PARTICIPANT HANDOUTS

"Lunchtime Learning" Professional Skill Development Distance Learning Series Event #5:
Facilitation of Problem Solving

Presented by:
Maria Agnew, Sr. Resource Partner and Master Trainer, Influencing Options

Live Broadcast Date/Time:
Wednesday, August 19, 2015
12:00–1:00pm Mountain Time / 1:00–2:00pm Central Time

Series Overview:
Join Community Health Association of Mountain/Plains States (CHAMPS) and Colorado Community Health Network (CCHN) for the **"Lunchtime Learning" Professional Skill Development Distance Learning Series!** These six one-hour webcasts will take place between April and September of 2015. Participants may attend any selection of events; all are designed to provide professional development and skills improvement as a component of a continuous process of advanced practice transformation, with the goal of positively impacting retention rates at Region VIII health centers. The events are primarily targeted at health center administrative and clinical support staff, although staff members from all levels of the health center are welcome.

Event Overview:
This event will introduce the 'Problem Solving Model,' designed to improve understanding about the stages of a problem and why delivering empathy and asking appropriate questions will help reduce stress and increase effectiveness when resolving personal issues or coaching someone else to do the same. Participants will learn how to remain calm and confident in problematic situations, clarify who is in the 'circle of concern,' recognize when someone is dealing with a problem, gain tips for dealing with emotional responses, and move the conversation forward toward a solution.

Learning Objectives:
By the end of the session, participants will:
1. Define a problem
2. Learn the natural stages of a problem
3. Recognize specific behaviors in each phase of the Problem Solving Model
4. Learn the importance of demonstrating empathy to help at different stages
5. Review key phrases you might use at each phase to move the conversation forward

CONTENTS

SERIES TIMELINE

Event #1:   Student Loan Management and Repayment Options – Archive Available
Event #2:   Customer Service: The Art of Caring – Archive Available
Event #3:   Civility in the Workplace: Creating a Friendlier and More Productive Work Environment - Archive Available
Event #4:   Foundations for Influencing: Asking for What You Want - Archive Available
Event #5:   Foundations for Influencing: Facilitation of Problem Solving (08/19/15)
Event #6:   Cultural Competency (09/16/15)
Visit www.CHAMPSonline.org/Events/DistanceLearning.html
for complete details, including registration for individual events.

CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. The online version will be available within two weeks of the live event, and the CD will be available within two months. CHAMPS will email all identified participants when these resources are ready for distribution. For information about all CHAMPS archives, please visit www.CHAMPSonline.org/Events/DistanceLearning.html.

DESCRIPTION OF CCHN

Colorado Community Health Network (CCHN) is a non-profit organization representing the 18 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHY

Maria Agnew is the Senior Resource Partner and Master Trainer at [Influencing Options](), an organization that believes effective people always have options when they work to resolve issues directly and respectfully. Prior to joining Influencing Options, Maria worked in law enforcement for 24 years, and for the past 15 years she has held supervisory positions. Maria has an extensive background working in the public sector in a variety of criminal justice organizations, and has also worked with the US Forest Service, Bureau of Land Management, and other federal agencies. Maria has a diverse background in non-traditional work forces and experience conducting trainings and workshops that help organizations build a commitment culture through increasing trust.

OVERVIEW OF PROBLEM SOLVING MODEL

Move from problem to solution

PROBLEM

1 Reacting Emotionally

2 Accepting Responsibility

3 Evaluating & Deciding

4 Taking Action

SOLUTION

DEFINING BEHAVIORS OF EACH STAGE OF PROBLEM SOLVING

PROBLEM

Reacting Emotionally

•Blaming others
•Venting, blowing off steam, out loud or in your mind
•Feeling, thinking, acting like a victim
•Natural first stage, but the Danger-zone

Accepting Responsibility

•Turning point— focus shifted from what happened to what they can do about it.
•Making conscious effort to take ownership & either problem solve or change behavior or attitude
•May be out loud or in your mind
•Hopeful & Empowered

Evaluating & Deciding

•Brainstorming
•Weighing pros and cons of various options
•Considering the risks, costs, and benefits

Taking Action

•Carrying out the action they can live with

SOLUTION

First Diagram

Listen & Show Empathy
"So you're _____,
because _____.

