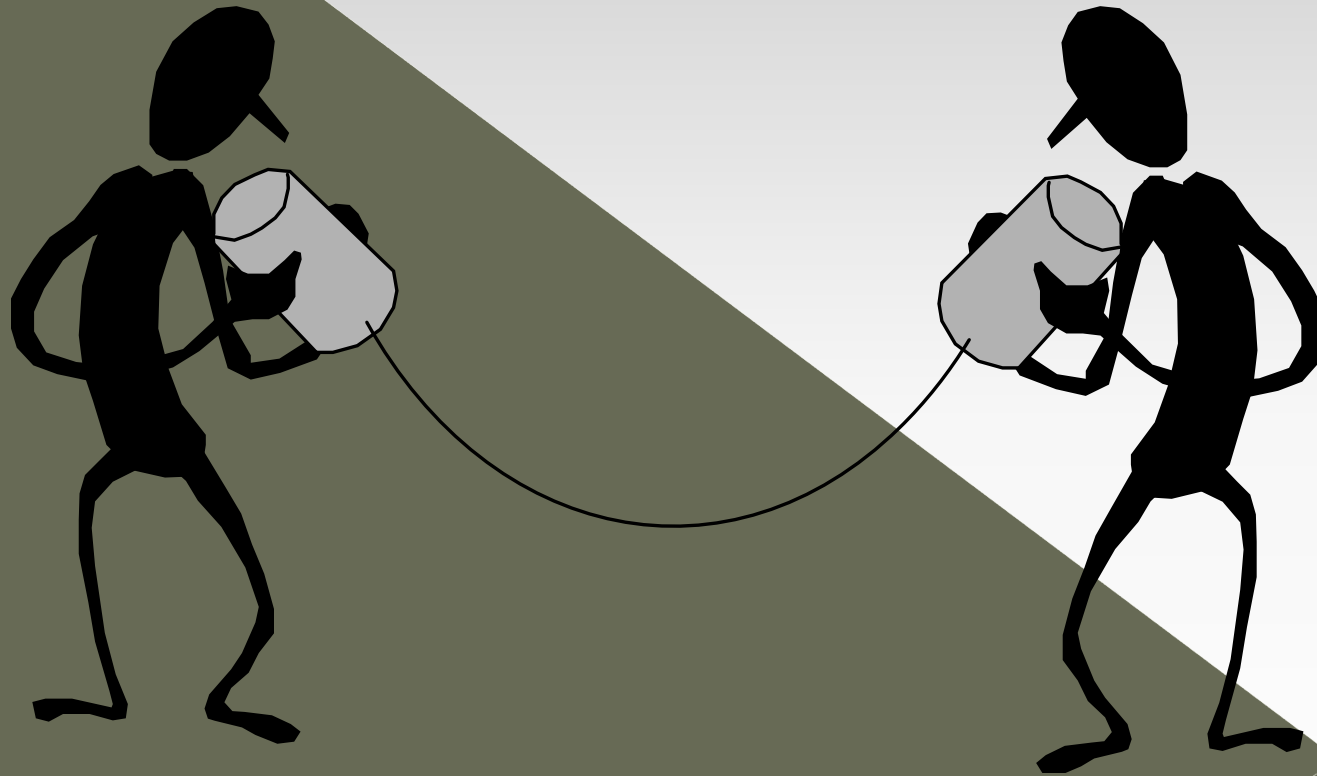


# **Effective Use of Communication Strategies in Hospital Care : Negotiation Skills & Winning Difficult Customers**

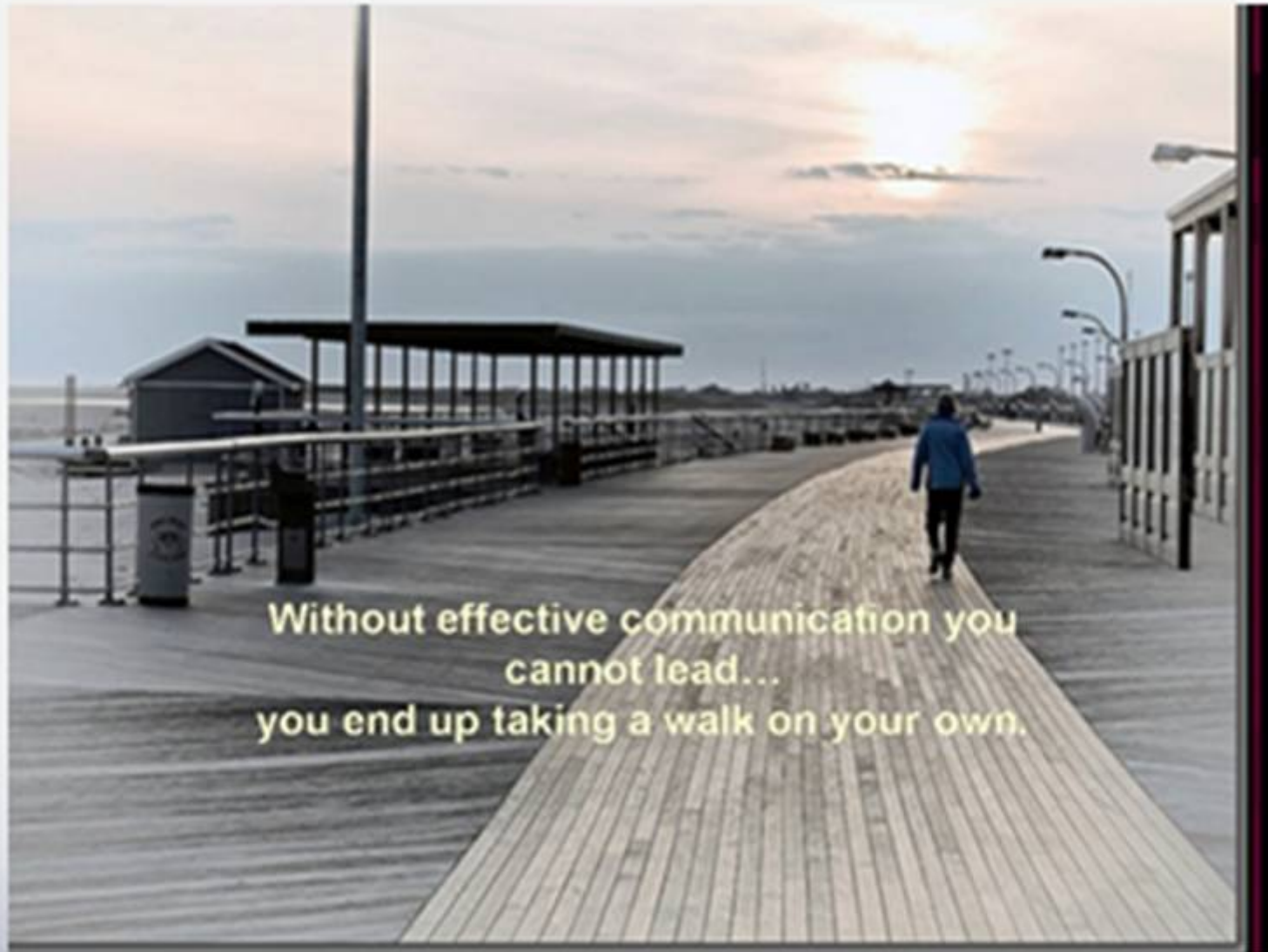
**Dr. Myo Sett Thwe  
M.B.,B.S., M.P.H., M.H.Pol.**

