

Index

A

- abandoned, as pseudo-feeling, 14–15
- abused, as pseudo-feeling, 7, 14–15
- action-oriented requests, 8–9
- active listening versus empathy, 12–13
- acupuncture, 26
- advice giving, as communication block, 13–14, 55
- affection, as human need, 8
- analysis, as dysfunctional communication pattern, 6–8, 13–14, 29–32, 50–54
- anger, empathy to diffuse, 15
- appropriate/inappropriate paradigm, 35
- attacked, as pseudo-feeling, 7
- authenticity, in partnership systems, 35
- authority figures in domination systems, 24–27, 51–54, 67–68
- autonomy needs, 24–25, 69–71

B

- backstabbing, as dysfunctional communication, 43, 45, 88–89
- bad/good paradigm, 24, 35, 71–72
- behavior, as attempt to meet needs, 62, 65
- belief, impact on healing and disease, 52–54. *See also* self-fulfilling prophecy, judgments as
- betrayed, as pseudo-feeling, 7

- blame, as dysfunctional communication pattern, 6–8, 29–34, 41–43, 74, 80, 88–89
- The Body Never Lies* (Miller), 73–74
- Buber, Martin, 63
- bullied, as pseudo-feeling, 14–15
- burden, needs as, 11–12
- burnout rate of hospice nurses. *See also* self-fulfilling prophecy, judgments as
- business, evolution from domination-based to partnership model, 22–23

C

- calming effect of empathy, 14
- caring, devaluation in domination systems, 25–26, 35
- cheapness of life, in domination systems, 35
- cheated, as pseudo-feeling, 14–15
- check-in, with NVC, 85
- child abuse, effects of, 72–74
- child/parent relationships, evolution from domination to partnership model, 21–22, 24, 73–74
- choice, as prerequisite for change, 64
- choice-making with children, 22
- choices, personal responsibility for, 9–10
- co-creation of policies with staff, 85
- code phrase to trigger staff intervention, 87
- communication patterns, as belief systems perpetuated through language, 6, 29–32

- communication skills, training of health care professionals in, 1–2
- complacent entitlement, in domination systems, 32
- completeness of each individual, in partnership model, 35
- complimenting, as dysfunctional communication pattern, 6–8, 29–32
- Connecting Request, 8–9
- connection, as goal of communication, 35
- consciousness shifts with NVC, 16–19, 53
- consoling, as communication block, 13–14
- control and choice, 10
- control and punishment tactics, 26, 35, 59–60, 63–65, 67–71, 84. *See also* domination systems, in health care settings
- cooperation, in partnership systems, 35, 68–69
- correcting, as communication block, 13
- Corwith, Carla, 3
- creation, as human need, 8
- criticizing, as dysfunctional communication pattern, 6–8, 29–32
- cultural devaluation of caring, 25–26
- culturally conditioned patterns of violence, 71–72
- cultural strategies for meeting needs, 15
- cynicism, in domination systems, 32
- D**
- debriefing with NVC, 85–86
- decision-making, shared with staff, 85
- de-escalation of tension, as response to empathy, 66, 86
- defensive reactions, stimulated by dysfunction communication patterns, 7, 14, 55, 56, 88
- dehumanizing language, 50–51. *See also* language of domination
- demand and control tactics, 26, 59–60, 63–65, 67–71, 84, 85. *See also* domination systems, in health care settings
- demands versus requests, 68–71
- dependency, in domination systems, 24–25, 35, 64
- depersonalization, among health care professionals, 1–2
- depression, 1–2, 47–48, 52–54
- “deserve” language, 30, 71–72
- diagnosis
 as dysfunctional communication pattern, 29–32, 37–40, 44–48
 impact on healing, 49–55
- diminished, as pseudo-feeling, 14–15
- direct communication, 33, 45, 86–87
- dirty laundry, airing, 48
- discrimination, effects of, 38
- disease, emotional component of, 49–50, 73–74
- disharmony, impact on organizations, 39
- dishonesty about needs and feelings, in domination systems, 35, 78–84
- diversity honored, in partnership systems, 35
- doable requests, 9
- doctors, as authority figures, 25–27, 51–54, 67–68

dominant and subordinate roles, in health care settings, 24, 35.
See also hierarchies in domination systems

domination systems, in health care settings. *See also* language of domination; psychiatric medicine systems

characteristics of, 23–32, 35, 40–43, 78–84

control and punishment tactics in, 59–60, 63–65, 67–71

evolution to partnership model, 17–19, 21–23, 57–58, 77–78, 84–89

drugs. *See* medication

dysfunctional communications patterns. *See* language of domination

E

educating, as communication block, 13–14

either/or paradigm, 35

Elliott, Jane, 38

Emergency Intervention Team, 3–4

emotional component of disease, 49–50, 73–74

emotional exhaustion, among health care professionals, 1–2

emotional safety in workplace, 85–86

empathy

- to de-escalate tension, 66–67, 86–87
- devaluation in domination systems, 25–26, 35
- at heart of constructive communication, 69–71, 84–85
- in partnership model, 12–16, 33, 35, 67–68, 88–89

