

MANAGING THE "NOW WHAT?" MOMENTS

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DISCLOSURES

Faculty

I have no relevant financial relationship(s) with ineligible companies to disclose.

Planners

None of the planners for this activity have any relevant financial relationships with ineligible companies to disclose.

OBJECTIVES

1. Recognize common personnel challenges, including disciplinary issues, employee leave situations, and workplace conflicts
2. Demonstrate effective communication techniques when navigating difficult conversations with employees
3. Balance accountability with empathy when supporting employees through personal and professional challenges
4. Respond to "now what?" leadership moments with greater confidence

PRE-TEST

1. Melissa was recently hired and has been an outstanding pharmacy technician. She lets you, her manager, know in confidence that she and her husband are excited to start a family. How long must Melissa be employed full time to be eligible for the Family and Medical Leave Act (FMLA)?
 - a) 3 months
 - b) 6 months
 - c) 9 months
 - d) 12 months

PRE-TEST

2. You manage a busy pharmacy, and recently had a continuous quality improvement (CQI) meeting to discuss last quarter's errors. Since then, one of the employees involved in an error is avoiding conversation with you. Which of the following crucial conversations strategies would be most appropriate to use in this situation?

- a) Ignore the employee until they speak to you again
- b) Explain the purpose of CQI meetings
- c) Defend why you had to discuss this error
- d) Assign leading the next CQI discussion to this employee

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PRE-TEST

3. Employers are required to provide employees with access to an employee assistance program (EAP).

- a) True
- b) False

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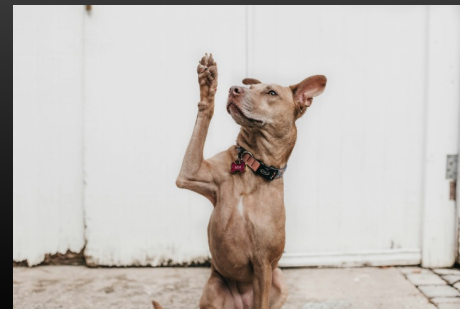
PRE-TEST

4. Which of the following is the most appropriate personality assessment to discuss at a staff meeting?

- a) StrengthsFinder
- b) Myers-Briggs Type Indicator (MBTI)
- c) Patient Health Questionnaire-9 (PHQ-9)
- d) 5 Love Languages

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WHO'S IN THE ROOM?



THE IDEAL



THE REAL



DISCIPLINARY ISSUES

Red Flags

- Attendance
- Performance
- Insubordination
- Misuse of technology
- Breach of confidentiality
- Substance use



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FMLA

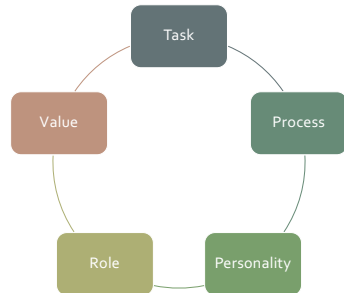
Requirements

- Employer
- Employee
- Manager



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WORKPLACE CONFLICT



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THINK – PAIR – SHARE

- What challenging workplace issue have you seen or experienced?
- What helped (or didn't help) resolve it?

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CRUCIAL CONVERSATIONS

Three Key Elements

- Stakes are high
- Opinions differ
- Emotions run strong



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UNPRODUCTIVE RESPONSES

Silence

- Avoiding
- Withdrawing
- Withholding



Violence

- Defensive
- Controlling
- Aggressive

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STAYING IN DIALOGUE



Start with heart



Learn to look



Make it safe



Master your stories

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STAYING IN DIALOGUE



STATE your path

- Share the facts
- Tell your story
- Ask for others' perspectives
- Talk tentatively
- Encourage discussion



Explore others' paths

- Listen
- Ask open-ended questions
- Reflect and paraphrase

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MOVING TO ACTION

- End with clear decisions (who?)
- Assign responsibilities (does what?)
- Follow up for accountability (by when?)



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THINK – PAIR – SHARE

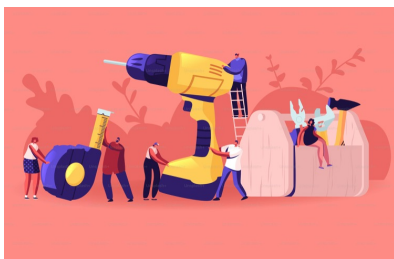
- How do you prepare for crucial conversations?
- What communication techniques do you use when conversations turn crucial and stakes are high?

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CRUCIAL CONVERSATIONS TOOLS

Workplace benefits

- Stronger relationships
- Better teamwork
- More effective leadership
- Better decision making

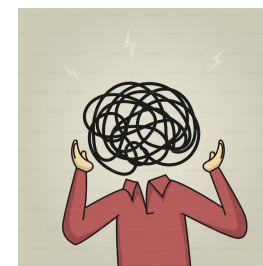


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EMPLOYEE ASSISTANCE PROGRAMS

EAPs

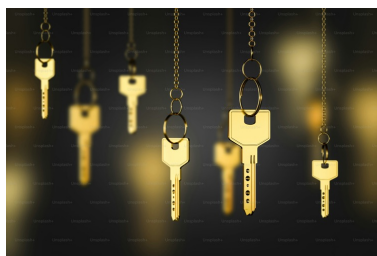
- Voluntary, free, confidential
- Help with personal and work-related stress
 - Mental health conditions
 - Alcohol/substance abuse
 - Grief
 - Relationship issues



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KEYS TO SUCCESS

- Use Crucial Conversations principles
- Meet regularly with purpose
- Consider individualized personality assessments
 - [DISC](#)
 - [Enneagram](#)
 - [MBTI](#)
 - [StrengthsFinder](#)
 - [Workplace Love Language](#)



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REFERENCES

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2. FMLA Frequently Asked Questions. <https://www.dol.gov/agencies/whd/fmla/faq>
3. What is an Employee Assistance Program? <https://www.opm.gov/frequently-asked-questions/work-life-faq/employee-assistance-program-eap/what-is-an-employee-assistance-program-eap/>
4. Patterson, Kerry, et al. *Crucial Conversations*. McGraw-Hill Contemporary, 2002.

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THANK YOU!

Questions?

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