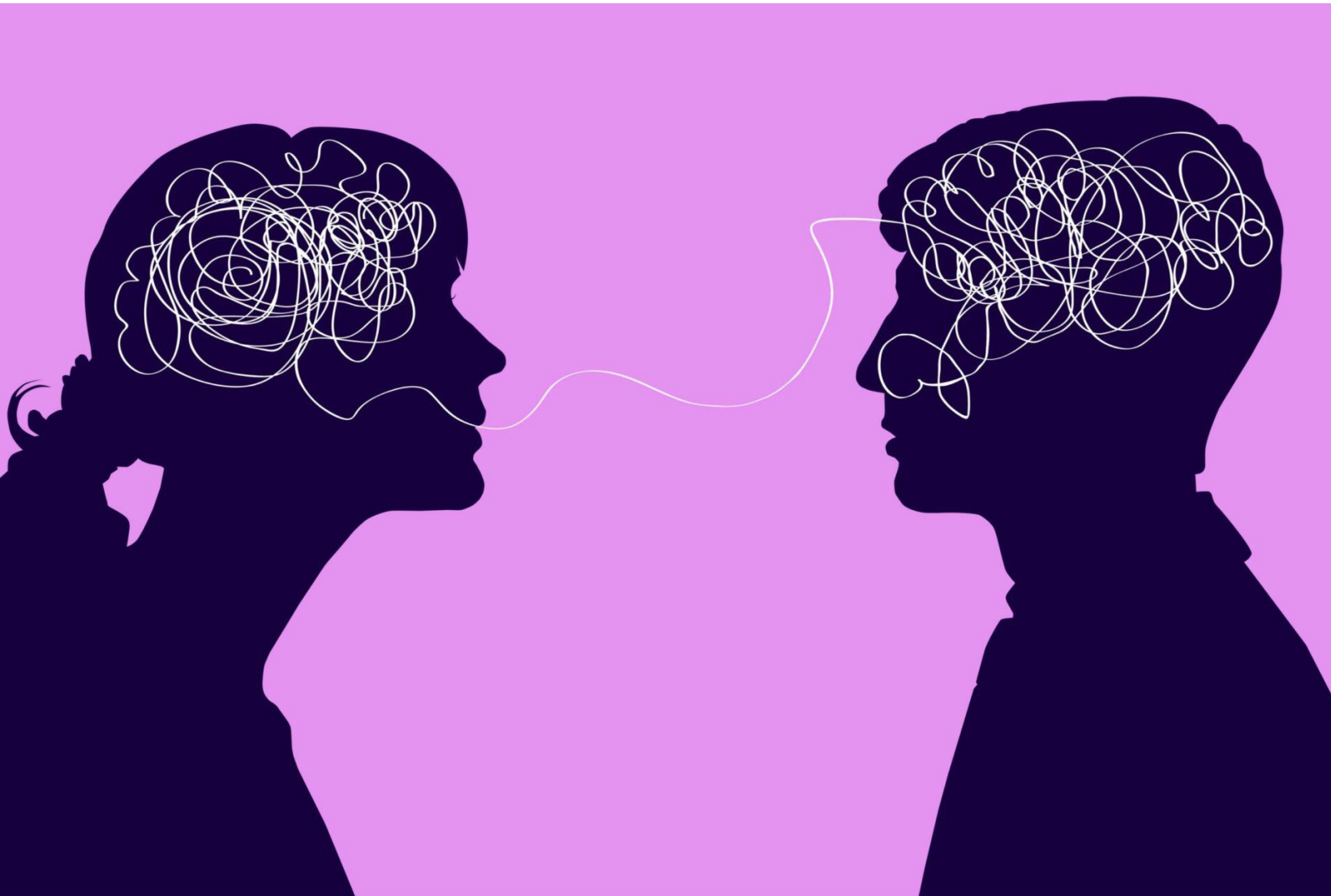




Reflective Listening

- It sounds like...
- So you...
- You're feeling...
- You're wondering if...
- Because you...





Reflective Listening Queues

- It sounds like...
- So you...
- You're feeling...
- You're wondering if...
- Because you...

The more **reflective**
you are, the more
effective you are.

- Hall & Simeral





What do you do when...

...you're in a situation with someone and they do/say something that rubs you the wrong way. It's not a huge thing. But it bothers you, and if it continues, it will escalate.



Pinch “Conversation”



When a Pinch might be called for...

- The relationship is important / one you need to maintain
- You feel nagged or bugged by something but it's not a HUGE issue
- It's not a chronic issue that you have already addressed many times
- You know that if you don't say something now it could turn into something bigger down the road



I see...(facts, data; so "clean" you get the head nod)

I want...(to understand your experience/what's happening for you around this; OR, what you honestly, earnestly want in the situation)



I feel...(concerned, confused, frustrated...how YOU feel, based what you're seeing; one word)

BE DEEPLY, MADLY CURIOUS. Get their perspective and reality on the table. Then, and only then, can you move on to the next stage of the conversation.