- for self, 16, 32
- “Empathy Before Education” concept, 85
- employee satisfaction, 1–4
- escalation of violence, as response to “power over” tactics, 65
- evaluation, as dysfunctional communication pattern, 7, 29–32
- explanation, as communication block, 13
- extrinsic motivation, 22, 29–32, 35.
See also rewards and punishment, in domination systems

F

false reality of diagnoses and labels, 52–57

family system model

- based on domination systems, 24, 25, 43–44, 67–68, 73–74
- based on partnership model, 22–23

fear, as basis of domination systems, 32, 35, 40–41, 81–82

feelings

- empathy and, 13–14, 33–34, 86
- equality of, 6–7, 33
- healing and, 47–48, 53, 64
- language of, 6–7, 14–15, 32
- personal responsibility for, 9–12, 16, 35, 44, 56–58, 80–84
- suppression of, 25, 29, 73–74, 78

feminine qualities, devaluation in domination systems, 25–26

force, protective versus punitive use of, 62. *See also* “power over” structures, in domination systems

freedom, as human need, 8

G

good/bad paradigm, 24, 35, 71–72
 gratitude, in partnership systems, 33
 guessing feelings and needs of
 others, 12–13

H

“have to” language, 30
 healing, negated by diagnoses and
 labels, 49–54. *See also* self-
 fulfilling prophecy,
 judgments as
 healing touch, 26
 hierarchies in domination systems,
 22–23, 26, 29, 35, 37,
 45–46, 84. *See also* status-
 based systems
 The Holistic Nurses Association, 26
 honesty, in partnership systems, 33,
 35, 78–84
 hospice nurses, burnout rate, 49
 hostility in the workplace, 41–42
 humanistic approach to healing, 63
 hypnosis, 26

I

identity, as human need, 8
 illness, emotional component of,
 49–54, 73–74
 inclusion, in partnership systems,
 33, 85
 indirect communication, 45
 individual, as servant of the system,
 35
 injuries to health care professionals,
 3–4
 inner truth, in partnership systems,
 35
 institutionalization of patients, 61

interpersonal relationships
 effect of labeling and diagnosis,
 44–45. *See also* language of
 domination
 empathy in, 15–16
 interrogating, as communication
 block, 13–14
 intimidated, as pseudo-feeling, 14–15
 intrinsic motivation, 32–36
 intuiting needs of others, 11–12
 involuntary commitment,
 alternatives to, 64
 inward focus of NVC, 6–8, 16, 57
 inward violence, 47–48
 “I-Thou relationship,” 63

J

job satisfaction, for health care
 professionals, 1–4
 judgments. *See also* language of
 domination
 as dysfunctional communication
 pattern, 6–8, 28–34, 40–45,
 50–54
 versus empathy, 13–14, 16
 expressing with NVC, 80–81
 as expression of unmet needs, 56
 impact on healing, 49–56
 as self-fulfilling prophecy, 38–40
 turned inward, 47–48

L

labeling. *See also* language of
 domination
 as dysfunctional communication
 pattern, 6–8, 44–45
 as excuse for poor performance,
 46–47
 as expression of unmet needs, 56
 impact on healing, 49–54
 as self-fulfilling prophecy, 38–40

Lancet study, mental health among doctors, 1–2

language. *See also* language of domination

of partnership model, 32–36.
See also Nonviolent Communication (NVC)

