

Complaint redirection guide

After you've communicated about an upcoming change, you should be prepared to hear some complaints. But objectively responding to complaints about change can be a challenge. Use this guide to ensure physicians feel heard, and that you're equipped with scripting to redirect and neutralize complaints.

1 Label your emotional response to the complaint to respond objectively

Take a moment to label your emotional response to the complaint and acknowledge how that emotion might affect your response.

Common emotions when fielding complaints:

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|--|------------------------------------|-------------------------------------|---|
| <input type="checkbox"/> Personally attacked | <input type="checkbox"/> Confused | <input type="checkbox"/> Stressed | <input type="checkbox"/> Worried |
| <input type="checkbox"/> Annoyed | <input type="checkbox"/> Impatient | <input type="checkbox"/> Vulnerable | <input type="checkbox"/> Self-conscious |
| <input type="checkbox"/> Helpless | <input type="checkbox"/> Offended | <input type="checkbox"/> Guilty | <input type="checkbox"/> Distracted |

2 Listen and validate your colleague's concerns to ensure he or she feels heard

Listening to your colleague and acknowledging their feelings is a quick and highly effective way to diffuse negative reactions and earn their trust.

Sample scripting:

- "I understand your concern and it's on my radar. We are doing _____ to work on it."
- "I see that's frustrating. I appreciate you bringing this to my attention."
- "Rest assured I hear you. Thank you for letting me know."
- "I know this is a challenge. We'll have a chance to talk about how to make it work at our next team meeting."
- "Your input is important and I want to hear about it. I'm on my way to a meeting, but let's find time to talk."

3 Learn from the complaint to uncover underlying insights

Understanding the rationale behind complaints can help you surface underlying concerns and uncover potential solutions to help the change run more smoothly.

Better understand the problem:

- "Why does this make you feel so frustrated?"
- What is the most difficult part of the problem?"
- I could see ____ reasons why that might concern you. Do these capture your concerns or is there something else I'm not seeing?"
- Have you heard something that makes you particularly concerned?"

Uncover insights and potential solutions:

- "Do you have any solutions in mind?"
- "Are you aware of any tactics your team members are using that might address this problem?"
- How can we work around these challenges to find solutions?"
- "I'm hearing you say _____. Is that accurate?"