# What is Communication?



# Communication is

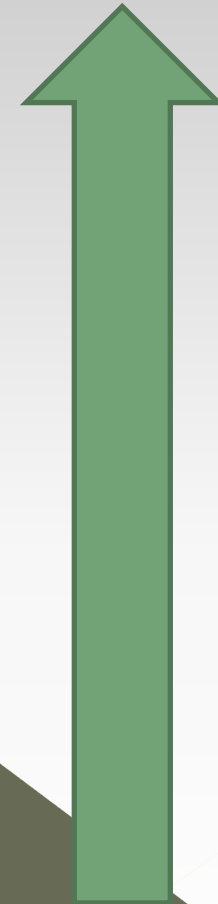
- ⦿ the process of **sharing feeling, knowledge, and experience** between individual or group.
- ⦿ the process of **transmitting and receiving information** through exchange of verbal and non-verbal messages.



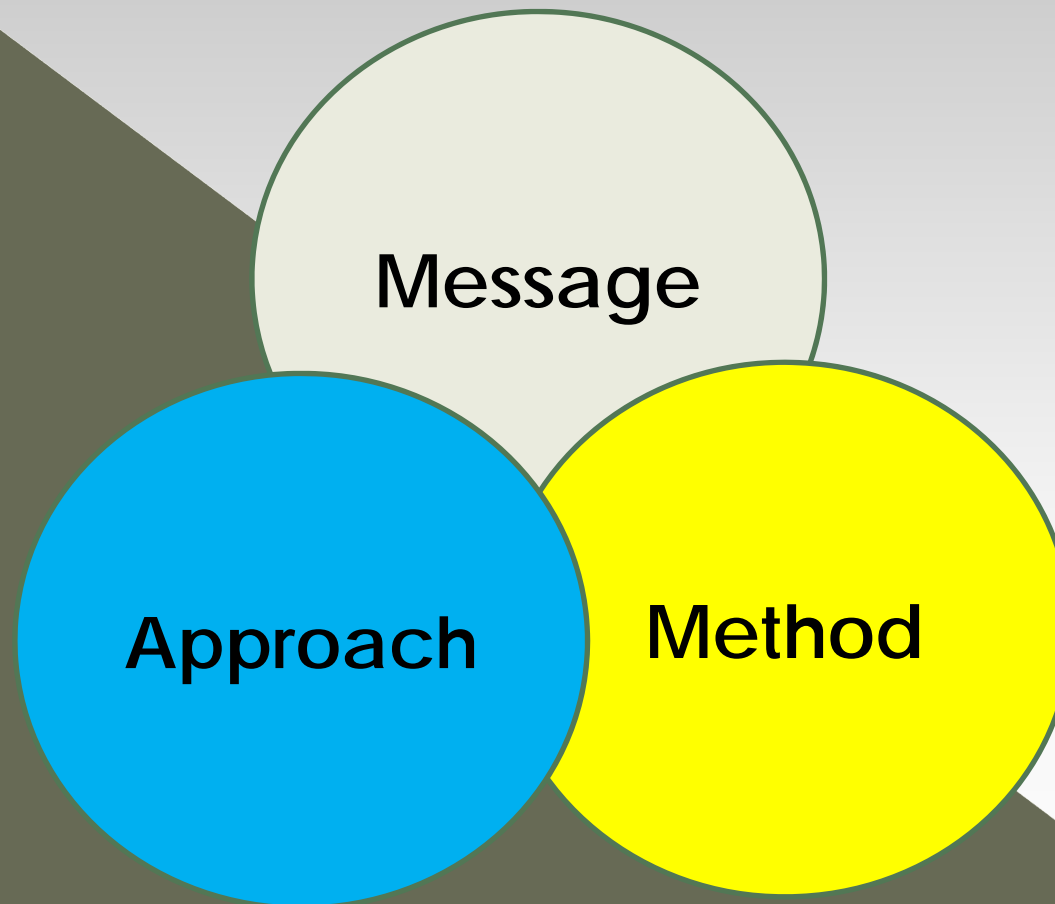
Without effective communication you  
cannot lead...  
you end up taking a walk on your own.