PROBLEM

Reacting Emotionally
- Blaming others
- Venting, blowing off steam, out loud or in your mind
- Feeling, thinking, acting like a victim
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SOLUTION

Second Diagram

PROBLEM

Reacting Emotionally
- Blaming others
- Venting, blowing off steam, out loud or in your mind
- Feeling, thinking, acting like a victim
- Natural first stage, but the Danger-zone

Accepting Responsibility
- Turning point— focus shifted from what happened to what they can do about it.
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Taking Action
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SOLUTION

Use Activating Prompts
"What options do you/we have?"
"What have you tried already?"
"What is your next, first step?"

5

Ask Personalized Deficit Question:
"What are you not willing to do right now, that if you did you'd feel better and begin moving toward a solution?"

"Let's play that out...what might happen if you did that? Is that what you want? Could you live with that?"

"We're just brainstorming, so what's one thing you think right now might help move you toward a solution, if you knew for sure it would work?"

PROBLEM

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SOLUTION

Use Negotiation Question
"How can I support your moving forward with this?"

Top diagram

PROBLEM

Reacting Emotionally
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Evaluating & Deciding
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- Weighing pros and cons of various options
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Taking Action
- Carrying out the action they can live with

SOLUTION

Use Rhetorical Permission:
"Would it be helpful if I shared some ideas or options?"

Bottom diagram

Help them develop an Action Plan (4WH):
"Who?"
"What?"
"When?"
"Where?"
"How?"
"What's your first, next step?"

PROBLEM

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SOLUTION

Facilitative Problem Solving Model

Ask Personalized Deficit Question: "What are you not willing to do right now, that if you did you'd feel better and begin moving toward a solution?"

(Y)

(T)

"Let's play that out...what might happen if you did that? Is that what you want? Could you live with that?"

"We're just brainstorming, so what's one thing you think right now might help move you toward a solution, if you knew for sure it would work?

(T)

Listen & Show Empathy
"So you're _____,
because _____.

Help them develop an Action Plan (4WH):
"Who?"
"What?"
"When?"
"Where?"
"How?"
"What's your first, next step?"

(Y)

(T)

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SOLUTION

(Y)

(T)

Use Activating Prompts
"What options do you/we have?"
"What have you tried already?"

Use Negotiation Question
"How can I support your moving forward with this?"

(T)

Use Rhetorical Permission:
"Would it be helpful if I shared some ideas or options?"

(T)

Your Problem

Their Problem

INFLUENCING OPTIONS

Facilitation of Problem Solving

Presented by: Maria Agnew
Master Trainer/Consultant, Influencing Options

Wednesday, August 19, 2015
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Lunchtime Learning: Professional Skill Development
Distance Learning Series, Part 5 of 6

Hosted by:

COLORADO COMMUNITY HEALTH NETWORK
Access for All Colorado

CHAMPS
30 Years Service
1985 - 2015

www.cchn.org   **www.champsonline.org**

INFLUENCING OPTIONS

Interactive Poll
How comfortable do you addressing a problem head on?

- Completely comfortable

- Somewhat comfortable

- Neutral

- Somewhat uncomfortable

- Completely uncomfortable

INFLUENCING OPTIONS

Interactive Question

How many total people are watching this event at your computer (yourself included)?

INFLUENCING OPTIONS

Learning Objectives: Students will be able to

1. Define a problem
2. Learn the natural stages of a problem
3. Recognize specific behaviors in each phase of the 'Problem Solving Model'
4. Learn the importance of demonstrating empathy to help at different stages
5. Review key phrases you might use at each phase to move the conversation forward

INFLUENCING OPTIONS

Internal to Your Organization
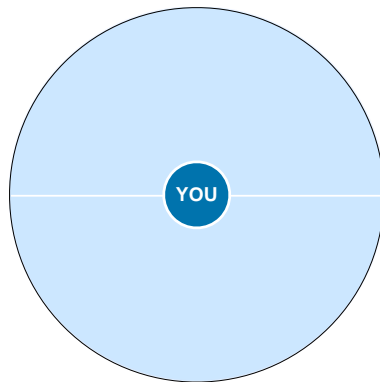
YOU

External to Your Organization

CIRCLE OF INFLUENCE

INFLUENCING OPTIONS

Interactive Question

Sometimes when I see someone in my Circle of Influence I feel trapped in the conversations and I can not get away from them. They complain and I often avoid them.

