

Communication skills for healthcare leaders

GIVING FEEDBACK

PREPARE

(Prepare with intention)

YOURSELF



How do I feel? Plan & practice

ENVIRONMENT

Quiet, private space



INFORMATION

Gather information and read



CONSIDER



What might the situation look like from their perspective?

INITATE

(Getting off to a good start)

GREETINGS

Hello, thanks for taking the time to meet me today

Open up the conversation in a respectful way



NON-VERBAL SKILLS

Facial expression, body posture, vocal tone, time



EMPATHY

I see... it sounds like...

CLEAR, SHARED AGENDA

Could we talk about that for a few minutes?

(thoughts, feelings, expectations)

PROVIDE INFORMATION

(Describe the behaviour/State your concerns)

USE A STRUCTURE Situation-Behavior-Impact (SBI) Situation

Joe, at Monday's team meeting...

Behaviour

I noticed, you ensured that the meeting started on-time and that everyone had the correct information in advance

Impact

We were able to make informed decisions. Thanks for your hard work.

DESC

Describe

When you start shouting at the junior staff...

Express concerns

My concern is that it is very upsetting for the team

Suggest

I need you to... Is that something we could work on?

Consequences

Speaking to each other with respect helps us all to work together in a more collaborative way

GATHER INFORMATION

(Invite a response)

LISTEN

Eye contact, leaning, nodding, facing the person...



QUESTIONS

Open

Tell me what was going on?

Screening

Is there something else that you want to add?

REFLECTIVE LISTENING

So you felt that the room was tense and you were being strong about it and not shouting

REFRAME & CLARIFY

This ward is chaotic, it's impossible to look after our patients properly!

So you're saying you're concerned about patient safety on the ward. What concerns you most?

CLOSE THE CONVERSATION

(Final check and next steps)

NEXT STEPS

Actions, support, follow-up

SUMMARISE

Shared understanding

So, just to recap, we talked about

CHECK

How are you feeling?

Something else?

APPRECIATION

I appreciate you taking the time to listen to my feedback. I know that you will give it some thought...

AFTER

- ☐ Document
- ☐ Reflect
- ☐ Debrief
- ☐ Action

What? So what? Now what?

Find out more:
www.hse.ie/nhcprogramme



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