

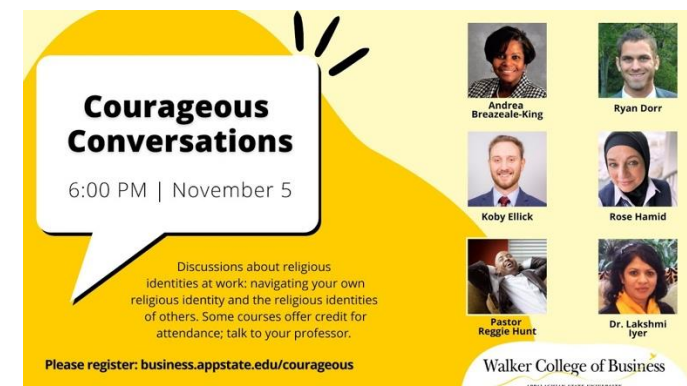
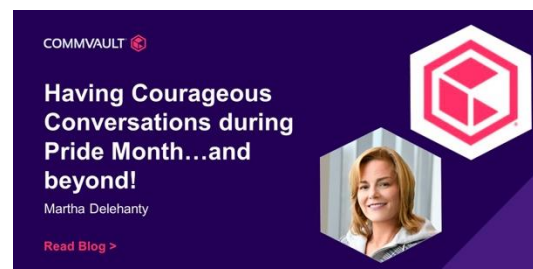
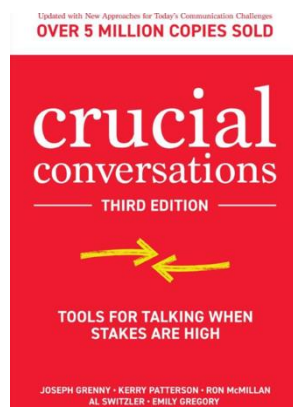
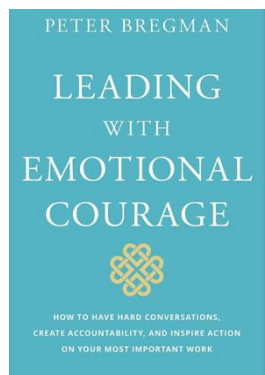
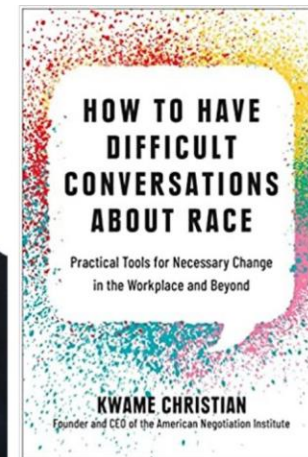
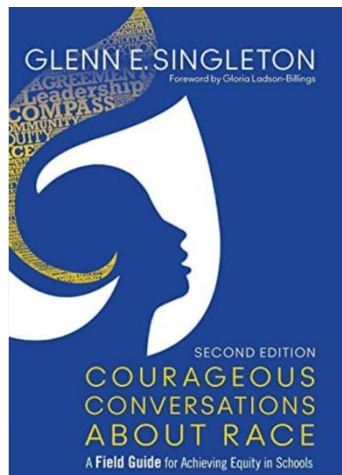
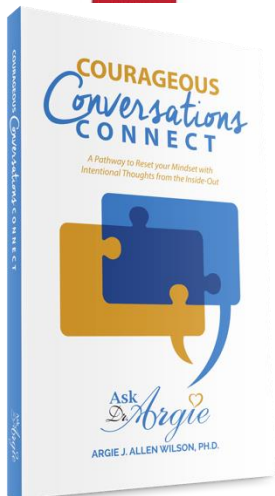
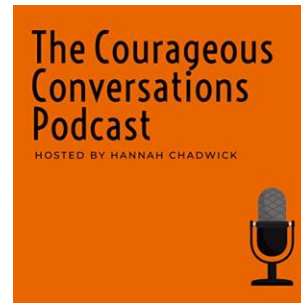
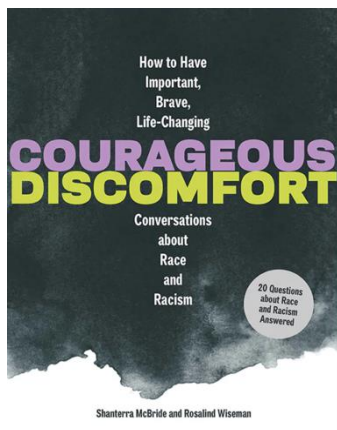


THE UNIVERSITY OF TEXAS
MD Anderson
~~Cancer~~ Center
Making Cancer History®

Everyday Courageous Conversations

LEADderm 2025

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Disclosures

I receive all income from the University of Texas MD Anderson Cancer Center.

