

WEBVTT

1

00:00:05.170 --> 00:00:10.109

sujatha buddhe: Good evening, everyone. Thanks for joining us today. I'll just give another minute to get this started.

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00:00:14.820 --> 00:00:18.490

sujatha buddhe: This is her third woman in Leadership series,

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00:00:18.590 --> 00:00:23.319

sujatha buddhe: and we had great participation so far. So thanks everyone again for joining us.

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00:00:24.170 --> 00:00:25.240

You

5

00:00:25.520 --> 00:00:27.799

He Won't Aren't. You

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00:00:38.610 --> 00:00:55.450

sujatha buddhe: gives me great privilege in ah inviting and introducing Dr. Sarah Kim. Um, who is with us today? Thanks for joining us. Ah, she is a research professor of surgery, and she received her Phd. In education in one thousand nine hundred and ninety, nine from the University of Washington, Seattle. Here,

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00:00:55.460 --> 00:01:02.059

sujatha buddhe: currently, she serves as an associate Dean for educational quality improvement in the School of Medicine at the University of Washington.

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00:01:10.530 --> 00:01:21.209

sujatha buddhe: She actually leaves research programs in conflict management and collaborates with a wide range of clinical, administrative and educational stakeholders across the U. Of Medicine

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00:01:39.170 --> 00:01:42.060

sujatha buddhe: and the you that medicine, patient

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00:01:42.240 --> 00:01:55.069

sujatha buddhe: safety innovation programs, which is the Psi. So it's with great pleasure. I introduced Dr. Saracin, and while we start off I have a question for everyone, and we are hoping that you put these answers in there in your chat

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00:01:55.080 --> 00:02:08.869

sujatha buddhe: for any questions. Please add them to the chat, and we'll discuss them in the Q. And A. At the end. But in meanwhile, if you all want to respond to this question is what's most challenging for you when you are going in to have a difficult conversation.

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00:02:08.880 --> 00:02:18.379

sujatha buddhe: So please put in your answers in the chat. What is the most. What do you feel as most challenging when you're going in to have a difficult conversation, and with that it's all your stuff again.

13

00:02:18.390 --> 00:02:28.119

Sara Kim: Thank you very much. Thank you so much for inviting me to an honor to spend the next hour with you about this topic. Difficult conversations, and

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00:02:28.300 --> 00:02:41.299

Sara Kim: it's going to be helpful to bring this broad scope into feedback, since most of us probably are in positions to provide feedback and to receive feedback.

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00:02:41.310 --> 00:03:00.390

Sara Kim: So how I ah structured. The forty minute talk is in this three ways. One is to spend a little bit of time about what? Why, our intention matters that our intention has to guide our words and our actions, and then we'll transition to

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00:03:00.400 --> 00:03:11.200

Sara Kim: how to provide feedback, and to be led by our curiosity and humility when we give feedback to others, especially those who report to us.

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00:03:11.210 --> 00:03:28.640

Sara Kim: Then. Ah! Then we will conclude with how to receive feedback. Um, and i'd like to keep this at the forefront of my mind when I receive feedback. Sarah, summon your agency and advocacy, and and i'll unpack that more. So

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00:03:29.550 --> 00:03:36.990

Sara Kim: feel free to put your questions in chat, and then we will have time to go over them.

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00:03:37.000 --> 00:03:52.450

Sara Kim: So this is where I want to spend a little bit of time, because I I think it is so important in thinking about our intention, especially thinking about what does it? Why is it so difficult sometimes to find

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00:03:52.460 --> 00:03:58.009

Sara Kim: to shape and to steward my intention

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00:03:58.370 --> 00:04:10.010

Sara Kim: so to stay with me as I go through various scenarios that could potentially affect my intention in maybe a negative way.

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00:04:10.020 --> 00:04:16.990

Sara Kim: Imagine, if I grew up in a household where punishment was a family language,

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00:04:17.000 --> 00:04:24.509

Sara Kim: and in that family understanding, forgiving second, chances were not model for me.

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00:04:25.670 --> 00:04:33.360

Sara Kim: Also Imagine in that family. The frequent dinner table topics was about other people,

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00:04:34.040 --> 00:04:35.969

so we're different than us.

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00:04:36.260 --> 00:04:41.869

Sara Kim: Maybe my skin, color, or family of origin, or our heritage,

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00:04:41.940 --> 00:04:46.050

Sara Kim: and we talked about them, not because we were curious about them,

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00:04:46.590 --> 00:04:52.720

Sara Kim: but for the sheer pleasure of demeaning them. Imagine what that would do to my intention.

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00:04:53.300 --> 00:05:09.340

Sara Kim: Imagine, if I tried to set me apart from that kind of family dynamics, only to have my voice dismissed, my worth diminished and my very existence damned.

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00:05:09.520 --> 00:05:13.619

Sara Kim: What would that do to my ability to think,

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00:05:13.700 --> 00:05:16.370

Sara Kim: to feel, to relate,

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00:05:17.020 --> 00:05:18.670

Sara Kim: and to behave?

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00:05:20.660 --> 00:05:32.290

Sara Kim: And let's imagine i'm in a position of power which means I have an influence over other people's, behaviors, and their beliefs and motivations.

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00:05:34.340 --> 00:05:36.290

Sara Kim: So that's about

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00:05:36.640 --> 00:05:37.970

Sara Kim: upbringing.

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00:05:38.660 --> 00:05:55.570

Sara Kim: We bring our whole selves. When we think about our intention, What about my personality. What if I grew up in an environment where resources were so scarce that I am conditioned to fiercely protect my interest, and as a result.

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00:05:55.580 --> 00:06:03.710

Sara Kim: I neglect to promote other people's, interests, and i'm less open to exploring possible mutual interests.

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00:06:05.840 --> 00:06:23.240

Sara Kim: What about my need to protect myself? Image? So how I am seen by others is so important that I just cannot bring myself to acknowledge a role I may be playing in creating a difficult situation for others,

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00:06:23.690 --> 00:06:30.200

Sara Kim: so I cannot say i'm sorry I made a mistake. I need your help.

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00:06:30.820 --> 00:06:32.340

Sara Kim: I don't know

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00:06:33.600 --> 00:06:46.800

Sara Kim: if I am a leader who garner's my self-image to a point when somebody disagrees with me. They're not my friends. When somebody questions my decisions,

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00:06:46.990 --> 00:06:49.719

Sara Kim: I must bring them under my dominion,

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00:06:51.880 --> 00:07:05.519

Sara Kim: and those who I work with on projects. If they desire a greater role. Somehow it feels like they are going to be a threat to me, menacing my territory and authority over time,

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00:07:08.590 --> 00:07:15.369

Sara Kim: and if I show up like that as a leader, then what about the people who work with me Day in and day out?

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00:07:15.510 --> 00:07:19.619

Sara Kim: They probably will not know where they stand. With me.

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00:07:19.720 --> 00:07:27.019

Sara Kim: They will start questioning whether they can have a long and thriving career under my leadership.

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00:07:27.250 --> 00:07:29.640

Sara Kim: So here's my confession.

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00:07:29.750 --> 00:07:40.949

Sara Kim: My confession is that many pieces of those scenarios I described to you. They are parts of my makeup,

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00:07:41.040 --> 00:07:42.969

Sara Kim: and that makes me human.

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00:07:43.210 --> 00:07:47.290

Sara Kim: That is my brokenness, and it is my hope for healing.

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00:07:47.300 --> 00:08:02.559

Sara Kim: So in anybody at work and in my personal life, if anybody shows up in any ways that I've described, the first thought, I try to hold towards them is compassion. It's hard,

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00:08:02.580 --> 00:08:08.939

Sara Kim: but I try to see their humanness, and when they show up in their broken selves,

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00:08:09.420 --> 00:08:19.249

Sara Kim: because I only have control over my words and my thoughts and actions. This is where my intention becomes

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00:08:19.870 --> 00:08:29.459

Sara Kim: wholly important. My deliberate act of leading with my intention is essential for me, and my intentions are these:

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00:08:29.560 --> 00:08:33.010

Sara Kim: When I walk into a difficult conversation,

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00:08:33.350 --> 00:08:50.850

Sara Kim: I keep two things in mind that i'm going to learn something new out of this situation something new about about myself. I'm showing up in a situation like this something new about my colleague and something new about the the issues,

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00:08:53.450 --> 00:08:57.730

Sara Kim: but also I keep the relationship with the person in front of me,

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00:08:59.280 --> 00:09:23.390

Sara Kim: so I cannot pursue learning while compromising what the other person desires. At the same time I can't lean into the relationship too much to a point, learning a sacrifice, because i'm less inclined to pose tough questions because I don't want to hurt the other person's feelings. So I am boundaries by these two polls.