# Communication Goals

- ◉ To change behaviour
- ◉ To get action
- ◉ To persuade
- ◉ To ensure understanding
- ◉ To get and give information



# Communication Strategies



# Message Should be?

- ⦿ A = Accurate
- ⦿ B = Brief
- ⦿ C = Clear
- ⦿ D = Direct
- ⦿ E = Easy to understand
- ⦿ F = Feedback

# Total impact of a message

- ◉ 7 percent verbal (words)
- ◉ 38 percent vocal (volume, pitch, rhythm, etc)
- ◉ 55 percent body movements (mostly facial expression)



- ◎ Effective communication – combined **harmony** of verbal and non verbal actions.
- ◎ Nonverbal communication-
  - Body movement (Gesture)
  - Facial expression
  - Eye movement (Eye Contact)

# Communication Approaches

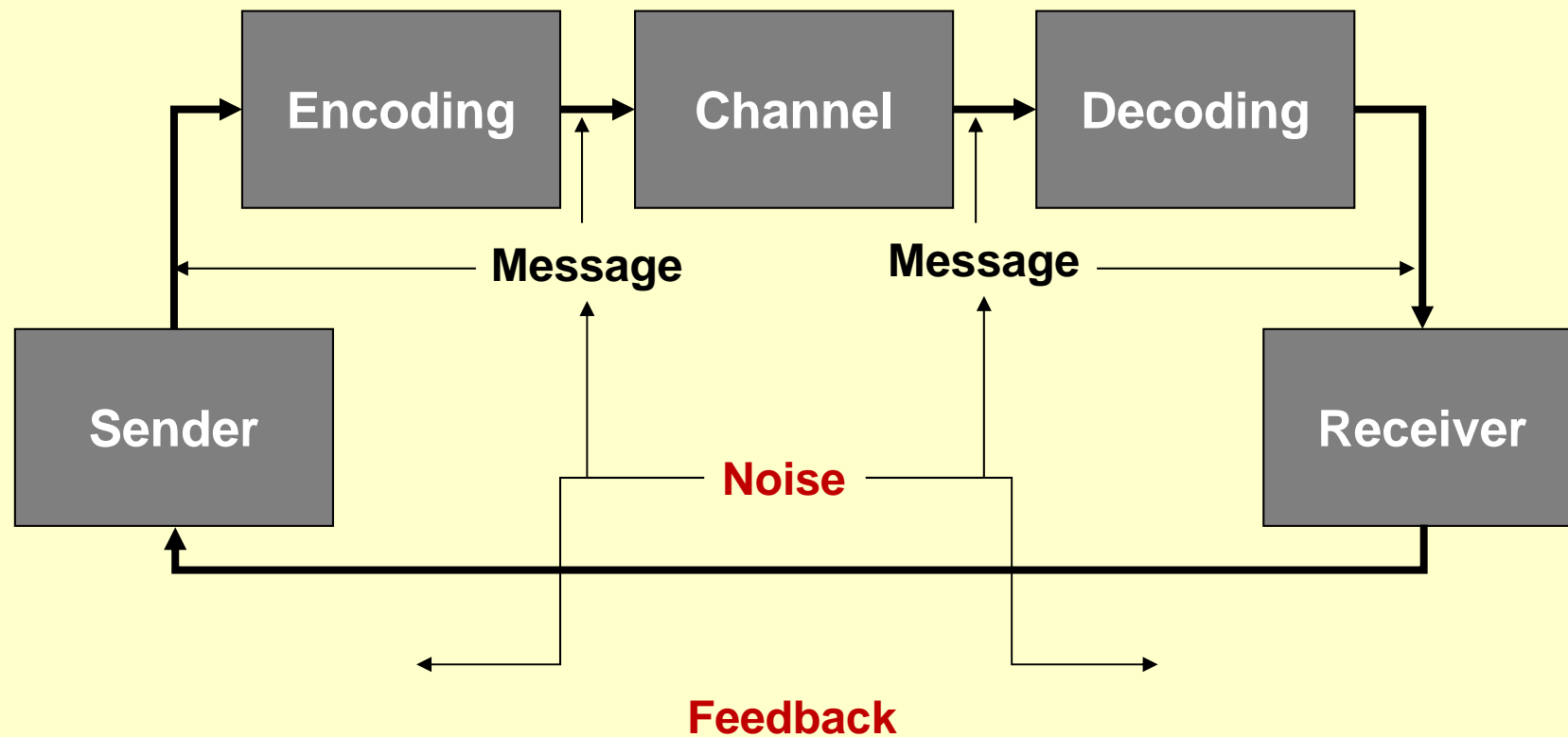
Based on

- ◉ Social mobilization and Community Engagement
- ◉ Community mobilization
- ◉ Capacity Building
- ◉ Behavior Change Communication