Objectives

1. Identify courageous conversations in everyday situations.
2. Discover meaningful connections and innovative solutions through courageous conversations.
3. Recognize the role of trust and psychological safety in courageous conversations.
4. Learn how to leverage everyday courageous conversations in the workplace and at home.

Courage in Medicine *Redefined*

“Given the worldwide calamity, we have had to adapt our definition of courage to best care for our patients, serve their families, and preserve ourselves. We have learned to demonstrate empathy, to lean into emotionally challenging conversations (often concerning end-of-life care), to acknowledge that we do not have the solutions, and to be vulnerable with each other. Courage is no longer the antithesis of vulnerability; rather, the pandemic has taught us a new definition of courage: ***courage is the ability to embrace and be at peace with vulnerability.***”

– “The New Definition of Courage,” Academic Medicine, Aug. 2021

Everyday Courageous Conversations Defined

“Courageous conversations are those which you initiate to discuss the issues that you would rather avoid – the ‘undiscussable’. They will often take the most courage and require you to speak candidly and listen openly, and are often the ones that make the biggest impact. They have the capacity to create a pathway to building the relationships, influence and outcomes you want in every area of your life.”

-WorkplacePlus



The Why



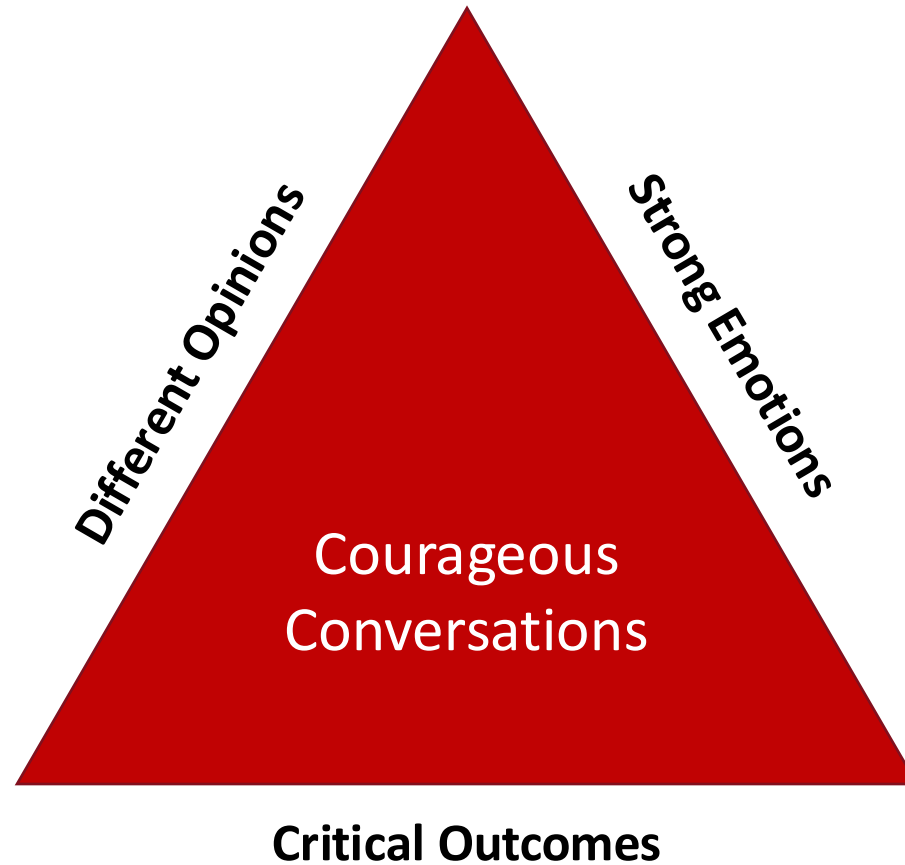
The Why

1. Build Trust and Stronger Relationships
2. Drive Innovation and Growth
3. Promote Inclusion through Community
4. Resolve Conflicts and Preventing Negative Outcomes

What are Courageous Conversations?



Elements of Courageous Conversations?



**Crucial Conversations*, Patterson, Grenny, McMillan and Switzler, 2012

How many people avoid
courageous conversations
in the workplace?

- A. 10%
- B. 25%
- C. 50%
- D. 70%
- E. 90%





What makes Courageous Conversations complex?

