

How to Deal With the Chronically Defensive Person

PROGRAM NOTES

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The Problem

1. The Clinical Nurse Leader needs to gather critical information
2. The nurse's defensiveness makes this process less effective
3. It also makes the CNL's job harder
4. This could have a serious negative effect on the organization and other people's lives

What Points Might the Nurse Leader Want to Raise?

1. The ongoing pattern she's observed.
2. Collecting information and giving this feedback is one of her responsibilities....
3. How important it is to the clinical leader that they have open communication.
4. How important it is to the clinical nurse leader that team members be coachable
5. Her desire to give the feedback in a way that feels respectful to the nurse, i.e. in a way that "works" for the nurse.
6. Her desire to get feedback *from* the nurse on how to do that.
7. The fact that she is coming from a place of goodwill.

To Make This Happen

1. Put The Conversation in Context
2. Name the Game
3. Express Your Goodwill and Positive Intent
4. Involve The Other Person in the Solution

The Declaration/Invitation

“Jane, I went to a seminar yesterday on constructive conversations, and we were asked to think of conversations we have a hard time with and want to get better at. One of the ones I thought of was our conversations about the adverse event occurrences. I feel bad that what I want to be a useful conversation—useful for you, me, and the hospital—ends up being uncomfortable for you and me.

Even though I see them as simply feedback to minimize these occurrences, it seems like from your response that you feel like you’re being reprimanded or that you’re somehow in trouble. I’d like for us to find a way for me to share this feedback with you in a way that works for you. Do you know what I mean?”

Follow-up Questions She Could Use To Collaborate

1. Are there particular things I say or do that make it feel more like an interrogation or like you’re being reprimanded?*
2. Can you give me an example of how you would like me to bring up an occurrence with you?

*If you are only giving feedback and not gathering information like the Clinical Nurse Leader is, your version of this question could be: “Are there particular things I say or do when giving you feedback that makes it unpleasant or just plain not useful?”

If They Don't Offer You Anything, Now What?

“I know sometimes I have to think about things before I come up with an answer, so I'd like to ask you to be thinking about this and we can revisit it, because it's really important that we make these conversations work...so if you can be thinking about how you would like me to bring this up and how you would like me to give you feedback, that would be great.”

Feel Free to Reach Out And Ask Questions *or....if you are interested coaching or training...*

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Related Resources By David Lee

The Start Your Important Conversation Off Right Strategy Session – Because the success of your important conversation depends so much on how you start it off, you want to make sure you get the Declaration/Invitation right. This strategy session will help you get clear on the issues that need to be addressed, your desired outcome and how to articulate it, landmines to avoid, and how to put this all together into words.

It includes:

1. A 60-minute one-on-one session.
2. The six step Better Results Through Better Conversations Protocol
3. The workbook to David's Better Results Through Better Conversations seminar.

For information on this: email [David Lee](#) or call 207-571-9898

Articles

[How to Address Negativity in a Positive Way](#)

[Managing Up: How to Bring Up a Difficult Issue With Your Boss
Let's Talk for a Change](#)

[3 Engagement-Enhancing Conversations Every Manager Should Have](#)

[What Happens When Leaders Show Humility and Openness to Feedback?](#)

[What to Do When Employee Feedback Goes Wrong](#)

Audio Recording

[Let's Talk for a Change](#) – This recording is of a keynote presentation on how to bring up and discuss difficult issues in a way that fosters honest, unguarded dialogue.

To Learn More About How David Lee Can Help You or Your Team Achieve Better Results Through Better Conversations:

Phone: 207-571-9898

Email: david@humannatureatwork.com

About David Lee



David Lee, the founder of HumanNature@Work, works with employers who want to improve employee engagement, customer service, and morale. He has worked with organizations and presented at conferences both domestically and abroad.

An internationally recognized thought leader in the field of employee engagement and performance, he is the author of nearly one hundred articles and book chapters that have been published in trade journals and books in the US, Europe, India, Australia, and China. The second edition of the business classic, *The Talent Management Handbook*, features a chapter of his on the topic of Onboarding.

In addition to his research and work with both struggling and “best in class” organizations, David Lee’s work draws from a wide range of scientific disciplines including cognitive neuroscience, anthropology, psychoneuroimmunology, trauma and resilience research, and paleopsychology.

Taking this research which typically doesn’t find its way into the business world, David translates these principles of human nature into practical leadership and managerial strategies that optimize employee performance.

Using the popular TV show *The Dog Whisperer* as an analogy for the difference understanding human nature makes, David’s work helps leaders and managers become “Employee Whisperers.”

In his work with managers and leaders at all levels and his interviews with employees, he has found that “every better result you desire requires having a better conversation.”

Client Comments

“The value David provided our organization went far beyond the actual classroom experience. In addition to the wealth of information he provided during class, David provided a broad support system to further the development of our senior management team.

Specific elements included working with the team to articulate a behavioral vision, one-on-one coaching, individualized professional development plans, and a variety of other support services that enabled us to build a culture of teamwork, accountability, and excellent customer service. While everyone says they will help you be more productive and get better results from your people, David is the only one I’ve worked with who really helps you get there.”

Eric Henry, CEO and CIO at Hershey Trust Company

“Weeks after David Lee spoke to our college, people are still talking about the message he sent. One employee thanked our President and said it was a “gift to employees to hear David speak”. David took the time to get to know US before he stepped foot on campus. We didn’t expect the level of service that he provided. He interviewed people, sent out surveys and dug deep to find out exactly what our college needed to go from good to great. He then customized a program that fit what we needed and has been great with follow-up and feedback. It’s clear he truly cares. David does more than give a great speech a leave, he transforms the culture.”