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00:09:23.840 --> 00:09:34.849

Sara Kim: So when I take this intention into a difficult conversation, I am more likely to listen to the other person without challenging their experiences.

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00:09:36.300 --> 00:09:44.360

Sara Kim: I am able to tell my story and my experiences authentically and respectfully.

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00:09:44.980 --> 00:09:50.130

Sara Kim: I can remain hopeful that a path will unfold

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00:09:50.580 --> 00:09:58.530

Sara Kim: in terms of how we can move forward, and if we can, to accomplish that today, we may have another conversation tomorrow,

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00:09:59.360 --> 00:10:11.200

Sara Kim: so I would love to. Maybe a few people can even unmute, because it'll be a gift for me, because and I want to thank a couple of colleagues who are on video, a couple of people who

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00:10:11.210 --> 00:10:16.529

Sara Kim: may just share with us. What are your intentions? What are your habits

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00:10:17.170 --> 00:10:21.410

Sara Kim: when you enter into a difficult conversation space.

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00:10:21.760 --> 00:10:23.020

Sara Kim: Anybody

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00:10:34.180 --> 00:10:35.990

Michelle Cabrera: I can speak,

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00:10:36.110 --> 00:10:39.890

Michelle Cabrera: please. Could you introduce your Michelle?

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00:10:39.900 --> 00:10:42.070

Michelle Cabrera: Yeah. So thank you.

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00:10:42.340 --> 00:10:52.870

Michelle Cabrera: She'll come rear from ophthalmology and Seattle children's. And yeah, so my intention is to try to kind of take a step back and

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00:10:53.100 --> 00:11:01.770

Michelle Cabrera: sort of learn from what their perspective is, and try to kind of approach the situation,

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00:11:01.980 --> 00:11:07.190

Michelle Cabrera: and be it more of a listener than a talker to start off.

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00:11:07.360 --> 00:11:09.460

Sara Kim: Oh, that's beautiful,

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00:11:10.130 --> 00:11:21.179

Sara Kim: and I love your measured pace of speaking, and I imagine if that's how you speak in difficult situations. I would slow down if I'm sitting in front of you.

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00:11:22.410 --> 00:11:28.529

Sara Kim: So thank you. So thank you for telling me that how you show up is not to see your words, but also your presence.

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00:11:28.740 --> 00:11:34.750

Sara Kim: I can sense that in your voice. So thank you so much, Michelle. Just one more person anybody.

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00:11:37.240 --> 00:11:48.750

Sara Kim: I will refrain from calling out people I know who I saw, and the participant list, like I just want to say Hi to Tanya and Ruth Angleberg, and hopefully

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00:11:48.870 --> 00:11:54.999

Sara Kim: we can hear from more of you as we move forward. So let's unpack this intention

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00:11:55.020 --> 00:11:56.720

Sara Kim: and let's

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00:11:57.290 --> 00:12:03.939

Sara Kim: see how our intention cascades down through our action in our words and our impact.

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00:12:05.070 --> 00:12:17.109

Sara Kim: Let's say, God forbid! This is my intention. But I told you about my brokenness. So when an employee fails to deliver an important assignment. What if

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00:12:17.160 --> 00:12:22.069

Sara Kim: the intention that passes through my heart is punished,

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00:12:22.760 --> 00:12:36.180

Sara Kim: then the action I may take is I'm going to put that employee on the spot in public. I may say to that employee missing a deadline is not okay. I expect you to fix the problem, or else.

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00:12:36.220 --> 00:13:05.669



Sara Kim: So what's the impact impact is that employee is not going to ah engage not going to engage. Probably we'll start looking for a new job. But the tragedy is this: When a a leader shows up in this way. Ah, the the slippery slope is, We may justify that humiliating others Inciting fear is Okay, it's a legitimate professional way of interacting, because what's at stake

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00:13:05.730 --> 00:13:22.760

Sara Kim: is the assignment. And that's an example of where intention is not holding up the relation piece equally important as the issue. But what if my intention is to gather information today and not make decisions?

86

00:13:23.110 --> 00:13:25.729

Sara Kim: Then i'm going to show up

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00:13:26.460 --> 00:13:37.409

Sara Kim: with asking lots of questions to be informed about the issues. You may hear me ask questions like what's been tried so far? How did you arrive at the conclusion?

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00:13:37.420 --> 00:13:46.779

Sara Kim: Who else should we consult? And hopefully the desired impact is we rally around this partnership because we have a shared stake,

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00:13:46.850 --> 00:13:52.629

Sara Kim: And then there's a respect for eliciting, and listening to other people's

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00:13:53.180 --> 00:13:54.660

Sara Kim: opinions.

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00:13:54.820 --> 00:13:59.909

Sara Kim: So this is where I invite a voice, if you can unmute

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00:14:00.180 --> 00:14:10.699

Sara Kim: so this is a real case, a high-stake email that went out to multiple individuals across the medical school had a a mistake,

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00:14:10.870 --> 00:14:13.440

Sara Kim: so we have to redo it.

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00:14:14.730 --> 00:14:22.389

Sara Kim: So my intention is to show the correct way of doing it, but i'm a little bit frustrated by the situation.

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00:14:23.210 --> 00:14:33.089

Sara Kim: I' to hear from anyone. How might you take the ball from me and take this forward in your conversation with your staff.

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00:14:44.060 --> 00:14:52.179

Sara Kim: This is Tanya. I I guess I would think in that situation that there's obviously been a communication error.

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00:14:52.190 --> 00:15:09.620

sujatha buddhe: And So this is really this is. Seems like It's a system issue. That sort of some part of the system needs to get amended here, and so can we align around the amendment the correction that needs to happen, And what are the pieces? The steps in the pathway of that of how to affect that?

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00:15:10.000 --> 00:15:19.829

Sara Kim: Thank you so much. And that's one way of practicing this mantra that Don't make the people a problem.

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00:15:19.840 --> 00:15:41.800

Sara Kim: Ah, so separate the people from the problem. So there is a systems issue. So thanks for saying that this is what I did. My number. One action was. I actually had to refrain from taking all the work. When I saw the emails went out I wanted to just jump right in. Tell people ignore it. We'll get back to you.

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00:15:42.230 --> 00:15:51.070

Sara Kim: But if I had done it. I i'm not sure how my staff members would have felt about that

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00:15:52.570 --> 00:16:13.800

Sara Kim: so. But there was a tremendous self-control that went into it, not taking over. Then I communicated via email the gap between what we discussed and how the task was executed. I suggested a way forward. The staff members requested a meeting, and we had an important conversation. So in that meeting

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00:16:13.820 --> 00:16:26.759

Sara Kim: I do want to be authentic to the frustration I had without compromising the relationship. So I did say. I was surprised to see some incorrect information in the email we sent out to the stakeholders.

103

00:16:27.650 --> 00:16:41.530

Sara Kim: But this is a piece about what Tanya said, and this is what I try to do to elevate it to the systems level. That this poses a great opportunity to discuss how we can get our work done accurately and efficiently,

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00:16:41.550 --> 00:16:48.230

Sara Kim: so. My sole goal is to help the staff members shift away from the past

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00:16:48.360 --> 00:16:49.730

Sara Kim: to the future,

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00:16:50.650 --> 00:16:55.699

Sara Kim: and my take home was all I need to communicate more clearly.

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00:16:55.880 --> 00:17:01.390

Sara Kim: I have three team members who are new, and I made a lot of assumptions.

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00:17:02.010 --> 00:17:03.820

Sara Kim: So thank you, Tanya.