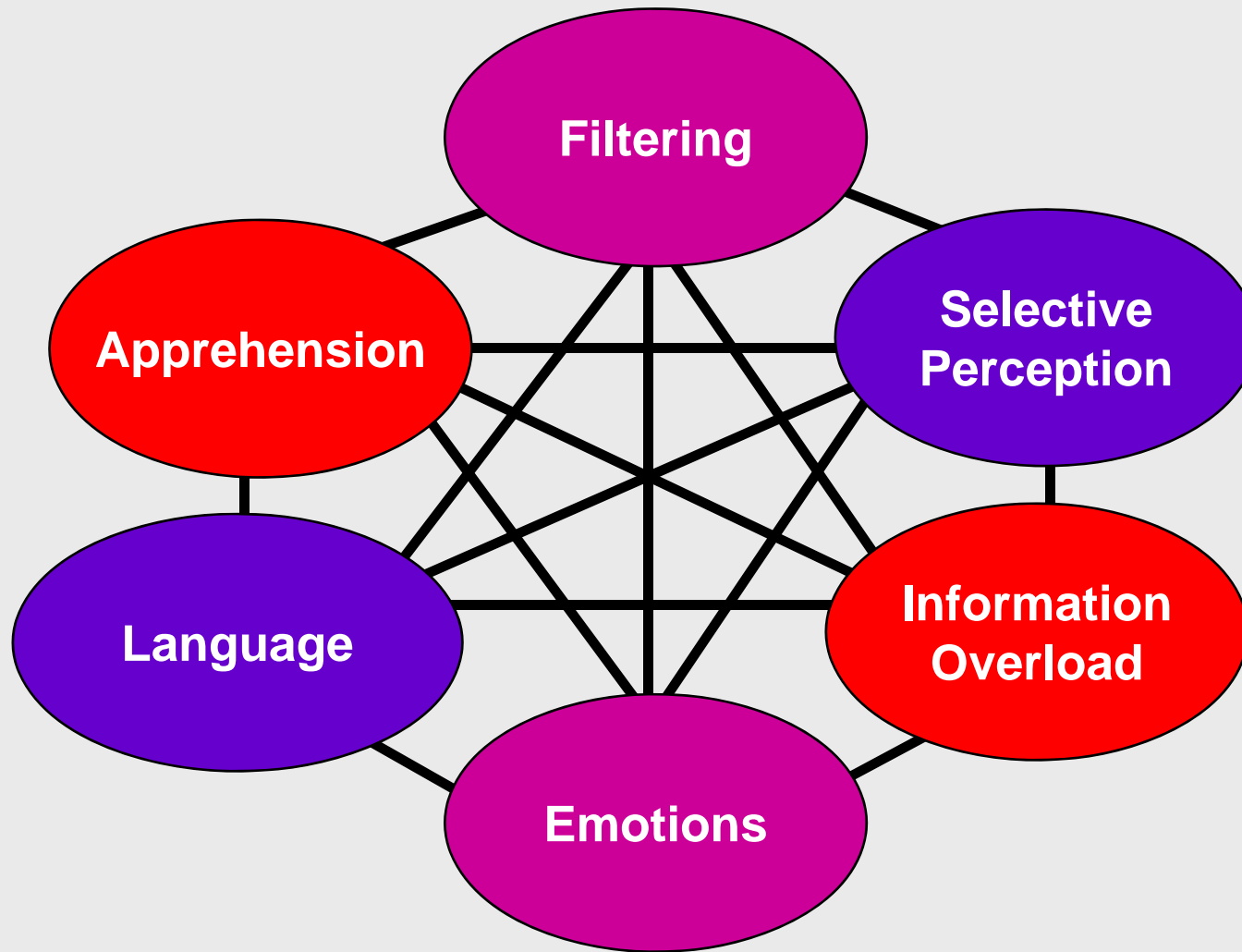
# Methods

- ❖ **Advocacy** meeting with health providers
- ❖ **Dialogue** with patients / patient attendance
- ❖ Face to face discussion ( or ) **Interpersonal**  
Communication with patients / patient  
attendance
- ❖ **Media** development
  - distribute IEC materials
  - Billboard
  - stick noticeable messages

# The Communication Process



# Communication Barriers



# Overcoming Communication Barriers

- Constrain emotions
- Watch nonverbal cues
- Use feedback
- Simplify language
- Listen actively



**Intensity**

**Empathy**

**Active  
Listening Skills**

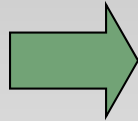
**Responsibility**

**Acceptance**

# Strategic Communication

## Research

behavior, resources,  
targets, contexts (social,  
political, economic, legal)



## Communication

### Plan

goals, targets,  
persuasive strategy, channels,  
behavior



## Management

### Plan:

personnel, resources,  
timetable, integration with  
other  
organizations & events.



## Prepare

### Messages

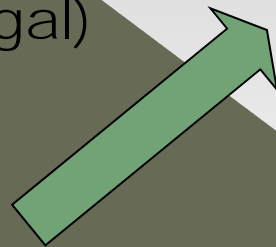
Develop &  
pretest messages, media, &  
train interpersonal channels.<sup>16</sup>



## Implement & Monitor

## Evaluate & Adjust

communication  
plans, messages,  
etc.





# Interpersonal Communication ( IPC )



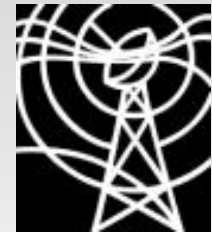
# COMPONENTS OF INTERPERSONAL COMMUNICATION

1. *Conversation*
2. *Listening*
3. *Body language*
4. *Environment*
5. *Self-appearance*



# Examples of Barriers to IP Communication

- Language
- Values and beliefs
- Sex/gender and age
- Economic status
- Educational level
- Physical barriers
- Attitude
- Timing
- Understanding of message
- Trust



# IMPORTANT TIPS ON INTERPERSONAL RELATIONSHIP

- **REMEMBER** HIS NAME AND RELATED INFORMATION
- LOOK AT THE GOOD SIDE AND GIVE **EMPATHY**
- THINK **WIN-WIN**
- DO **NOT** KEEP **HIDDEN** AGENDA OR TRY TO TAKE ADVANTAGE
- DO NOT 'KILL' HIS LIFE (**DIGNITY**)
- **NEVER** EVER **COMPARE**, PAY GRATITUDE WITH WHAT YOU HAVE