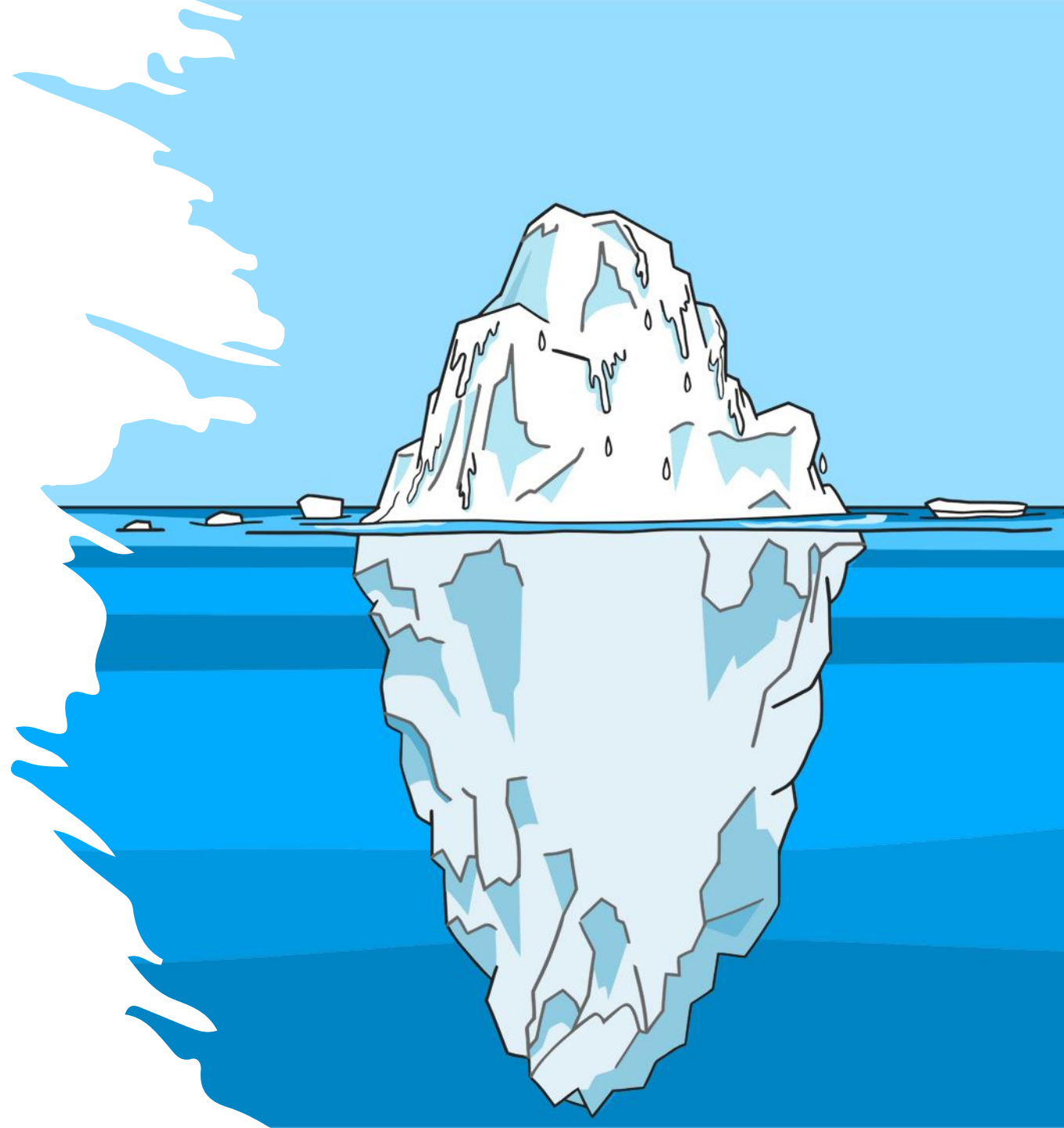
There are six viewpoints in every conversation between two people.

- 1) My viewpoint of myself
- 2) My viewpoint of you
- 3) My viewpoint of how I think you see me

And

- 4) There is your viewpoint of yourself
- 5) There is your viewpoint on me
- 6) There is your viewpoint of how you think I see you