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00:17:04.060 --> 00:17:14.120

Sara Kim: I don't know whether you can figure out what this is, but I'm going to call on my good colleague, Kanya Barden. What do you think this is? Tanya?

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00:17:14.510 --> 00:17:18.500

Tania Bardyn: Gosh! It looks like abstract art. To me

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00:17:18.510 --> 00:17:35.919

Sara Kim: it is an afterreic art. Thank you. Ah, it is a massive sort of pieces of eight hundred and forty-eight pieces of metal spoons, knives, and quartz put together by a shadow artist.

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00:17:36.280 --> 00:17:49.929

Sara Kim: Why do I use this as Ah, in the context of intention? Many times the conflict issues that I deal with, as you probably would agree. They feel like this

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00:17:49.940 --> 00:17:57.990

Sara Kim: something that just feels threatening. It's ugly. It feels like once I tackle it. I'm. Going to get hurt.

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00:17:58.930 --> 00:18:03.749

Sara Kim: But this is what our intention, I think, can help us do so.

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00:18:03.870 --> 00:18:07.140

Sara Kim: Have thought in that metal mass. The

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00:18:07.780 --> 00:18:12.489

Sara Kim: this beautiful motorbike will be illuminated

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00:18:13.200 --> 00:18:28.400

Sara Kim: because she gave without just new how to place the lighting, what intensity of the lighting to use, and from from what angle to beam the light through this mass.

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00:18:31.960 --> 00:18:34.690

That's how I think about my intention

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00:18:34.700 --> 00:18:43.090

Sara Kim: that when I see this difficult issues that my intention is I'm. Going to approach it with curiosity and humility,

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00:18:43.100 --> 00:18:52.890

Sara Kim: and believing that there is something incubated in this difficult issue that I cannot see at this point, but through a conversation

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00:18:52.900 --> 00:18:55.919

Sara Kim: something helpful is going to be illuminated,

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00:18:57.500 --> 00:19:05.690

Sara Kim: even if what I find out is, you know what I think. We came to this point where we just can no longer collaborate.

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00:19:05.700 --> 00:19:08.109

Sara Kim: That's helpful information for me,

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00:19:10.120 --> 00:19:15.679

Sara Kim: or often, though, I find something I didn't know about my colleagues.

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00:19:15.690 --> 00:19:34.210

Sara Kim: You know where where their sensitivity kind of zone is ah! What their desires were that were unexpected that I didn't know about, and I trample upon it. So through dialogue. Usually I end up learning more about the person and that helps me refresh

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00:19:34.490 --> 00:19:37.959

Sara Kim: re-engage in the tasks with that individual.

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00:19:38.180 --> 00:19:43.719

Sara Kim: So with that let's transition, to bringing all this into the space of feedback.

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00:19:45.260 --> 00:20:03.150

Sara Kim: So all of you are in leadership position. So I think this is probably just basic one on one. When it comes to feedback we we owe the listeners to to be prepared to receive the feedback.

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00:20:03.360 --> 00:20:10.790

Sara Kim: So feedback, I mean, I will receive this stealth attack right like literally. People will grab me in the hallway

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00:20:10.900 --> 00:20:16.489

Sara Kim: do the bird trappings, and they flee the scene like you know you ought to do. Xyz,

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00:20:16.500 --> 00:20:31.829

Sara Kim: and then i'm just left stunned. So I learned that I I owe it to my colleagues to prepare them. Is this a good time? There's something I think it'll be helpful for us to talk about. When can we talk?

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00:20:32.590 --> 00:20:43.830

Sara Kim: And I think what's important in giving feedback is my intention leads my talking points around the topic the content.

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00:20:43.850 --> 00:20:54.889

Sara Kim: So my feedback has to carry forward my intention, and that intention has to shape my words that touch upon the core issues.

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00:20:54.960 --> 00:21:01.650

Sara Kim: So feedback is not a one-way street. It's a it's mutual engagement.

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00:21:02.480 --> 00:21:12.809

Sara Kim: So I like to propose that when we give our feedback to the next person, it may be tonight or tomorrow, if we can think about

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00:21:12.820 --> 00:21:29.740

Sara Kim: curiosity and humility. And and I I want to bring this three categories of feedback based on stone, and he's work. So I've found it really helpful to apply their teaching. I just happen to put these in buckets, so one is appreciation.

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00:21:29.750 --> 00:21:33.619

Sara Kim: One is coaching, one is evaluation. Let me unpack

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00:21:33.710 --> 00:21:43.489

Sara Kim: from this session together, if nothing at all, if difficult conversations are just so challenging for you. This is what I suggest.

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00:21:44.310 --> 00:21:49.609

Sara Kim: Try to express your gratitude in multiple ways.

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00:21:49.720 --> 00:22:07.190

Sara Kim: Try it at Fred Meyer safely. Ah! And and and see the reactions from people. So I've I've found that in my life there's so many places I can go to and practice these skills. So when I express express gratitude, I can say thank you,

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00:22:07.300 --> 00:22:11.880

or I can say thank you to the cash here. Thanks for working on Sunday.

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00:22:11.980 --> 00:22:14.990

Sara Kim: I always get on eye contact,

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00:22:15.640 --> 00:22:26.079

Sara Kim: and something ripples down through me, and I try to remember that it's an embodied engagement with another human being, and they help me practice.

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00:22:26.180 --> 00:22:34.229

Sara Kim: Try to be specific about my staff members contribution. I use words like the

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00:22:34.250 --> 00:22:36.470

Sara Kim: we couldn't have done it without you.

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00:22:37.270 --> 00:22:45.080

Sara Kim: I noticed you went beyond the call of duty to support the team. Thank you so much.

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00:22:45.510 --> 00:22:46.590

Here

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00:22:46.600 --> 00:23:04.660

Sara Kim: I sometimes by requests. I round with the team on the floors, and because the physicians would like to improve upon their communication skill, and I always stay behind and ask the Mars. What would you have like to have heard

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00:23:05.440 --> 00:23:09.279

Sara Kim: nine out of ten times. They say, I wish I were thanked,

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00:23:11.320 --> 00:23:23.420

Sara Kim: So there is another opportunity for physicians to, and nursing colleagues to practice. I try to call out uncommon characteristics like courage,

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00:23:23.430 --> 00:23:34.910

Sara Kim: patience, generosity, kindness, You know it was so kind of you to take on so and so's task. Thank you. I appreciated that. So that's appreciation.

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00:23:35.090 --> 00:23:48.350

Sara Kim: Feedback as coaching. Here are the three sort of branches I think about. I first of all discern very deeply. Am I the right person to coach the person bridging the performance gap.

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00:23:49.450 --> 00:23:57.550

Sara Kim: So if I engage as a coach, but I don't have time to meet with that person to identify the performance improvement goals,

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00:23:57.560 --> 00:24:10.380

Sara Kim: or I can't invest time in meeting on a regular basis to check in for progress. I'm not the right coach. But if the person needs coach, then i'll find somebody else who can be a coach for the person.

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00:24:11.140 --> 00:24:23.389

Sara Kim: But if I take on the coaching role, then we're going into this zone of identifying what needs to improve? How will we know? Improvement was met,

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00:24:25.110 --> 00:24:41.779

Sara Kim: and that is somewhat different than evaluation, because the evaluation is feedback is. You're speaking to an established standards of performance and expectations. So our performance evaluations tend to be in that zone.

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00:24:41.790 --> 00:24:46.070

Sara Kim: This was your annual goal. This is where you came short

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00:24:46.130 --> 00:25:12.600

Sara Kim: now. Out of that coaching conversation may come, but I always pause because I find it. Um! Sometimes it's necessary for me to check in in myself. Is it appropriate for me as a supervisor, to also be a coach? But when I provide evaluative feedback, this is what I recommend that we mind our power status when we're giving feedback across the power. Hiring

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00:25:12.810 --> 00:25:15.789

Sara Kim: that, we inquire with humility.

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00:25:15.800 --> 00:25:20.749

Sara Kim: And i'm going to come back to this what I mean by making my words feather like.