# IMPORTANT TIPS ON INTERPERSONAL RELATIONSHIP

- GIVE **INSPIRATION**, EXPECT THE BEST
- **NEVER EVER LIE**
- FULFILL YOUR **PROMISE** DO NOT MAKE FALSE PROMISESOMETIMES
- WE ARE **STRATEGIC,NOT** HYPOCRITE
- **LIKEABLE** AND LIKE
- EXPECTATION SHOULD BE **REALISTICS**
- DON'T HOPE FOR **RETURN** OF FAVOR

# Food For Thought

## စကား ဟူသည့်

“စကား - ဆိုတာ

ပျားလို သင်းတဲ့” စကားရှိသလို၊

မြားလို ခွင်းမယ့် စကားလည်း ရှိ၊

မီးလို စင်းမယ့် စကားလည်း ရှိတယ်။

မြားနဲ့ သတ်လို့ သေနိုင်သလို၊

မီးနဲ့ သတ်လို့ သေနိုင်သလို၊

စကားနဲ့ သတ်လို့လည်း သေနိုင်တယ်။

ဒါကြောင့် -

သူ့စကား၊ ကိုယ့်စကား၊ ပြီးတော့ ကြားစကား

စကားအားလုံးကို သတိထား။

နန္ဒာသိန်းဝံ

(ပါမောက္ခ၊ ဆရာဒေါက်တာနန္ဒာသိန်းဝံ)

(၁၉၄၈-၂၀၁၁)

အမှတ်တရ စာစုများ - မှ

**Success for YOU...**

**...in the new global and diverse  
workplace requires  
excellent communication skills!**





# **HOW TO WIN THE DIFFICULT CUSTOMERS IN STRESSFUL SITUATION**



'Nobody goes to a doctor with just a symptom. They go with *ideas* about the symptom, with *concerns* about the symptom and with *expectations* relate to the symptom '

# Common types of difficult patients

- Patients who don't get well
- Non-compliant patients
- Overly demanding patients
- Overly talkative and non-relevant talk

# Cont.

- ◉ Drug seekers
- ◉ Borderline or narcissistic personality disorder
- ◉ Multiple medical problems (“too much time”).
- ◉ Angry patients

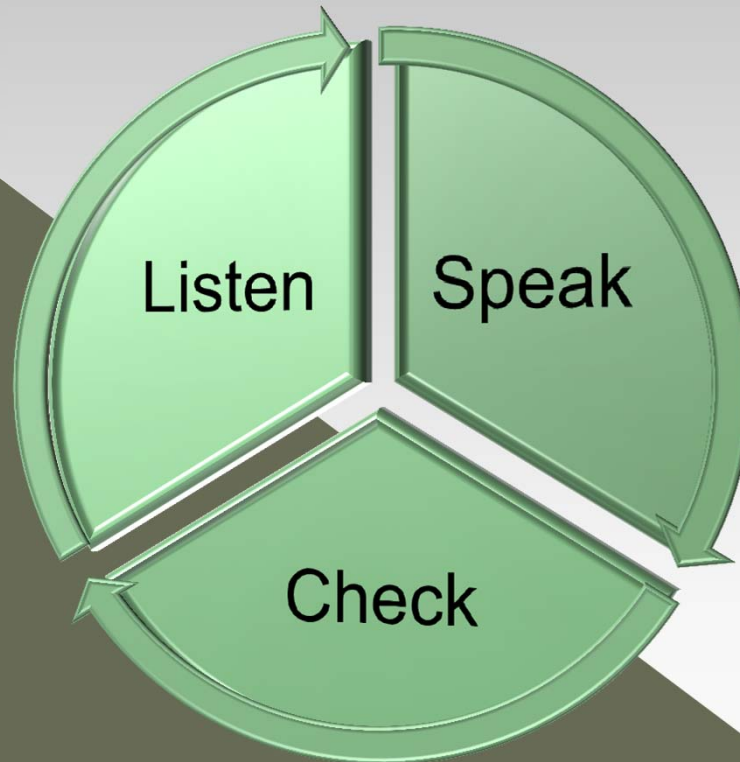
# A Conversation Is...

A process which allows two or more people to achieve *mutual understanding* in order to exchange information, move toward a *specific goal, resolve a situation* and/or *build relationships*.

# The Communication Process

The engine at the heart of every conversation. Speaker and Listener play active roles.

- Your point is...
- Your concern is...
- You're asking...



- My thought is...
- I'd like to see...
- My experience is...

- How does this sound?
- What are your thoughts?
- How are you seeing this?
- What do you think about...

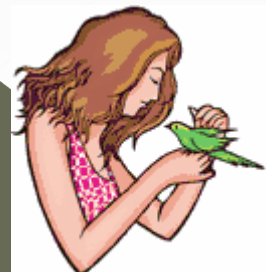
**Nobody likes a confrontation  
with an anger person**

**Do we have the right to  
return the anger?**

**Can we make the choice  
dealing with anger patient?**

# Type of responses

- ◉ Factual responses
- ◉ The aggressive/hostile response
- ◉ The judgmental response
- ◉ The reassuring response
- ◉ The empathic response
- ◉ Silence