True

False

OVERVIEW OF PROBLEM SOLVING MODEL

Move from problem to solution

PROBLEM

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2. Accepting Responsibility
3. Evaluating & Deciding
4. Taking Action

SOLUTION

DEFINING BEHAVIORS OF EACH STAGE OF PROBLEM SOLVING

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Taking Action
- Carrying out the action they can live with

SOLUTION

INFLUENCING OPTIONS

Interactive Question

When someone brings a problem to me I will generally:

- Offer a solution
- Try to be sympathetic
- Avoid the person in the future because I don't know how to change the subject.

INFLUENCING OPTIONS

What is a Problem?

A "problem" is any event or situation that we perceive to be distressing, i.e., it's causing anxiety, frustration, worry, stress, anger, loss of sleep, etc.

A problem is on a continuum from: "Mildly irritating to... I can't sleep at night!"

STAGE 1
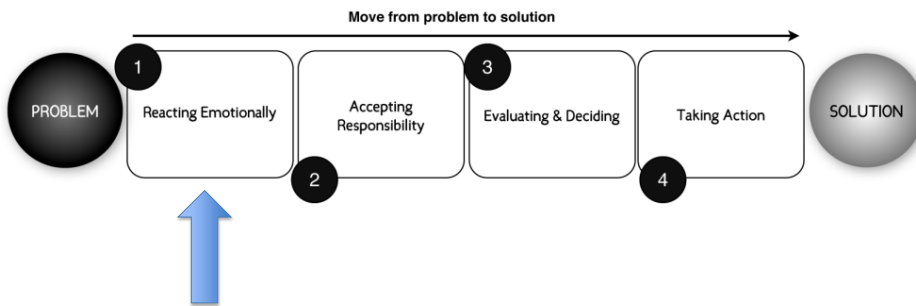
Move from problem to solution

PROBLEM → 1 Reacting Emotionally → 2 → Accepting Responsibility → 3 Evaluating & Deciding → 4 → Taking Action → SOLUTION

Interactive Question

When someone reacts emotionally in a conversation I am usually caught off guard and I become defensive?

True

False

INFLUENCING OPTIONS

EMOTION
BODY
LANGUAGE

INFLUENCING OPTIONS

REACTING EMOTIONALLY (Externalizing)
Blows off steam
May be out loud or in your mind
Distresses others and gives only temporary relief
Can look like a smokescreen and avoids the problem solving process

REACTING EMOTIONALLY
(EXTERNALIZING)

INFLUENCING OPTIONS

Interactive Question

What is the best way to deal with a Highly Emotional Response?

- Interrupt the person and tell them what to do.
- Continue to offer solutions because everyone wants to be told what to do.
- Demonstrate empathy, by acknowledging What they are feeling and why, without judgment.

INFLUENCING OPTIONS
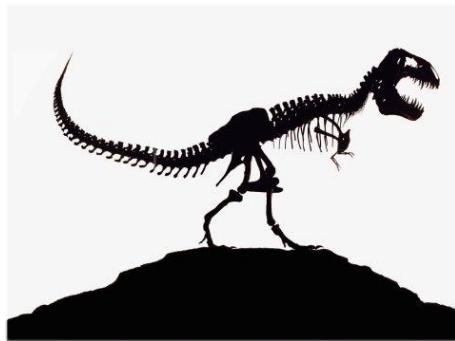
DINOSAUR ANALOGY

Dealing With Highly Emotional Responses
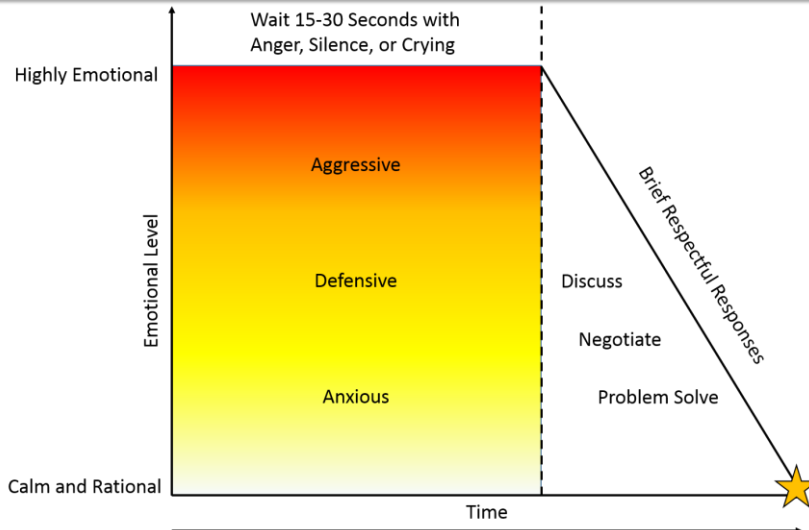
INFLUENCING OPTIONS