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00:25:21.990 --> 00:25:24.030

Sara Kim: So here's an example,

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00:25:24.520 --> 00:25:31.209

Sara Kim: because of all the reasons I've shared with you upfront, how I show up in this world. When there is a problem,

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00:25:31.440 --> 00:25:34.450

Sara Kim: I tend to dissect the problem

164

00:25:35.200 --> 00:25:42.390

Sara Kim: to a point. I don't even notice i'm. Actually my words are cutting into other people's dignity,

165

00:25:42.400 --> 00:25:50.610

Sara Kim: because I'm just so focused on the problem, especially with staff persons. A staff member missed a deadline. Yet again

166

00:25:50.720 --> 00:25:53.930

Sara Kim: I was very frustrated,



167

00:25:54.110 --> 00:26:13.599

Sara Kim: and Ah, I wrote down on an index card what I felt like saying so sometimes I do that just to let myself sit with these words, my first thoughts, and that's what I wrote this. Not the first time you missed a deadline.

168

00:26:13.610 --> 00:26:18.580

Sara Kim: It's becoming a problem. Fix it otherwise i'll see you at the next evaluation,

169

00:26:18.590 --> 00:26:25.900

Sara Kim: and i'm not proud to say this in public, that these are the thoughts that come through my heart,

170

00:26:27.440 --> 00:26:34.730

Sara Kim: but by sitting with them it does give me that moment of pause, the critical moment of pause,

171

00:26:36.000 --> 00:26:42.690

Sara Kim: and to cascade down in my mind how my words are going to impact the employee and myself.

172

00:26:43.650 --> 00:26:59.920

Sara Kim: I called the staff to come in, he said, in front of me, and immediately I knew he was so nervous because his eyes were darting everywhere behind me, and seeing him with that level of anxiety, softened me

173

00:27:01.310 --> 00:27:02.940

Sara Kim: because he was suffering.

174

00:27:04.040 --> 00:27:08.689

Sara Kim: So this is what I mean by making your words feather like.

175

00:27:08.700 --> 00:27:13.190

Sara Kim: I'm not saying, Your words have to be soothing by cotton balls,

176

00:27:13.200 --> 00:27:24.589

Sara Kim: but if my goal is for the staff member to listen to my evaluative comment, I have to make sure my my words can be received by them.

177

00:27:24.600 --> 00:27:30.030

Sara Kim: But there's a core stem of message that has to be communicated.

178

00:27:30.370 --> 00:27:35.600

Sara Kim: This is how I did. I led with the humble inquiry,

179

00:27:35.650 --> 00:27:45.059

Sara Kim: instead of seeing what the problem was, where he had failed, what his past pattern of performance deficiency was, I said I'm curious.

180

00:27:45.380 --> 00:27:48.309

Sara Kim: What made it difficult for you to meet the deadline.

181

00:27:49.390 --> 00:28:03.979

Sara Kim: So it's hard for me to do this. It takes a lot of effort, and sometimes I need to take a break between the sushi chef, feeling the block of tuna, and then imagining Feather

182

00:28:05.210 --> 00:28:10.330

Sara Kim: falling down on my staff. When I asked a question, he said

183

00:28:10.880 --> 00:28:13.319

Sara Kim: he didn't know what the task was,

184

00:28:13.600 --> 00:28:28.959

Sara Kim: so I said, Well, why don't you come and ask me? He said, in my previous job, going back to my supervisor. Would it would have been a penalty? I was told that you should have understood the instruction clearly the first time,

185

00:28:31.530 --> 00:28:32.550

Sara Kim: and it

186

00:28:32.570 --> 00:28:45.820

Sara Kim: floored me to hear that from me. And in that moment the person who I thought was deficient. Actually, I saw him as somebody who was carrying his prior woundedness into this workspace.

187

00:28:48.330 --> 00:28:55.119

Sara Kim: I didn't have an unprofessional, irresponsible staff. I had somebody who was so fearful

188

00:28:55.130 --> 00:28:59.750

Sara Kim: of asking for a second round instruction. He just

189

00:29:00.330 --> 00:29:02.709

Sara Kim: the task laps

190

00:29:02.950 --> 00:29:05.009

Sara Kim: for an entire week,

191

00:29:05.830 --> 00:29:10.520

Sara Kim: and in a moment I had tears shooting up my eyes,

192

00:29:11.240 --> 00:29:16.760

Sara Kim: recognizing how close I came from causing harm

193

00:29:17.190 --> 00:29:21.250

Sara Kim: before fully eliciting his story.

194

00:29:22.160 --> 00:29:42.889

Sara Kim: So many of us do performance evaluations of our staff, and it feels like I know what the issues are. I just take the biggest brush, and I paint what the picture is. I tell them what the issues are, and I tell them what the expectations are. But I have over the years moved away from that

195

00:29:42.900 --> 00:29:46.769

Sara Kim: uh, and and my job is to create space for them

196

00:29:47.630 --> 00:29:56.349

Sara Kim: that the space, even if it's, build as evaluation, that learning will happen and our relationship will be sustained.

197

00:29:56.470 --> 00:29:57.600

Sara Kim: So

198

00:30:05.360 --> 00:30:08.509

Sara Kim: slide Pdf version that'll be posted.

199

00:30:09.090 --> 00:30:15.580

Sara Kim: What I found helpful in the evaluative zone is to practice how we ask questions.

200

00:30:15.910 --> 00:30:32.720

Sara Kim: Now I am a voluntary mediator for King County. Ah, dispute resolution, and when I have time I volunteer for the small claims for, and this is what I have learned. And I've seen the impact of these questions when we lead with what or how?

201

00:30:32.730 --> 00:30:42.659

Sara Kim: So we're taught that what or how questions open up space instead of. Why did you miss the deadline? Why would you do it this way? Why on earth would you think like that?

202

00:30:43.350 --> 00:30:47.570

Sara Kim: Now? We ask questions? But we also have to listen.

203

00:30:47.580 --> 00:30:53.249

Sara Kim: How do I know? How would I evaluate the quality of my listening?

204

00:30:53.470 --> 00:31:06.169

Sara Kim: There are many ways to evaluate it, but I think the chief marker of excellence in listening is judged by the first few words I utter after i'm done listening,

205

00:31:08.030 --> 00:31:14.490

Sara Kim: so I try not to say I hear you. But good idea, but I try to lose my bus.

206

00:31:15.580 --> 00:31:21.360

Sara Kim: Even if I disagree. I can say, boy, we're in a difficult situation,

207

00:31:22.130 --> 00:31:31.440

Sara Kim: even if I think the person is wrong. I can say it was helpful to hear your perspective, and it's really leading with my intention

208

00:31:31.700 --> 00:31:42.660

Sara Kim: before ah going into the crux of the matter, so i'm going to. I have about eight minutes left, so i'm going to now move into receiving feedback.

209

00:31:42.670 --> 00:31:56.820

Sara Kim: This is true story. It happened about three months ago I got an email from Hr. I don't like hearing from Hr. Because fifteen years ago I had an experience that left me

210

00:31:57.140 --> 00:32:00.130

Sara Kim: in a very difficult situation it,

211

00:32:00.140 --> 00:32:04.530

Sara Kim: and in fact, it is because of that event I do this work.

212

00:32:04.680 --> 00:32:10.690

Sara Kim: It was a catalytic event for me that took away about eighteen months of my life.

213

00:32:10.700 --> 00:32:18.769

Sara Kim: So anything that has to do with Hr. It ignites that past difficulty. So I got an email,

214

00:32:18.780 --> 00:32:29.190

Sara Kim: and she said, I did exit interviews with two staff members. You lost over the past eight. Ah! Over the course of eight months,

215

00:32:29.310 --> 00:32:34.050

Sara Kim: and I think you'll find our conversation helpful,

216

00:32:34.580 --> 00:32:45.169

Sara Kim: even if I do all this work. My first thought was, Oh, it wasn't my fault. They found a good job, you know. They stopped paying them well, and they found jobs outside.

217

00:32:45.460 --> 00:33:00.679

Sara Kim: And you know I did think about whether I should just ignore the email and hoping that it would go back to this because I love to hear how you would prepare to have this conversation.