# Handling Stress Reactions

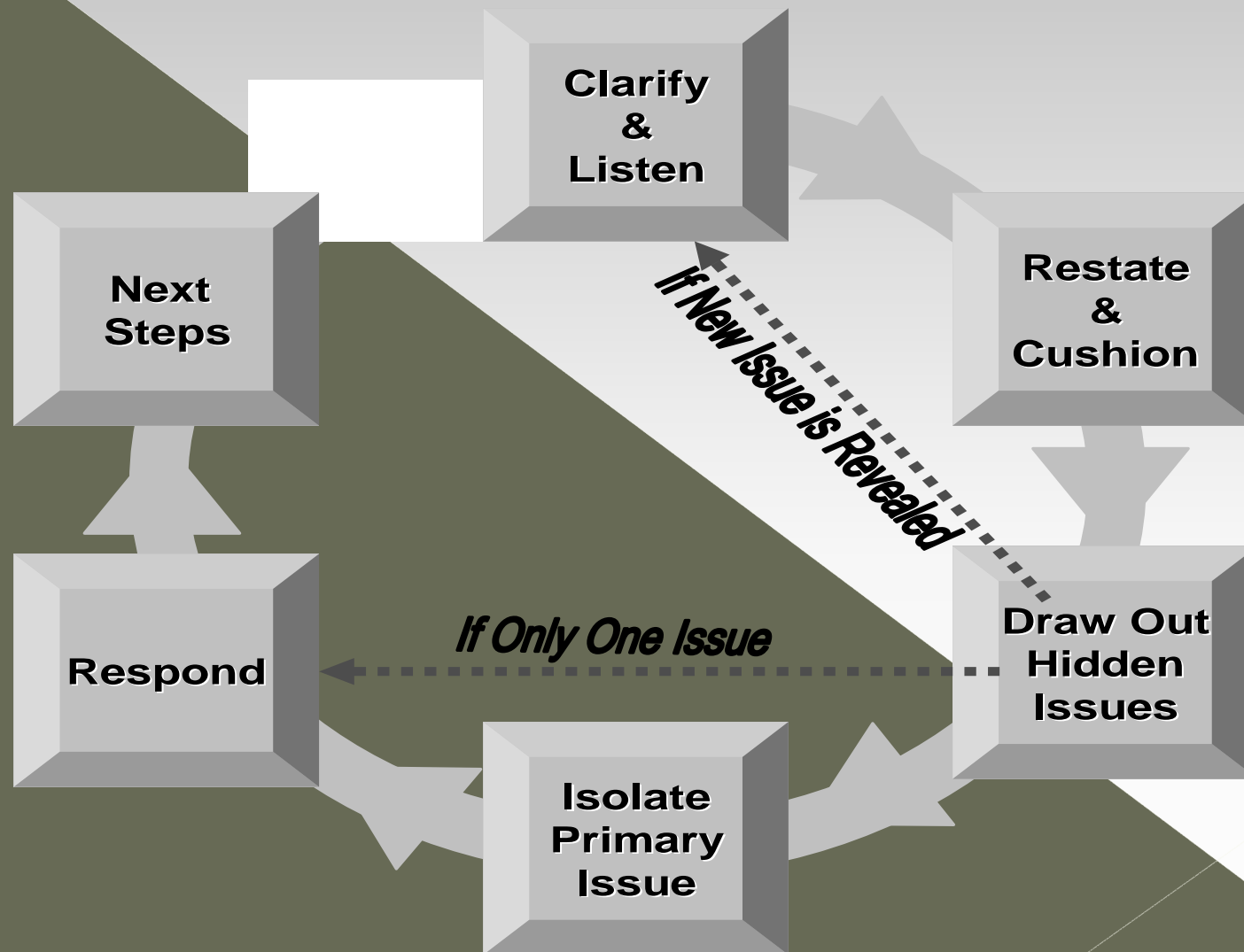
- ◉ *Speak*: send your message
- ◉ *Ask*: for reactions
- ◉ *Listen*: REFLECT reactions & **deescalate** the stress reaction
- ◉ *Response* –

Options:

- > Clarify/elaborate
- > Ask questions
- > Restate points of view
- > Get agreement going forward
- > Think about it/stop discussion



# De-Escalation Process



# Four Type of Behavioural Style

- ◎ Best today: **DISC**

**D** – *Dominance*

**I** – *Influence*

**S** – *Steadiness*

**C** – *Compliance*

- ◎ We have all four
  - > They are “continua:” low to high
  - > One is normally our “core” style

# Managing the situation

- ◉ Aware of your own emotions and own style
- ◉ Attempt to understand the patient's expectations and their styles
- ◉ Realistic and reasonable
- ◉ Say no as necessary

- ◎ The patient is as frightened as you are.
- ◎ The patient think it is more serious than you do.
- ◎ Anger is frightening, but understand what is going on help. This applies both to the patient and to you.
- ◎ Taking a history is a method of controlling what the patient says

# Three Important Things

*1. Understand self*

*2. Understand others*

*3. Flex for success*

# What is Flexing?

- Flexing is *adapting consciously*.
- Stimulus -> Response  
becomes  
Stimulus -> Choice -> Response
- You change the "situation."

# Why Flex?

❖ *"We see the world not as it is, but as we are."*

-S. Covey

❖ Flexing creates a "space" to see more and allow relationships to beyond their very typical behavior.