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INFLU=NCING OPTIONS

What is Empathy?

Demonstrating empathy means that you communicate to others you understand not only what they are feeling but why they feel that way, *without judgment.* You see the issue from their frame of reference.

INFLU=NCING OPTIONS

BEHAVIOR	EXAMPLE
Sympathy	"Oh, that's bad." (feeling sorry)
Judgment	"He brought this on himself!"
Advice	"I know how you feel. Here's what I would do if I were you..."
Usurping	"Oh, this reminds me of what happened to me. Listen to this..."
Over-identification	"This makes me so upset!"
Empathy	"You're disappointed because you didn't expect this outcome..."

INFLUENCING OPTIONS

OPTION	PHRASE	BENEFITS
What/Why Structure	"You feel . . . because . . ."	Offers a structure so that you don't forget to include both the feeling and the reason behind the feeling.
Question Clarification	"So, you're . . . because . . ?"	Frames with a question so that you can ask for clarification to see if you're interpreting the feeling/content correctly.
Direct Statement	"You are . . ."	Removes "script" feel and provides a direct statement of what you are interpreting.

EMPATHY
OPTIONS

INFLUENCING OPTIONS

Interactive Question

When someone reacts emotionally I usually try to understand and offer my help by making helpful suggestions?

True

False

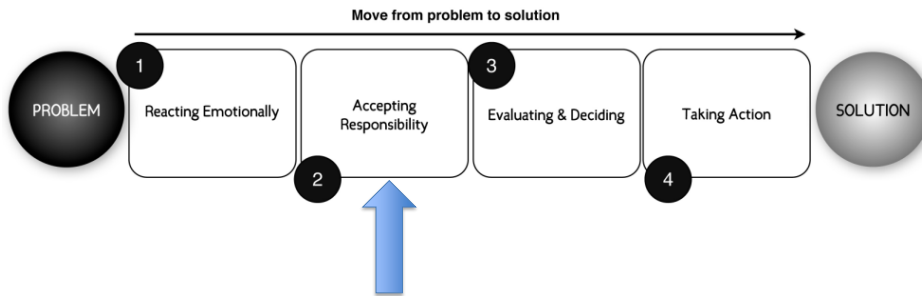# INFLUENCING OPTIONS

STAGE 2

Move from problem to solution

PROBLEM → 1 Reacting Emotionally → 2 Accepting Responsibility → 3 Evaluating & Deciding → 4 Taking Action → SOLUTION

INFLUENCING OPTIONS

ACCEPTING RESPONSIBILITY (personalizing)
Conscious effort to problem solve and/or change
May be out loud of in your mind
Does not distress others and creates hope
Solves the problem and creates empowerment

ACCEPTING RESPONSIBILITY
(PERSONALIZING)
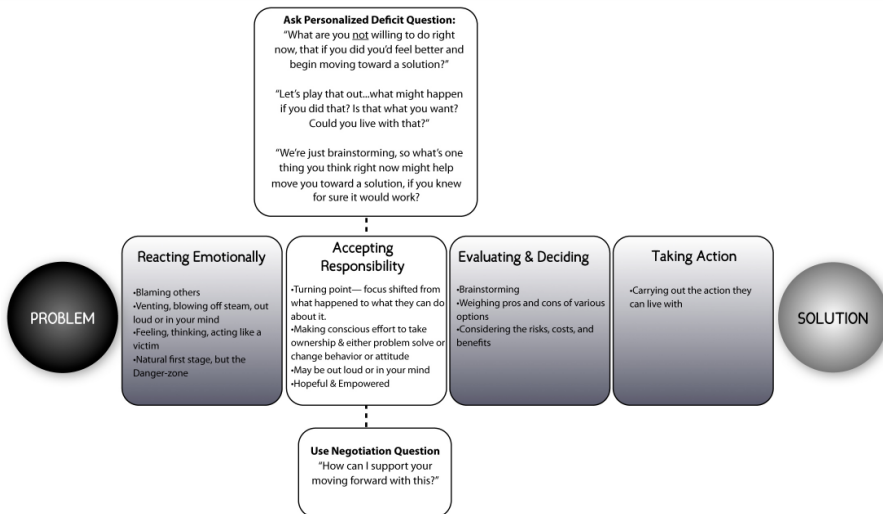
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INFLUENCING OPTIONS