218

00:33:00.690 --> 00:33:07.380

Sara Kim: I do want to spend some time discussing, though emotions, because when we

219

00:33:07.390 --> 00:33:20.860

Sara Kim: receive feedback, and I had this conversation earlier with our calling here, that the difficulty in having difficult conversations because our emotion is involved.

220

00:33:21.120 --> 00:33:24.300

Sara Kim: So what are emotions? So the

221

00:33:24.920 --> 00:33:29.309

Sara Kim: what's exciting about our time. Is the the

222

00:33:29.440 --> 00:33:36.680

Sara Kim: development and advancement in neuroscience is just so. Mind-blowing we're learning so much about our emotion.

223

00:33:36.930 --> 00:33:41.810

Sara Kim: So emotion. It's too simple to say, we have a reptilian brain.

224

00:33:42.130 --> 00:33:54.270

Sara Kim: Our emotion consists of our afferent core output. Is this pleasant or unpleasant. And they arise from how our skin-bound cells interact with the external world

225

00:33:54.710 --> 00:34:11.690

Sara Kim: and the emotional experiences of anger, sadness, fear, joy. Those are sort of categorized in our brain, based on these exchanges with the outer world, and our emotion is represented

226

00:34:11.929 --> 00:34:16.519

Sara Kim: by the memories we hold about the past feelings.

227

00:34:16.810 --> 00:34:31.430

Sara Kim: And, as we all know, our brain is an anticipatory organ, because it's trying to keep us alive and safe. So we have these hypothetical, imagined emotions, and then we have the feelings that's happening in the moment,

228

00:34:31.860 --> 00:34:36.570

Sara Kim: but in terms of having difficult conversations. This might be helpful

229

00:34:36.580 --> 00:34:39.059

Sara Kim: to think about emotion,

230

00:34:39.179 --> 00:34:42.179

Sara Kim: an expression of your values.

231

00:34:42.449 --> 00:34:47.569

Sara Kim: So my values are honesty, justice, growth, and there may be others.

232

00:34:48.600 --> 00:35:14.759

Sara Kim: So i'm going to just say our emotions are with value with first. So let me give you an example, and this is coming from the emotional intelligence work, and it has been so helpful in helping me not only manage my emotions, but also to leverage my positive emotion in entering into a difficult conversation. So this is true story. I was on the plane. I'll see it.

233

00:35:14.770 --> 00:35:25.790

Sara Kim: There was a turbulence, and I wanted to listen to music, but my iphone charge or battery was low. My charge there was in the overhead bin, we were told not to stand up

234

00:35:25.800 --> 00:35:38.720

Sara Kim: the middle seat. Passenger had her charger plugged, and she was music. So I did what I thought a reasonable human being would do in the moment, so I respectfully inquired, Excuse me, i'm sorry to interrupt you. But

235

00:35:38.730 --> 00:35:46.439

Sara Kim: would you mind if I borrowed your charter? Mine is in the over, had been, and she said in a loud voice, No,

236

00:35:47.880 --> 00:35:53.650

Sara Kim: and i'm convinced passengers between the rows of eighteen and twenty three hurt her.

237

00:35:55.770 --> 00:36:03.489

Sara Kim: I was really embarrassed, and that's my negative emotion, and that's negative. Emotion is part of me.

238

00:36:03.500 --> 00:36:11.260

Sara Kim: But the negative emotion was tied to this my value of helpfulness. Well, you're not using your charger.

239

00:36:11.270 --> 00:36:12.839

Sara Kim: Why can't you be helpful?

240

00:36:12.850 --> 00:36:24.269

Sara Kim: Am I mal? About the response. So i'm not proud. But in the moment I thought, Well, let's wait until you have to use a bathroom. When you say, excuse me, I have to use a bathroom. What would be like for you to hear? No,

241

00:36:25.960 --> 00:36:39.480

Sara Kim: but this is what emotional intelligence researchers will say. The negative emotion when not paid attention to and recognize, and honor will degenerate into a maladaptive response.

242

00:36:40.020 --> 00:36:42.129

Sara Kim: So I was embarrassed.

243

00:36:42.850 --> 00:36:47.889

Sara Kim: But this is where I have to really dig deeply into another value,

244

00:36:47.920 --> 00:36:55.029

Sara Kim: because helpfulness is kind of on the sideline it's injured so by other values. Curiosity?

245

00:37:00.000 --> 00:37:12.430

Sara Kim: Oh, is there a a security issue when people shared the chargers, and she gave me the biggest gift of honesty. She said, No, I am just odd.

246

00:37:12.550 --> 00:37:26.510

Sara Kim: I'm i'm not making this up, she just said. I am just on. So I thanked her so, and my positive experience out of that was, I was actually surprised. Somebody will own up to that.

247

00:37:28.040 --> 00:37:35.789

Sara Kim: So if we can do this over and over again. The goal is from negative emotion to growth Oriented response.

248

00:37:35.800 --> 00:37:37.809

Sara Kim: That's what we want to shortcut

249

00:37:40.190 --> 00:37:41.790

Sara Kim: another example.

250

00:37:41.800 --> 00:37:49.890

Sara Kim: Two years ago I received my three hundred and sixty performance evaluation that was completed by five individuals I hampered,

251

00:37:50.830 --> 00:38:06.659

Sara Kim: and I was so surprised by so many negative comments, right we were already in the Covid situation high stress. And then I had these pages of negative comments. Initially, I thought the document was in mine,



252

00:38:06.670 --> 00:38:14.879

Sara Kim: and I actually felt really angry because I knew every single one of them. I even felt betrayed

253

00:38:15.240 --> 00:38:16.689

Sara Kim: because I thought

254

00:38:17.150 --> 00:38:23.090

Sara Kim: transparency. If you felt this way about me, why don't you give me the gift of timely feedback?

255

00:38:23.100 --> 00:38:25.060

Sara Kim: Why do you wait until

256

00:38:25.150 --> 00:38:27.089

Sara Kim: performance evaluation?

257

00:38:27.100 --> 00:38:35.589

Sara Kim: And so I didn't do this. But the temptation of maladaptive response was to stop interacting with them because I am sulking.

258

00:38:35.600 --> 00:38:48.159

Sara Kim: But this is where I dig into my curiosity and humilias as my value, and to be able to say to myself, Sarah, what if there is truth to what they are saying?

259

00:38:49.800 --> 00:38:57.880

Sara Kim: With that I entered into the conversation with my boss, and I felt a lot secure, because i'm going to learn something.

260

00:38:59.430 --> 00:39:08.640

Sara Kim: I don't need to inquire why my colleagues didn't give me timely feedback. It just it was irrelevant. Because I can control their behavior.

261

00:39:08.740 --> 00:39:10.180

Sara Kim: So

262

00:39:10.970 --> 00:39:16.549

Sara Kim: I know i'm almost out of time. But I would love to hear two voices

263

00:39:17.550 --> 00:39:20.170

Sara Kim: going back to the Hr. Email

264

00:39:21.150 --> 00:39:25.859

Sara Kim: if you or me. How would you prepare for this conversation with Hr.

265

00:39:38.210 --> 00:39:40.440

sujatha buddhe: While I'm. Waiting for others to

266

00:39:40.480 --> 00:39:44.890

sujatha buddhe: respond? I feel like I would go through all those emotions that people listed here.

267

00:39:44.900 --> 00:39:46.989

Sara Kim: Oh, that's listed,

268

00:39:47.610 --> 00:39:48.959

sujatha buddhe: and um!

269

00:39:49.170 --> 00:39:58.730

sujatha buddhe: If you don't hear anyone, i'll just run through these because I think they'll be but responding is response, like feeling of confrontation, how to keep calm,

270

00:39:58.760 --> 00:40:01.409

how to ensure that you have all the facts.

271

00:40:01.600 --> 00:40:04.889

sujatha buddhe: You're concerned that the learner is not receptive.

272

00:40:05.040 --> 00:40:09.589

sujatha buddhe: How to even structure the conversation, so that both

273

00:40:09.600 --> 00:40:17.969

Sara Kim: Yes, it's beautiful. It's beautiful. I wish you are my consultants that I could have reached out to when I prepared this.