## **Flexing result in-**

**"When I flex to meet the style of the other, I open a new door to communication and cooperation."**

**(repeat daily)**

**"When I notice a lack of communication or cooperation, that's my signal to flex."**

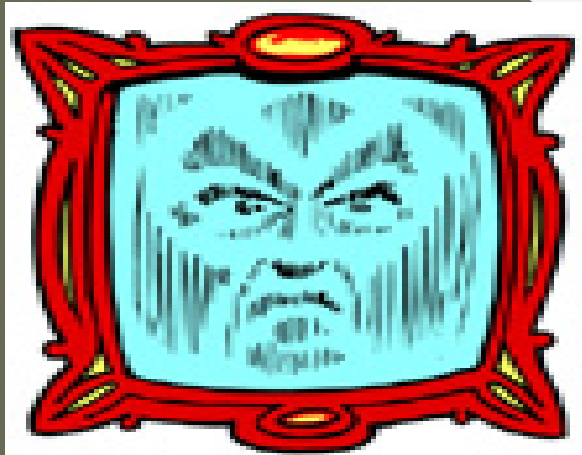


# How to Flex

- ◉ Recognize their style
- ◉ Match their
  - > Tone of voice & volume,
  - > Pace,
  - > Body language,
  - > Etc.
- ◉ Anticipate and align with their needs

# Reflection

- ◉ The act of listening
- ◉ Show you have heard and have interpreted what the patient said



# Listening and Responding Skills

- ◉ Assume the role of listener
- ◉ Maintain eye contact.
- ◉ Avoid word prejudice
- ◉ Use “minimal encouragers”
- ◉ Paraphrase what was said to ensure understanding

# Listening and Responding Skills (cont.)

- ◉ Ask questions to improve clarity of statements.
- ◉ Use empathy to reflect and share feelings
- ◉ Provide feedback
- ◉ Summarize the content of what was said

# Avoid Pitfalls

- ◎ Please:

- Remember style is observable behaviour
  - Nothing about motive or personality
- Create win-win
  - Everyone can be successful regardless of style
- Flex and avoid pigeonholing
  - Avoid "Oh, you're that way because you're a D (or I, S, C)"

# Steps to Enhance Communication Skills

- ◎ Speak with precision and directness.
- ◎ Enhance your vocabulary.
- ◎ Use appropriate language for listening.
- ◎ Attack issues, not people.
- ◎ Avoid making people defensive.

# Steps to Enhance Communication Skills (cont.)

- ⦿ Talk to people yourself, not through others.
- ⦿ Avoid information overload.
- ⦿ Validate your assumptions.
- ⦿ Resolve problems when they arise.

# Summary

- ◉ Dealing with difficult people by
  - > *Understanding your style*
  - > *Understanding others' styles*
  - > *Flexing to open communication*
  - > *Anticipating needs*
  - > *Improve your communication skills*





# **Developing Negotiation Skills For Successful Conflict Management**

# Use Cognitive Conflict

- ⦿ Disagreement about ideas and approaches
- ⦿ Issue focused, not personal
- ⦿ Characteristic of high performing groups



# Avoid Affective Conflict



- ◎ Personal antagonism fueled by differences of opinion
- ◎ Destructive to group performance and cohesion

# How Can We Keep Conflict Cognitive?

1. Make the approach
2. Share perspectives
3. Build understanding
4. Agree on solutions
5. Plan next steps

# Introduction to Negotiation

Rocky Mountain News 9D

## ZITS



# Interpersonal Skills



# Interpersonal Skills



Interpersonal skills require that we are aware of our behaviour and of our counterparts in the negotiations.



The five basic styles of behaviour gives an indication of how people react and respond to situations

# Interpersonal Skills



No one style is superior to the other style, and no one person can be all five styles.



To improve your negotiation, know who and how to deal with the various people, and who you are.



# Interpersonal Skills

- ◉ ***Avoider***. dislikes conflict
- ◉ ***Compromiser***. fair-minded people interested in maintaining relationships
- ◉ ***Accommodator***. resolve interpersonal conflicts by resolving the other person's problem
- ◉ ***Competitor***. winning is the main thing
- ◉ ***Problem-Solver***. seeks to find the underlying problem, use brainstorming to solve

# Interpersonal Skills

- ② You are one of ten people at a conference table, each person sitting across from one another
- ② Someone comes in the room and says "I will give 1,000 Lakhs to the first person who can persuade the person sitting across from them to come and stand behind his/her chair."

# Interpersonal Skills

- ❖ **Avoider:** says I don't want to play, look foolish
- ❖ **Compromiser:** both offering 500 L, starts running to other side
- ❖ **Accommodator:** runs to other side, negotiates later
- ❖ **Competitor:** sits tight, demands other person move
- ❖ **Problem-Solver:** "let's both get behind each others chairs, we can each make 1,000 L."

# Group Activity

You have 10 minutes within your small group of four to brainstorm a list of the **5-7 *key skills*** that successful negotiators need.

List your key skills and note the reason why each of your ten skills is crucial to you as a negotiator.

# Group Activity

Key Skills	Reasons
1	1
2	2
3	3
4	4
5	5
6	6
7	7

# Steps of Negotiation



# (1) Planning



# Planning Cot;

What do I  
know  
about my  
opposer?



What do I  
know  
about the  
person he  
represents?



What are  
the  
negotiating  
**style** of the  
other  
party?



What are  
**my**  
**interests**?



# Planning Cont;

What are  
the  
**interests**  
of the  
**other**  
side?



What are  
our  
**common**  
**interests**?



What are  
the  
opposing  
interests?



What  
**standards**  
to use to  
resolve  
conflictin  
g ideas?

