

A Four-Step Practice—Guiding Questions

for background see [Are you leading from reactivity or creativity?](#)

1. Recognize reactivity.
 - How am I/are others in reactivity? (Consider thoughts, feelings, behaviors.)
 - What are the triggers?
 - [How have I and they leapt to assumptions, judgment, blame, or interpretations?](#)
 - Where am I holding on to certainty about my views?
 - How am I contributing to the problem(s)?

2. Clarify your intentions for results and relationships.
 - What are my business/quality vision and goals?
 - For the situation.
 - For my next conversation in this situation.
 - What kind of relationship(s) am I trying to build?
 - For the situation.
 - For my next conversation in this situation.

3. Get in their shoes.
 - Why would well-intentioned, reasonable people act this way?

4. Prepare for dialogue.
 - Am I ready to let go of certainty that there is one way of looking at things?
 - Am I ready to both state my perceptions AND be curious about and seek out what others have to say?
 - Have I reframed my goals and intentions in a way that can promote dialogue?
 - Have I reviewed how roles and power differences may impact dialogue and decision making?
 - Am I prepared to be [unconditionally constructive?](#)

About Neil Baker M.D.

Neil Baker M.D. works with healthcare organizations to enhance leadership and team impact through *In-the-Moment Leadership Strategies*. This means using any work situation, even the most complex and difficult, as an opportunity to achieve immediate impact on quality of work relationships and on progress toward results.

He has developed these approaches as a leader, speaker, consultant, and executive coach for 30 years. Past positions include serving as Director of Psychiatric Inpatient Services at the University of Colorado Health Sciences Center in Denver, Colorado; Medical Director of Clinical Improvement at Group Health Cooperative in Seattle, Washington; and faculty and improvement advisor for ten years for the Institute for Healthcare Improvement (IHI) in Cambridge, Massachusetts. Currently, in addition to his consulting practice, he serves as faculty

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Neil J. Baker M.D.

for the leadership track he created for the IHI—Project ECHO collaborative on improving access and office efficiency in primary care.

You can learn more and see client testimonials on his website at neilbakerconsulting.com.