274

00:40:17.980 --> 00:40:31.099

Sara Kim: So I scheduled a meeting, I think, a week out, so I have a chance to have the conversation, and because of my past experience with Hr. I have to do a lot of emotional work.

275

00:40:31.410 --> 00:40:38.170

Sara Kim: This is where my agency and advocacy come up right. I'm going to learn something.

276

00:40:38.210 --> 00:40:42.589

Sara Kim: Show up in this meeting for the sake of your current team members

277

00:40:42.600 --> 00:40:46.539

Sara Kim: who benefit from the departed team members.

278

00:40:46.550 --> 00:40:51.170

Sara Kim: So I came up with three buckets. So whatever I here i'm going to pop

279

00:40:51.270 --> 00:41:01.959

Sara Kim: the common into each of the three buckets. Number one. What must I change right away? What must our unit change in terms of the way we operate.

280

00:41:02.670 --> 00:41:22.509

Sara Kim: Where do I need to enlarge Staff's voices Because there is a power structure, So I need to think about. Where do I need to? Ah, more. Ah, optimize there in third, a colleague said, You need a trash, can, But you know that's an easy way out. So the third market is. It's good to know It's part

281

00:41:22.520 --> 00:41:26.009

Sara Kim: a lot. But, as somebody said, I need more information.

282

00:41:26.360 --> 00:41:37.450

Sara Kim: That's what hr said, and ah, two things one. The staff members were not happy that I kept changing the plan,

283

00:41:37.970 --> 00:41:41.749

Sara Kim: so they will do the job, and I will make improvements.

284

00:41:42.420 --> 00:41:51.589

Sara Kim: So when I heard the comment, the bubble dialogue said, Oh, gosh! But we're an educational quality improvement unit. We have the

285

00:41:51.600 --> 00:41:58.799

Sara Kim: But it was helpful because what I learned out of that was staff members. They actually want to have a sense of accomplishment.

286

00:41:59.380 --> 00:42:02.590

Sara Kim: So if I have to change something, why Don't, I hold off

287

00:42:02.600 --> 00:42:07.479

Sara Kim: batch. What needs to change down the road, not in the moment.

288

00:42:07.730 --> 00:42:17.680

Sara Kim: So I learned a really good lesson. Give my staff members small wins. The second one was hard. Hr. Said

289

00:42:17.780 --> 00:42:22.930

Sara Kim: Staff. Members said I tended to insight conflict in teams,

290

00:42:23.750 --> 00:42:40.190

Sara Kim: so I asked what were the examples, and the Hr. Said, I don't have examples. I asked for them, but they couldn't produce them. So the bubble dialogue goes. Then why are you even bringing that up? I'm like, but put that in the third bin? Good to know

291

00:42:40.200 --> 00:42:58.269

Sara Kim: need more information. So I do use the word conflict with the team that it is healthy for us that I welcome their questions, their alternative opinions. But I learn using the word conflict copies transform, So can I take two more minutes to round this out? Thank you.

292

00:43:00.060 --> 00:43:03.509

Sara Kim: This is a new word I use. Saxophrene

293

00:43:03.690 --> 00:43:17.710

Sara Kim: gardeners may know this. I learned this three weeks ago on a on a hike in Leavenworth, where the Park officials have put the educational materials, and I love this and me. It's a Latin word. It means stone.

294

00:43:18.150 --> 00:43:24.589

Sara Kim: So I have to continue to ask myself when I receive feedback.

295

00:43:24.600 --> 00:43:42.079

Sara Kim: When I prepare my staff members to receive feedback. How am I going to help them show up with their agency and sense of empowerment? So this is where I don't have a lot of time to go over in detail, so I'm going to just put them up, and you can

296

00:43:42.200 --> 00:43:44.759

Sara Kim: consult the handout.

297

00:43:46.250 --> 00:43:50.050

Sara Kim: But reflect is a dialogue skill

298

00:43:50.260 --> 00:43:57.770

Sara Kim: for signaling to others how I feel, and to signal to others that I got their feelings.

299

00:44:00.230 --> 00:44:06.759

Sara Kim: And I think this is important that my agency shows up because i'm able to say to somebody,

300

00:44:06.790 --> 00:44:08.929

Sara Kim: Can we pause here?

301

00:44:09.230 --> 00:44:13.589

Sara Kim: You can imagine what I just heard is a surprise.

302

00:44:14.310 --> 00:44:17.349

Sara Kim: That's my humanity breaking through the

303

00:44:17.390 --> 00:44:21.040

Sara Kim: to say I need a bit of a breathing moment here.

304

00:44:22.080 --> 00:44:33.100

Sara Kim: Um! So So I think about that. I don't sweep my authentic feeling under the rug in a difficult conversation because it doesn't serve me.

305

00:44:33.500 --> 00:44:47.679

Sara Kim: Also I need to honor other people's feelings. I don't have to over own things I can do neutral, resounding, echoing. That must be frustrating. If I were you I would be angry, too.

306

00:44:48.800 --> 00:44:57.119

Sara Kim: When colleagues go on, and you know their voices get loud. I respectfully interrupt, and say, I hear your passion,

307

00:44:57.310 --> 00:45:07.999

Sara Kim: so it's not about the word. It's what Michelle said. It's the words pause how I carry that word for out of my full in-bal presence.

308

00:45:09.000 --> 00:45:13.310

Sara Kim: Obviously you have thought a lot about this. I appreciate that.

309

00:45:15.090 --> 00:45:24.779

Sara Kim: So the last slide is another dialogue, skill, which, when I do full training. We go through scenarios so people can practice It's called refrain.

310

00:45:25.960 --> 00:45:28.800

Sara Kim: This is when we're stuck

311

00:45:28.870 --> 00:45:33.279

Sara Kim: when somebody cannot shift from the past to the future.

312

00:45:33.420 --> 00:45:37.579

Sara Kim: When somebody's beaming this intense light into me.

313

00:45:37.590 --> 00:45:44.190

Sara Kim: How am I going to hold it and project out a spectrum of possibilities that's refrain,

314

00:45:44.620 --> 00:45:57.539

Sara Kim: and it's it's a tool to use for as part of self-advocacy. So I just is my last slide quickly. My sister-in-law was very upset her son didn't get into any of the colleges except one.

315

00:45:57.550 --> 00:46:08.389

Sara Kim: So at family gathering she just said, in front of her son, My son only got into one college, and she was very upset about the University of California, and the entire system for not accepting it.

316

00:46:08.400 --> 00:46:10.790

Sara Kim: So I pulled her aside as of hate. The

317

00:46:11.180 --> 00:46:12.989

Sara Kim: I think you're stuck.

318

00:46:13.460 --> 00:46:15.589

Sara Kim: Let's work on this.

319

00:46:15.600 --> 00:46:25.720

Sara Kim: So we worked on the words, and you know it's It's fun to do this as an exercise, and this is what she loved. One school that matters to us came through.

320

00:46:25.730 --> 00:46:29.080

Sara Kim: You can just tell her countenance, Brighton.

321

00:46:29.640 --> 00:46:32.289

Sara Kim: One school that matters to us came through.

322

00:46:32.300 --> 00:46:40.489

Sara Kim: Somebody recently said when I shared I was working on a new project, a person who was very close to me very dear to me, said,

323

00:46:40.810 --> 00:46:43.709

Can you? You're so inexperienced

324

00:46:44.960 --> 00:46:49.719

Sara Kim: in the moment I got triggered. It took me two weeks

325

00:46:49.800 --> 00:46:58.859

Sara Kim: before I was able to reframe and go back and say, Gosh! You know it occurred to me I haven't had a chance to share what I've been up to. Would you be interested in hearing

326

00:46:58.960 --> 00:47:01.939

Sara Kim: Don't have to be pushed against a corner?

327

00:47:02.240 --> 00:47:11.770

Sara Kim: Somebody says to me, your team came close to failing. I'm going to call out a mutual value. Excellence matters to both of us. That's why

328

00:47:11.780 --> 00:47:18.109

Sara Kim: the last one comes from the nurses. I do a lot of training with the nurses.