Courage to go
beneath the surface



Race

Gender

Style

Age

Physical abilities

Values

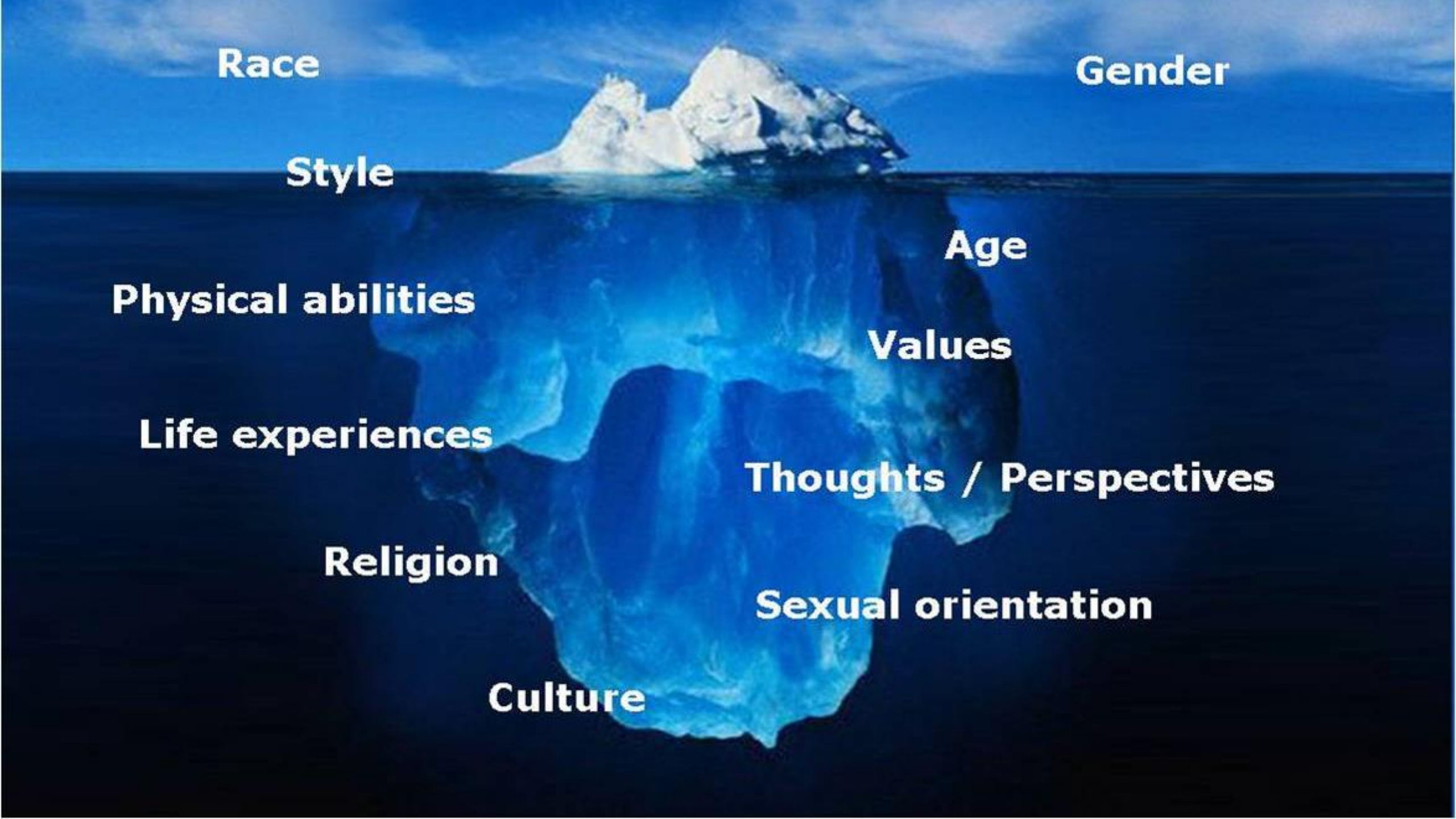
Life experiences

Thoughts / Perspectives

Religion

Sexual orientation

Culture



Examples of Courageous Conversations

- “I always receive excellent end of the year evaluations and positive reviews from my patients; however, I never seem to be the one to get promoted.”
- “We are expected to see more and more patients but with limited ancillary support.... and I’m feeling burned out.”
- “While there are many changes in our department including leadership changes, I worry that there might be a new strategic focus and my research interests will no longer be as valued.”

What are the risks of Courageous Conversations?