Interactive Question

What happens if I stay STUCK in Stage 1—Reacting Emotionally—and do not choose to move forward?

- I keep trying to solve the problem by talking to all my friends and family.
- I know this is the stage where I should stay because problems are effectively solved here!
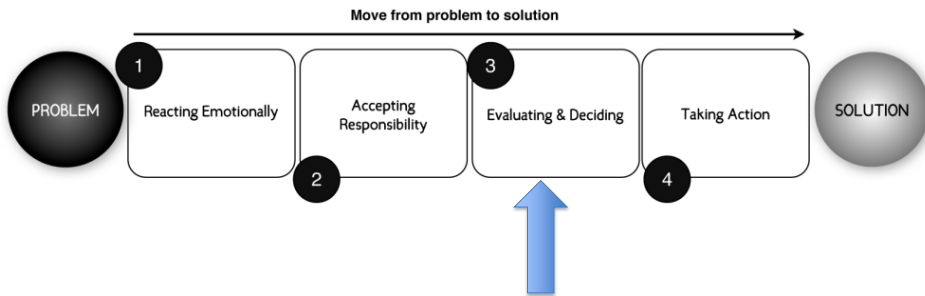- I have a lot more friends if I continue to vent and complain.

FACILITATIVE
QUESTIONS

Ask Personalized Deficit Question:
"What are you not willing to do right now, that if you did you'd feel better and begin moving toward a solution?"

"Let's play that out...what might happen if you did that? Is that what you want? Could you live with that?"

"We're just brainstorming, so what's one thing you think right now might help move you toward a solution, if you knew for sure it would work?"

PROBLEM

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Accepting Responsibility
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•Making conscious effort to take ownership & either problem solve or change behavior or attitude
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•Hopeful & Empowered

Evaluating & Deciding
•Brainstorming
•Weighing pros and cons of various options
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Taking Action
•Carrying out the action they can live with

SOLUTION

Use Negotiation Question
"How can I support your moving forward with this?"

STAGE 4

Move from problem to solution

PROBLEM → 1 Reacting Emotionally → Accepting Responsibility (2) → 3 Evaluating & Deciding → Taking Action (4) → SOLUTION

Help develop an action plan:
- The 4-W's: Who, What, When, Where, How?
- What are you first next steps?

Help them develop an Action Plan (4WH):
"Who?"
"What?"
"When?"
"Where?"
"How?"
"What's your first, next step?"