329

00:47:18.210 --> 00:47:26.449

Sara Kim: I'm. Sure we can hear this in different quarters. But this comes from the nursing community that when a physician says, just get it done fast.

330

00:47:26.900 --> 00:47:35.679

Sara Kim: We worked on this that they are able to say efficiency matters to you. I get it. My concern is safety,

331

00:47:38.320 --> 00:47:56.899

Sara Kim: but I struggle still with these um skills. But ah! The payback is great when I can try it, and the beauty with difficult conversation is the outcome doesn't have to be determined by a single episode of conversation.

332

00:47:56.910 --> 00:48:03.750

Sara Kim: So that's where the relationship piece comes in. I want to preserve the relationship, so we can have another conversation

333

00:48:04.170 --> 00:48:14.480

Sara Kim: on that note. Thank you for allowing me to go over eight minutes, and I appreciated the extra time and those who spoke out too. So Thank you.

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00:48:14.510 --> 00:48:16.219

Sara Kim: So this is helpful.

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00:48:16.280 --> 00:48:23.650

Sara Kim: So this was extremely helpful, and thanks, not just for the talk, but also adding your experiences and being open about

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00:48:23.720 --> 00:48:36.489

sujatha buddhe: really amazing. And there are a couple of questions that came up right away. One was, What do you do? The other person just doesn't own up to the issues. And you know this is not the first time it has happened multiple times.

337

00:48:36.500 --> 00:48:52.799

Sara Kim: Yeah, that's hard. So somebody doesn't own up um. So I don't know who put that in chat? Um! Are you comfortable sharing a little bit more? How how do you? How does it show up? Somebody not owning up?

338

00:48:54.380 --> 00:49:08.429

Marisa Osorio (she/her): Sorry that I can't be on camera, but i'll speak up. This is Marita. So i'm thinking specifically about trainee situations in which the trainee claims to

339

00:49:08.490 --> 00:49:25.159

Marisa Osorio (she/her): You know it's having performance issues and claims not to know what the rules are, despite having had, you know,



multiple times where we've gone over them, and had lots of conversations. And so what do you do when someone just isn't taking any responsibility for their actions?

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00:49:25.170 --> 00:49:33.149

Sara Kim: Yeah. And to what degree? Thank you so much. To What degree have you invested in assisting that person improve the performance?

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00:49:33.920 --> 00:49:48.819

Marisa Osorio (she/her): Well, I mean lots of one-on-one meetings and lots of ways to talk about. What are some of the barriers that are keeping the individual from doing well in their performance. What are you getting into

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00:49:48.910 --> 00:50:00.129

Marisa Osorio (she/her): their social life or wellness? They're all of the things that are contributing to difficulties with transition and apple meeting to the environment, et cetera, et cetera.

343

00:50:01.180 --> 00:50:15.559

Sara Kim: It sounds like you have done what you can do. And just last question is, Do you know that person's story? Ah, that makes him or her Ah! Unable to meet the expectations?

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00:50:16.760 --> 00:50:29.109

Sara Kim: A story that I can make up in my head, I think. But no, I certainly did not ask fully about that.

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00:50:29.120 --> 00:50:57.440

Sara Kim: Yeah. So thanks for being candid. So in in this situation. I I always know I have my bottom line right. The institution Ah, that counts on me to steward my resources, including my staff's excellence. So I know, and I have put staff members on probation. I know I have those tools at my disposal so, but I try everything that I can before I go there.

346

00:50:57.450 --> 00:51:01.019

Sara Kim: I would love to hear

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00:51:01.140 --> 00:51:08.279

Sara Kim: what a conversation, how your conversation may go with the training. If you were to open up some space

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00:51:08.320 --> 00:51:17.420

Sara Kim: and asked a person what has made things difficult, what will be helpful for you to hear,

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00:51:17.650 --> 00:51:32.070

Sara Kim: and as you do, that is to amply convey your intention to support. But I think, even if you activate some system level

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00:51:32.080 --> 00:51:45.090

Sara Kim: policy when it comes to putting somebody on probation or going down the unfortunate pathway of dismissal, think you would still need to collect some information. So

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00:51:45.100 --> 00:51:57.299

Sara Kim: ah! Does it sound like a reasonable suggestion to at least have a conversation where maybe the person Ah gets to share what's been going on, What's difficult,

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00:51:58.710 --> 00:52:08.809

Marisa Osorio (she/her): that does. And you know in this particular situation that i'm thinking about that was part of our conversation. But it just was perpetual,

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00:52:10.010 --> 00:52:21.309

Marisa Osorio (she/her): Is what made it challenging, like trying to to offer suggestions for the barriers and try to come up with resolutions and work to solve problem solving together, and it just wasn't

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00:52:21.370 --> 00:52:27.540

Marisa Osorio (she/her): everything was shot down, and there were no solutions that were being offered by that party.

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00:52:27.550 --> 00:52:35.129

Sara Kim: Yeah, yeah, so often, you know, and we're busy, too, right? So we work with what surfaced,

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00:52:35.310 --> 00:52:42.970

Sara Kim: when, in fact, the key to a solution potentially needs to be uncovered.

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00:52:43.190 --> 00:53:01.959

Sara Kim: So I would ah spend some time trying to uncover that. What is a rude issue here like my staff member, I would have never, never guessed, because his outward behavior was in every meeting. When I discussed a task he took notes, so I made the assumptions. He will

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00:53:01.990 --> 00:53:28.070

Sara Kim: do the job according to what he took out. So when I asked him. Well, but you took notes weren't they helpful, he said. He just couldn't even make sense out of it. He just didn't have the fundamental understanding of what the pass was. And ah! For the reasons I shared with you, he couldn't come to me to ask for help. In fact, in that situation I didn't share, but it wasn't him who had to change. I had to change.

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00:53:28.080 --> 00:53:35.089

Sara Kim: I had to make sure when he left my office that there was a clear understanding about the purpose of the task.

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00:53:35.100 --> 00:53:54.360

Sara Kim: So i'm not saying that onerous burden falls on you, I think in general there's shared responsibility for ah communicating more clearly. But I would love to hear from you, Marissa, if possible, because I think i'll learn something from your experience.

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00:53:56.080 --> 00:53:57.869

Sara Kim: Thank you for sharing,

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00:53:59.150 --> 00:54:04.910

sujatha buddhe: hey? Thanks, Marissa. That was a great shady mix here. We all went through this

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00:54:05.000 --> 00:54:19.789

sujatha buddhe: um. Another question was, um about what you do when you are on the other side. So you're not the boss here, but you are, you know, an an assistant or a suit, and you're going to a department chair, and you're worried that they may not be happy with your performance.

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00:54:19.800 --> 00:54:21.430

Sara Kim: I don't know,

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00:54:23.560 --> 00:54:35.249

Sara Kim: so i'm not going to call you to speak, but I would love to hear more, because when we say we're worried about something, I like to ask,

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00:54:36.200 --> 00:54:39.210

Sara Kim: How do we? How do you know that?

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00:54:39.540 --> 00:54:43.980

Sara Kim: Did you receive an email. Were you denied, merit increase.

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00:54:43.990 --> 00:54:51.139

Sara Kim: And so I would, I would ask for if this is your perception

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00:54:52.420 --> 00:54:55.560

Sara Kim: because of what the chair has done and not done

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00:54:55.850 --> 00:55:14.950

Sara Kim: what has said and didn't say, then it is a conversation, and so here is what I do. When I speak up to my superiors. I always start with, and I think Brunette Brown says the same thing. The story I keep creating in my head is

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00:55:16.000 --> 00:55:17.869

Sara Kim: how I need,

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00:55:18.260 --> 00:55:24.379

Sara Kim: because i'm giving the leader. The opportunity and the grace

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00:55:24.670 --> 00:55:31.550

Sara Kim: to clarify is my story in the ballpark of reality or not,

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00:55:32.830 --> 00:55:33.390

Sara Kim: he's.

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00:55:33.400 --> 00:55:37.009

Sara Kim: Often I find myself haunted by what happened,

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00:55:37.210 --> 00:55:41.799

Sara Kim: or I am hijacked by what I think is going to happen.

