

In emotionally challenging conversations, respond with PEARLS[®]



Partnership	"We will figure how to get through this together."
Empathy	"Sounds like that was very frustrating for you."
Appreciation/ Apology	"I appreciate your contribution." "I'm sorry you had to go through that."
Respect	"I give you a lot of credit for our success in transforming the clinical scheduling system."
Legitimation	"Anyone in your position would feel that way."
Support	"What can I do to support you?"

ARTS of Communication

ASK

Use open-ended questions to elicit the other's perspective and to uncover their interests.

"Can you help me understand your perspective better?"

"Can I get your advice about how..."

"So, it's clear that the added cost of this new IT system is a big concern. What else is important to you in making this decision?"

RESPOND

Respond with empathy; use reflective listening. Empathizing doesn't mean you agree but does convey that you are making the effort to understand the other person's point of view.

"It is difficult when you don't get any appreciation for your work."

"I can see that making this change is a low priority for you now."

TELL

Share your perspective and your interests.

"Can I share how I view this challenge?"

"What matters most to me is maintaining a cohesive team and improving efficiency in the clinic."

SUMMARIZE

Summarize your understanding of the other's perspective and all interests you have heard, with a focus on shared interests.

"So you feel that introducing this new measure now will have a negative impact on morale..."

"So our shared interests are... and what matters most to you is... and my greatest concern is..."

SEEK SOLUTIONS, GENERATE OPTIONS

Work together to generate alternative solutions that can satisfy both of your interests.

"Let's take some time to brainstorm options before we evaluate them."

"What solutions would meet both of our needs?"