PROBLEM

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Taking Action
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SOLUTION
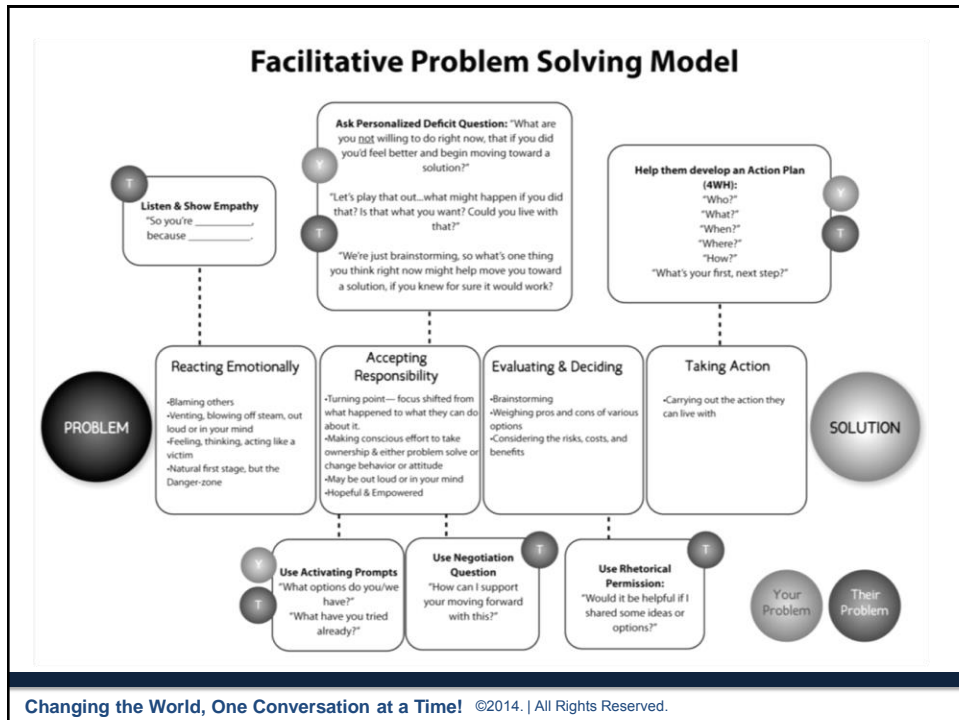
INFLU≡NCING OPTIONS

Interactive Question

Why is important to ask for follow up in Stage 4 with the question "What are your first next steps?"

- So you can continue to listen to the same problem over and over!
- To help the person commit to action and move toward a solution!
- So the person can blame you if their plan doesn't work!

Problem Solving Stages

STAGE	LOOKS LIKE
1 Reacting Emotionally	•Blaming others •Venting, blowing off steam, out loud or in your mind •Feeling, thinking, acting like a victim •Natural first stage, but the Danger-zone
2 Accepting Responsibility	•Turning point - focus shifted from what happened to what they can do about it •Making conscious effort to take ownership & either problem solve or change behavior or attitude •May be out loud or in your mind •Hopeful & Empowered
3 Evaluating & Deciding	•Brainstorming •Weighing pros and cons of various options •Considering the risks, costs, and benefits
4 Taking Action	Taking personal action by actually committing behaviors toward resolution/solution.

Facilitative Problem Solving Model

Listen & Show Empathy
"So you're _____, because _____."

Ask Personalized Deficit Question: "What are you not willing to do right now, that if you did you'd feel better and begin moving toward a solution?"

"Let's play that out...what might happen if you did that? Is that what you want? Could you live with that?"

"We're just brainstorming, so what's one thing you think right now might help move you toward a solution, if you knew for sure it would work?

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Taking Action
•Carrying out the action they can live with

SOLUTION

Use Activating Prompts
"What options do you/we have?"
"What have you tried already?"

Use Negotiation Question
"How can I support your moving forward with this?"

Use Rhetorical Permission:
"Would it be helpful if I shared some ideas or options?"

Your Problem   Their Problem

INFLUENCING OPTIONS

What is your Key Take A-way?

1. Problem Solving ?
2. Demonstrate Empathy?
3. Asking the right questions: How can I help?

HOW WILL YOU COMMIT TO ACTION AND BEHAVIOR CHANGE IN YOUR LIFE?

INFLUENCING OPTIONS

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THANK YOU

Please join us for our next event in the Lunchtime Learning Series, Cultural Competency: The Foundation for an Inclusive Environment on Sept. 16, 2015, 12:00 – 1:00 p.m. Mountain Time / 1:00 – 2:00 p.m. Central Time

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INFLUENCING OPTIONS

Thank You for Joining Us!

COLORADO COMMUNITY HEALTH NETWORK
Access for All Colorado

CHAMPS 30 Years Service 1987-2015

Your opinions are very important to us.

Please complete the Evaluation for this event. Those attending the entire event and completing the Evaluation questions will receive a Certificate of Participation.

Each person should fill out their own Evaluation Survey.

Please refer to the SurveyMonkey link provided under the "Handouts" tab of the online event. The same link was provided in the reminder email sent out in advance of the event, and will be included in a follow-up email to those logging onto the live event. Please pass the link along to others viewing the event around a shared computer.

To learn more about trainings offered by CHAMPS and CCHN, please visit:
www.CHAMPSonline.org/Events/
www.CCHN.org/training-and-events