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00:55:43.140 --> 00:55:54.819

Sara Kim: So I believe it is the leader's responsibility to help calibrate the faculty members to sit with what's real and what's not real.

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00:55:55.810 --> 00:56:12.590

Sara Kim: This is why I think another leadership hallmark is not to let my team members go into a guessing game. I have to make things transparent, especially in high-stake matters like our promotion,

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00:56:12.600 --> 00:56:15.989

Sara Kim: because it's our lifeline. Academically speaking

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00:56:16.000 --> 00:56:19.709

Sara Kim: so, it's a really good example.

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00:56:20.000 --> 00:56:27.259

Sara Kim: I think you have to authentically share what's going on? It's a story I tell myself.

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00:56:27.680 --> 00:56:40.729

Sara Kim: So it's a true story with a boss all of a sudden he asks, so it's a different story, but it's a story about how I created a pause in the moment.

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00:56:40.740 --> 00:56:51.799

Sara Kim: So we had an agreed upon a deadline. But in this meeting the boss, said Sarah. There's no reason why you should sit on that report. I want that on my desk a month early,

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00:56:52.590 --> 00:57:03.909

Sara Kim: and I got really concerned, or a line angry because that was in the agreement. In order to meet that new deadline, I had to drop a lot of things and rearrange my life.

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00:57:04.230 --> 00:57:11.440

Sara Kim: Had I succumbed and subsumed myself to my boss's desire, I would have walked away feeling

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00:57:11.570 --> 00:57:12.589

Sara Kim: disengage.

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00:57:12.600 --> 00:57:20.300

Sara Kim: Yeah, I would have gotten the work done, but at a cost. So I called a time out, I said, Can I check in on something

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00:57:20.420 --> 00:57:26.740

Sara Kim: when I heard you desiring a much accelerated deadline?

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00:57:26.750 --> 00:57:43.780

Sara Kim: You know I know it. It It probably sounds funny. But here are the stories that go through my head. I'm i'm wondering. Maybe you don't think I have enough to do. Ah, maybe you know. Gosh! Am I not doing my job? Well, these are the stories that that's created me. Can you help me

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00:57:43.950 --> 00:57:47.510

Sara Kim: calibrate to what your intention was,

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00:57:47.520 --> 00:57:49.230

Sara Kim: and I heard his story.

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00:57:49.800 --> 00:57:57.900

Sara Kim: His story was, He was going on a long vacation, and he wanted to just get everything off his plane. It had nothing to do with my confidence.

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00:57:59.600 --> 00:58:01.589

Sara Kim: I hope that's helpful.

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00:58:02.360 --> 00:58:18.960

Sara Kim: And you know, if you want to practice that conversation, i'll, i'll love to do that with you and think together, and we can sort of plan together how to have that conversation. I I used to report to the chair of surgery, Dr. Pelle Rini, who retired,

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00:58:18.970 --> 00:58:31.160

Sara Kim: and I had a meeting where we had a conflict. It didn't start. Well if you know him. He was very charismatic. He started the meeting by tapping on the table, and said, So

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00:58:32.180 --> 00:58:34.550

Sara Kim: is how the meeting started,

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00:58:34.800 --> 00:58:50.060

Sara Kim: and I had to be a saxophage, a stone breaker, and stand in that moment, and I learned when I walked out, thinking I was going to lose my job, and it ended with a handshake, and he sent me a letter

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00:58:50.070 --> 00:58:59.019

Sara Kim: about his positive experience with the conversation. I learned. The leaders also desire to have an authentic conversation,

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00:58:59.690 --> 00:59:14.990

Sara Kim: but many may not be equipped to have it so we have to help open that space in a way they can engage so they can give me the gift of what is real, what is not real, so I don't have to be haunted, hijacked.

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00:59:17.760 --> 00:59:31.210

sujatha buddhe: Wow! That's awesome. So I wish I would have attended you that talk. You had the discussion you had in those days. So one point you told us about the stone breaker I still had to memorize over.

401

00:59:31.220 --> 00:59:41.480

sujatha buddhe: But what other tools can you give us when we start the conversation. I mean, it was great about what we need to think going in, but during the conversation what tools can we use?

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00:59:42.200 --> 00:59:46.849

Sara Kim: It depends on if I call the meeting,

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00:59:47.000 --> 01:00:01.980

Sara Kim: or if I'm asked to meet with the person. And we do this simulation with real scenarios, and the first thing we do is always greet the person, even if the stake is so high.

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01:00:02.320 --> 01:00:03.910

Sara Kim: How are you doing?

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01:00:04.280 --> 01:00:06.809

Sara Kim: That's the first bell I ring

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01:00:07.310 --> 01:00:18.800

Sara Kim: before we have a difficult conversation that I acknowledge you and the training I do. It's a model called here. Tell Leak,

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01:00:19.020 --> 01:00:23.999

Sara Kim: so I always listen to the other person's story first.

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01:00:24.010 --> 01:00:28.409

Sara Kim: So in that meeting with Dr. Pellegrini when he said, So speak

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01:00:29.280 --> 01:00:35.690

Sara Kim: stuck to that model. I said, In this instance I will benefit from hearing your perspective first.

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01:00:36.810 --> 01:00:39.240

Sara Kim: That was my sexy. For each moment

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01:00:39.350 --> 01:00:45.449

Sara Kim: I could have just spill my narrative beings, because then the powerful person is telling me to speak.

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01:00:46.210 --> 01:00:57.420

Sara Kim: But I have to gather his story first, and then in the moment I thought, Oh, we both care about this. I don't have to talk about. No wonder he's upset.

413

01:00:57.570 --> 01:01:00.069

Sara Kim: I have to clarify that point.

414

01:01:00.560 --> 01:01:09.360

Sara Kim: So after I listen to this to the stories I hear, and I don't challenge people. I empathize with their experiences.

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01:01:10.590 --> 01:01:29.800

Sara Kim: Then I tell my story, and that's the meat. When we did a randomized, controlled trial. Thirty out of sixty physicians and nurses they skipped, tell, and they just went to the future. They did a great job in listening, but they would not advocate for their story.

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01:01:30.640 --> 01:01:39.650

Sara Kim: You must advocate for your story, including sharing how the event impacted you emotionally. There are ways to do it,

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01:01:40.290 --> 01:01:44.820

Sara Kim: so I may say, when you kept cutting me during the

418

01:01:45.250 --> 01:01:49.750

Sara Kim: committee meetings. I sat there feeling frustrated. In fact,

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01:01:49.760 --> 01:01:53.109

Sara Kim: I was actually really really angry.

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01:01:53.670 --> 01:01:58.840

Sara Kim: I don't think it was your intention to interrupt me multiple times

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01:01:58.950 --> 01:02:00.630

Sara Kim: what was going on with him.

422

01:02:02.960 --> 01:02:12.659

Sara Kim: So it's telling, inquiring, telling in. But all of that painstaking work is so that I can get the person



423

01:02:12.670 --> 01:02:17.110

Sara Kim: shoulder or shoulder with me, so we can look at the problem together.

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01:02:17.120 --> 01:02:19.830

Sara Kim: So the initial greeting

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01:02:19.940 --> 01:02:31.240

Sara Kim: is in a way an important step towards charting out the arc of a difficult conversation. Now, I don't mean to say, this works in all cases.

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01:02:32.340 --> 01:02:36.960

Sara Kim: In many cases a dialogue like this doesn't end with one meeting the

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01:02:39.240 --> 01:02:44.250

Sara Kim: but in each meeting, even if it doesn't go. Well, i'm going to learn something about me

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01:02:44.260 --> 01:02:45.630

Sara Kim: that's for sure.

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01:02:45.640 --> 01:02:49.720

Sara Kim: That's a minimum learning point. I'm going to gather.

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01:02:53.400 --> 01:03:04.579

Sara Kim: Thank you so much, Sarah. That was a great talk, and we all learned so much. I wish we had another. I would also like to thank you,

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01:03:04.610 --> 01:03:13.029

sujatha buddhe: and supporting us. So thanks everyone again for joining. We will continue with the next session in January.

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01:03:13.340 --> 01:03:15.050

Sara Kim: Thank you for having me.