Because I'm wondering/thinking/assuming...(the story in your head about what might be going on behind what you're seeing; remember to treat it as a tentative hypothesis)

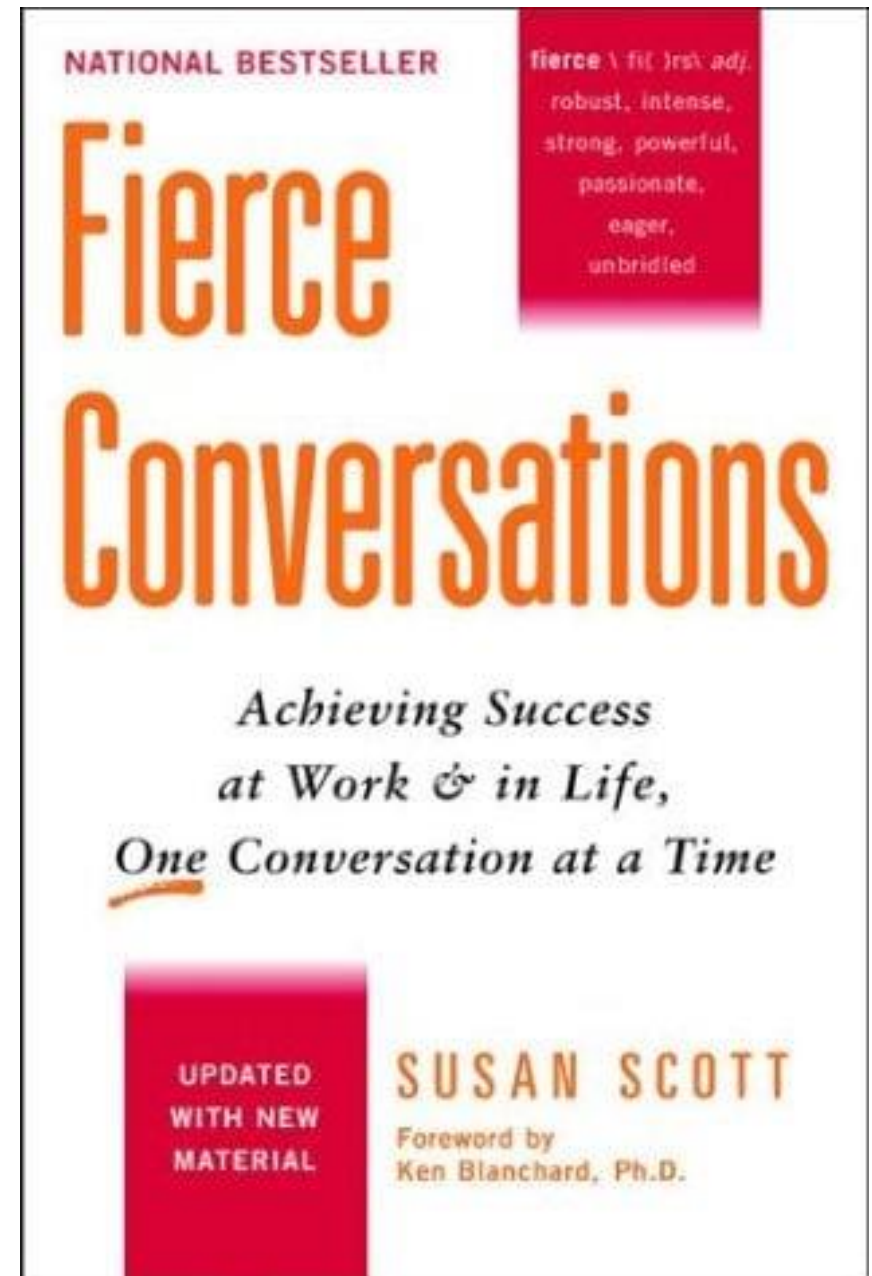


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Crunch “Conversation”



When a Crunch might be called for...

- When the stakes are higher
- A pattern of behavior has emerged or the severity of the issue is bigger
- The relationship is critical
- May/May not have a relationship to a formal HR performance management action



Crunch Conversation

- The issue is...(how ___ is impacting ___)
- A specific example is... (when ___ happened and the impact was ___)
- I feel...(concerned/worried/frustrated)
- This is important because...(if we can solve this, we stand to gain: ___, if we can't, we will lose: ___)
- I'm partly responsible for this because...(what your part has been, even if it's that you saw this happening and didn't know how to bring it up)
- My ideal outcome is... (your larger goal, what you want to achieve)
- INVITE: What's your perspective on this?



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Coaching Questions

Bestselling author of
The Coaching Habit

Michael
Bungay
Stanier

The Advice Trap

Be Humble, Stay
Curious & Change
the Way You
Lead Forever



The Coaching Habit

Say Less, Ask More & Change the Way You Lead Forever

Michael Bungay Stanier

Wall Street Journal Bestseller

BESTSELLING AUTHOR OF
DO MORE GREAT WORK

Bestselling author of
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Michael Bungay Stanier

The Advice Trap

Be Humble, Stay Curious & Change the Way You Lead Forever

7 ESSENTIAL COACHING QUESTIONS



Slow down the rush to default
ADVICE MONSTER.



Genuinely listen.
Get comfortable with silence.
Stay Curious.

1 What's on your mind?
Can focus on Project People

2 And what else?
Uncover and Create Possibilities

3 What's the real challenge here for you?

4 What do you want?
Look for Foundational needs:

Affection	creation	Recreation
Freedom	Identity	Understanding
Participation	Protection	Subsistence

5 How can I help?
Avoid the Rescuer.
"What're your first thoughts?"

6 If you're saying "yes" to this, what are you saying "No" to?

7 What was most useful to you?
Create learning moment





Coaching Questions/Statements

- Tell me more (from your perspective)
- Help me understand
- What's all of this got you thinking?
- What's your next step?
 - What is the first small step? What's an even smaller step you can take?
 - What's a big, hairy idea you have that could help?
- How can I help right now?



Questions/Reflections



A dense forest of evergreen trees, possibly spruce or fir, is shown in a misty, blue-toned environment. The trees are silhouetted against a lighter, hazy background, creating a sense of depth and atmosphere. The overall color palette is monochromatic, ranging from dark blues to light greys.

What has worked
for you??



“
KEY
TAKEAWAYS
”



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