Deb Carlson, PhD, Director of Institutional Research and Communication, Nebraska Methodist College: The Josie Harper Campus, NE

“I have utilized David’s services several times over the years. He treats each company as a unique entity and creates specific training plans based on each company’s needs. I like that he does not deliver a canned program, but makes the time to meet with HR, managers and CEO’s to understand the company culture. He partners with HR to create training plans for success. The Appraisal Process is all about Coaching and Feedback.

David customized a program for us that focused on our list of specific goals, worked with our management staff as a team and on a one-on-one basis, and created tools to ensure success. What is most impressive is that David followed up post appraisal process with an employee survey asking how the manager training impacted the new appraisal process. The survey results overwhelmingly verified that the training made a positive impact on our management team and their delivery of the new process to our employees. And, as a result of the survey process, we now know what areas to focus on for our future training needs. We look forward to working with David again as we continue to refine our appraisal and coaching efforts.”

Barbara Bartlett, Director of Human Resources, Infinity Federal Credit Union, ME

“We chose David Lee to provide us with customer service training over a well-known national franchise in part because of his customized approach. Rather than trying to convince us that a one-size-fits-all, off the shelf “solution” was just what we needed, he took the time to learn about our business and unique needs, and tailor a program to address them.

The fact that his program was addressing the real life issues our customer service and tech support people faced every day, combined with his engaging and informative training style, had a huge impact on our staff’s interest in, and commitment to, his ongoing program. It’s exciting

to hear everyone using the concepts from his training in conversation – his concepts have become our vernacular.

One of the other things that makes David such an effective trainer is the fact that he is clearly a voracious learner who is always on the lookout for new research or best practice to share with clients. Whether it's how stress affects the brain and its implications for engaging people in constructive conversations, or a million other applications of "human nature at work", David shares ideas and information you won't get in "standard" business programs delivered by the average consultant. I know I have used his examples with staff, customers and friends. If you want an effective and customized training program that will enhance your external and internal communication, David Lee is the best choice!"

Nancy Hellman, Loftware, NH

"Finally, a moment to reflect on the weekend. David, you lit them on fire!!!! I cannot tell you what a difference you made with this very unique group—you helped us to turn the tide and it was an incredibly productive weekend—and it has shaped our attitude and focus for the next few years.

You helped us collectively grab our minds and put them together in such a way that we were able to miraculously define our immediate VISION without so much as an hour of brainstorming. It just happened. It would have taken 2 or 3 board meetings to do what you helped us do.

I am still in disbelief, and am really impressed with your attitude David. You have such a special gift, and you just drove it home with everyone. I will never ever forget your time with us."

Josh Libby, President of the National Cued Speech Association, Washington, DC

"Thank you for doing such an outstanding job keynoting our conference. As you could tell by the response, participants loved both the content and the delivery of your presentation."

Dr. Ian Gawler, Director, The Gawler Foundation, Victoria, Australia

"I've now worked with over 150 presenters since you last were a part of MEBSR's Spring Conference, and still you stand out as the best person we've ever had come and present on how we best work with one another, increase productivity and thrive."

Sanna McKim, Executive Director, Maine Businesses for Social Responsibility, Maine

"I just want to thank you for such a great presentation! I got feedback that this was the best conference that we ever had. (Management at the venue) e-mailed me asking for your contact information. Apparently the staff that was working that day loved your message and they want to hear more. So - don't be surprised if you hear from them!"

Anne Charles, Maine Municipal Association, Maine

"When our Human Resources Affiliate was charged with the responsibility to recommend a keynote speaker on a topic related to change management for the New Hampshire Association of Counties Annual Conference David Lee's name came immediately to mind.

The thought of developing a keynote presentation as well as useful breakout sessions that appealed to elected officials, departmental managers, supervisors and employees from diverse departments presented a formidable task. However, David did not disappoint. In fact, he

developed and delivered an inspiring, can do, engaging presentation that was interactive, provided useful tips and flowed easily throughout the day.”

Norm O’Neil, New Hampshire Association of Counties, NH

“I learned more in this seminar than in four others I took from (a well known national seminar company).”

Jennifer Sgroi, Stonyfield Farm Yogurt, New Hampshire

“Without you realizing, David woos you into learning by appealing to what you naturally know to be true by your own experience. He’s incredibly down to earth and balances stories, humor, statistics and research to engage his audience in a time defying way. His programs will benefit anyone looking to gain awareness, passion and spirit in the workplace (and beyond). I was so riveted and inspired that when David said he was wrapping up his program, I was dumbfounded by how much time had passed. I was convinced my watch was mistakenly an hour ahead. Thank you, David, for following your passion & curiosity from which we greatly benefit.”

Krista Irmischer, Human Resources Manager, Jøtul North America, Maine

“David’s presentation style is unparalleled! The substantive and timely content of his subject materials is immediately adaptable to the workplace making his seminars an invaluable aid to an employer seeking to be an “Employer of Choice.”

Lynn M. Lombard, VP, MMG Insurance Company, Maine

“I want to say a big thank you for the wonderful job you did in your presentations during our Quality Leadership Conference. You are a talented individual; thank you for sharing your gifts with Fairview.”

Tom Hanson, Fairview Healthcare System, Minnesota