## (2) Setting Goals and Objectives

S

- Specific

M

- Measurable

A

- Achievable

C

- Challenging

C

- Compatible

# Categories of Negotiation Goals

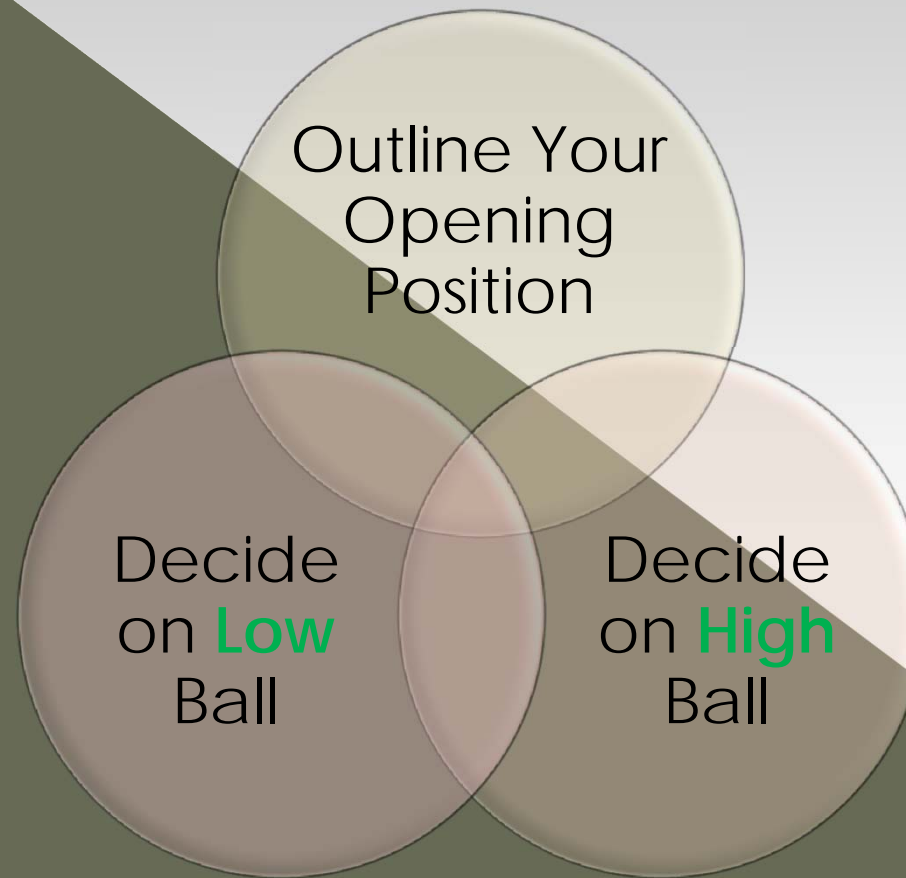
- Aggressive goals
- Competitive goals
- Cooperative goals
- Self-centered goals
- Defensive goals
- Combinations of goals



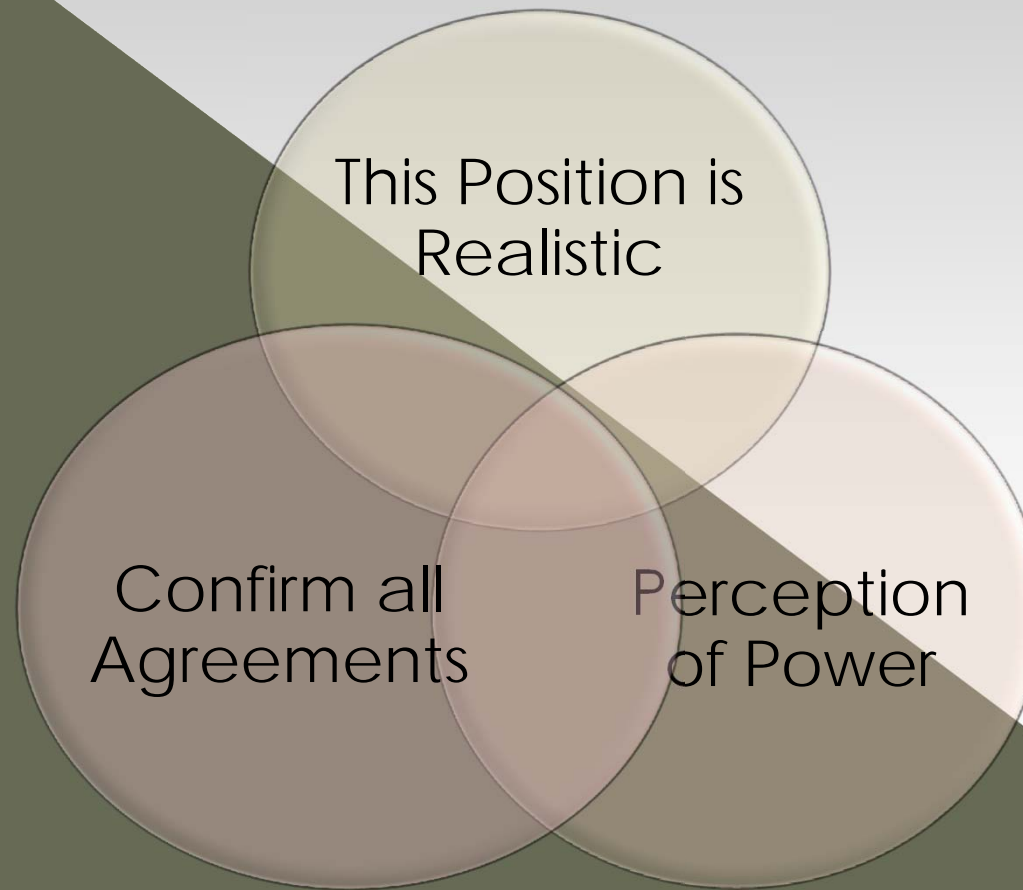
## **(3) Opening Position**



# Opening Position Cont;



# Opening Position Cont;



## (4) Bargaining



"You DID ask for a bigger pay packet"

# Bargaining Cont;



Define your range
Start
Target
Walkaway
Consider: your alternatives

Define your range

Start

Target

Walkaway

Consider: your alternatives



## **(5) Agreement and Close**

- Put pen to paper and agree on the way forward



# Questioning Techniques

- An OPEN question is one that encourages a full response
- A CLOSED question is one that can be answered with a short answer

- You cannot shake hands with a clenched fist.

Indira Gandhi





**Any Question?**  
**Thanks For Your**  
**Attention!**