Feeling uncomfortable

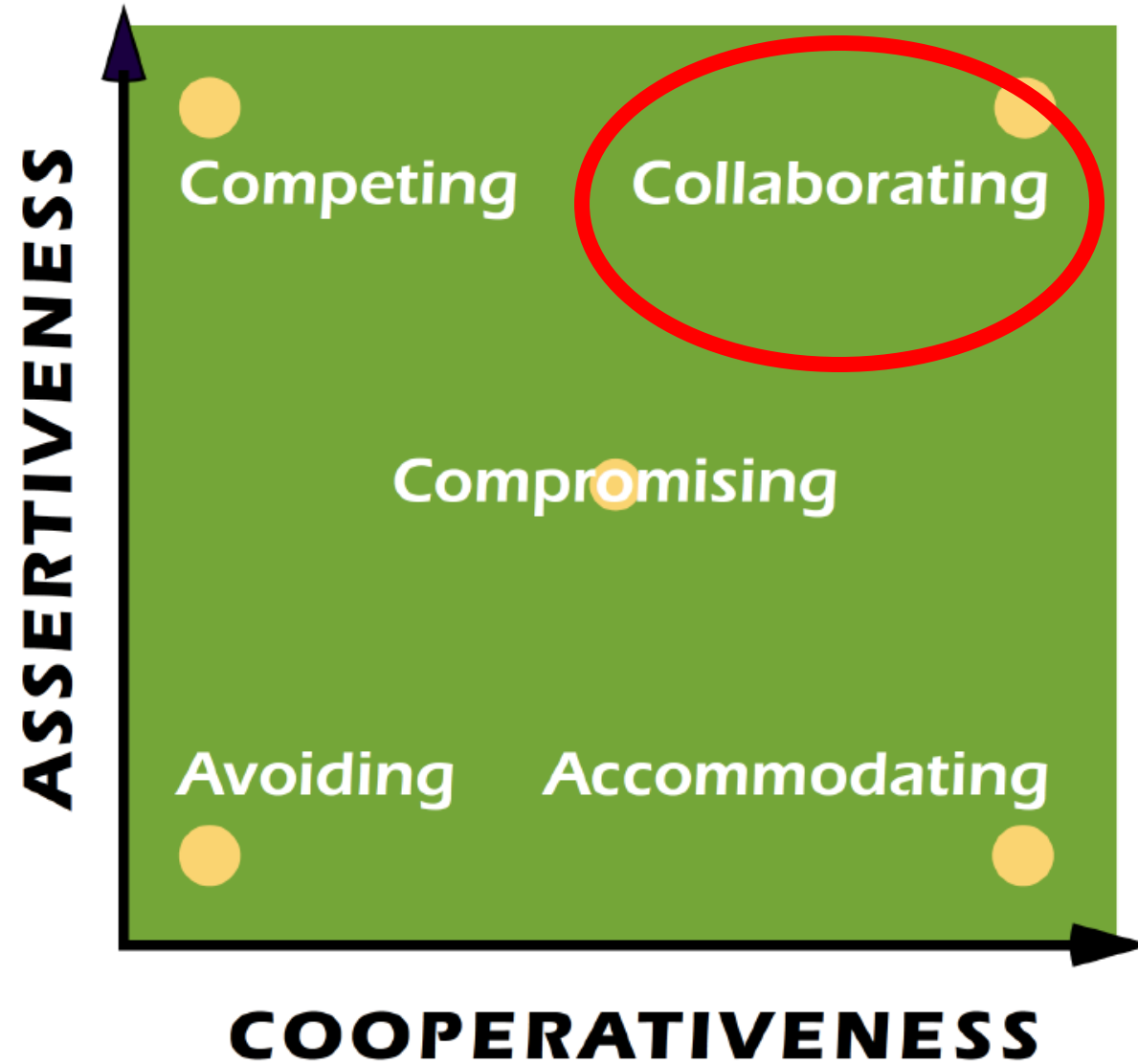
Loss of friends

Time

Conflict

Duel Concern Model of Conflict

- Assumes individuals' preferred method of dealing with conflict is based on two themes or dimensions:
- A concern for self (i.e., assertiveness)
EITHER/OR AND/BOTH
- A concern for others (i.e., cooperativeness, empathy)



Benefits of Everyday Courageous Conversations

Trust and
Psychological Safety

Bilateral relationship with CC

Goal
Directed/agency

Solve problems on own

Engagement

Leads to innovation



Everyday Courageous Conversations

- Innovate through engaged courageous conversations.
- Build transferable skills.
- Prepares for strategic courageous conversations.
- Provides methodology

Methodology to Courageous Conversations



Awareness and Purposefulness

Often spontaneous

Describe purpose clearly and why it's important

"This is what I want to talk about. When can we do it."

Dialogue

Share based on your understanding of facts, patterns, content AND seek to understand.

"I noticed that....Based on the pattern, I believe.."

"How do you see this?"

Explore ideas including needed resources or support.

Agree and Follow up

Mutually agree

Discuss how to monitor agreement

Takeaways

- Approach Courageous Conversations with curiosity.
- Assume good intent.
- Listen actively to words, nonverbals, emotions and silence.
- Lean ***into*** not away from discomfort.

And remember,

The goal is to gain a deeper understanding which leads to ***both*** stronger relationships and innovative, lasting solutions.

Thank you!

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