static versus process, 52–54

language of domination. *See also* domination systems, in health care settings

characteristics of, 6–8, 29–30, 43–49

evolution to partnership model, 21–23

impact of, 24–25, 30–32, 40–46, 49–57

and self-fulfilling prophecy, 38–40

learning, status of, 35, 40–43

leisure, as human need, 8

life-alienating aspect of domination systems, 35

life-enhancing aspect of partnership model, 35, 77, 88

listening from the heart, 84

M

management models. *See* domination systems; partnership model

management skills, training for doctors, 1–2

Mandela, Nelson, 10

manipulated, as pseudo-feeling, 7, 14–15

Max-Neef, Manfred, 8

mediation with NVC, 85

medical diagnosis, impact on healing, 49–54

medical intervention versus meeting human emotional needs, 24–25

Medical Renaissance Group, 26

medication

as blocking healing, 47–50, 63

forcibly given, 63, 67–68

versus meeting human emotional needs, 16, 25, 55

Mendota Mental Health Institute (Wisconsin), NVC training, 3–4, 65, 88

mental illness, beliefs about, 59–61, 63–69

Mercy Hospital (Baltimore, Maryland), NVC training, 2

Miller, Alice, 73–74

mind reading, 12

mistakes, attitude toward, 40–43

misunderstood, as pseudo-feeling, 14–15

“must” language, 30

mutuality, in partnership systems, 33

N

needs

behavior, as attempt to meet, 62, 66–67, 72–73

as core concept of NVC, 6–9, 11–15

devaluation of, in domination systems, 24–25

disregard for own, 44, 48–49, 70, 78–79

in domination/partnership models, compared, 29–35, 42–43, 54–58, 64–69, 80–88

judgments as expression of unmet, 56. *See also* unmet needs

- “needy” behavior, as unmet need for attention and empathy, 30–31
- negative feelings, and unmet needs, 10–11, 33–34, 47–48
- neglected, as pseudo-feeling, 7, 14–15
- “no,” hearing with empathy, 11–12
- Nonviolent Communication (NVC). *See also* partnership model
- consciousness shifts with, 16–17, 52–54
 - four steps of NVC model, 6–9, 81
 - implementation, 2–4, 21–23, 32–33, 57–58, 65–69, 84–89
 - meaning of “nonviolent,” 31, 33–34
 - resistance to, 17–19
 - underlying principles of, 9–16
- Northrup, Christiane, 73–74
- nurses, dysfunctional communication patterns of, 29–32, 43–47, 51–52, 54–57, 82–83. *See also* domination systems, in health care settings
- O**
- obedience to authority, in domination systems, 24–25, 35, 84
- observations, versus evaluations, 7, 9
- outward focus of dysfunctional communications patterns, 6–8, 16, 29–32, 57
- outward violence, 48
- P**
- parent/child relationships, evolution of, 21–22, 24, 73–74
- participation, as human need, 8
- partnership model. *See also* Nonviolent Communication (NVC)
- in business, 22–23
 - characteristics, 32–35
 - in families, 21–22
 - in health care systems, 17–19, 23, 57–58, 77–78, 80–81, 83–89
- patients in health care settings
- de-escalation plans for, 86
 - effect of diagnoses and labels on, 39, 49–54
 - training in NVC, 3
- personal responsibility
- for choices, 9–10, 35
 - for feelings and needs, 9–11, 56–58
- personal wounded-ness and violence, 71–72
- physiological theory of mental illness, 61
- policymaking, co-creating with staff, 85
- positive action language requests, 8–9
- positive feelings, 10–11
- powerlessness and pseudo-feelings, 15
- “power over” structures, in domination systems, 2, 22–26, 29–32, 35, 63–64, 67–71. *See also* domination systems, in health care settings
- “power with” structures, in partnership systems, 33, 35, 69–71, 84. *See also* partnership model
- praise, in domination systems, 22
- presence, as component of partnership model, 12–13, 63
- pressured, as pseudo-feeling, 14–15

process language of NVC, 53–54
 protection, as human need, 8
 protective versus punitive use of force, 62
 provoked, as pseudo-feeling, 14–15
 pseudo-feelings, 7, 14–15
 psychiatric medicine systems. *See also* domination systems, in health care settings
 control and punishment tactics in, 59–60, 63, 67–71
 creating change in, 74–75, 83–89. *See also* Nonviolent Communication (NVC)
 punishment and rewards, in domination systems, 22, 24, 26, 29–32, 64
 punitive versus protective use of force, 62
 put down, as pseudo-feeling, 14–15

R

reactions, personal responsibility for, 9–10
 recruitment costs, 39
 rejected, as pseudo-feeling, 7, 14–15
 relationships of domination in Western medicine, 26–29
 Remen, Naomi, 52–54
 request and empathy model of NVC, 68–69
 requests, 8–9, 68–71
 resentful compliance, in domination systems, 32
 resentment, fear and, 42–43
 resistance
 to control tactics, 64–65, 67–71
 to NVC, 17–19
 respect, in partnership systems, 33, 35

responsibility for feelings of others, 11, 35
 restraints and seclusion incidents, 3–4
 retaliation in the workplace, 42–43
 retention rate among staff, 39
 rewards and punishment, in domination systems, 22, 24, 26, 29–32
 Riemer, Donna, 3–4
 right/wrong paradigm, 24, 35, 48, 71–72
 Rosenberg, Marshall, 5–6, 56

S

sadness, as unmet need for understanding, 30
 safety issues in health care settings, 3–4
 scapegoating, 44
 Schopenhauer, Arthur, 17
 seclusion and restraints incidents, 3–4
 self-control needs, 69–71
 self-damaging actions, as attempt to meet needs, 62
 self-fulfilling prophecy, judgments as, 38–41, 56–57
 self-imposed limitations, diagnoses and, 51–54
 selfish, as judgment, 56–57
 selfish needs, myth of, 48–49
 self-perception, effect of judgments on, 39–42, 57
 self-protective mechanisms, mental illness as, 61
 shame, as effect of judgment, 40–41
 “should,” as language of domination, 12, 30
 sick leave, impact of disharmony on, 39

social consequences of domination systems, 24–25

Sociocracy, 84

Solution Request, 8–9

staff evaluations, in partnership model, 84–85

staff performance, effect of judgments on, 39–42

staffing in health care settings, 3
Stanford Prison Experiment, 71–72

static language of diagnosis and analysis, 52–53

status-based systems, 26–29, 35, 45–46. *See also* hierarchies in domination systems

strategies
attachment to a single approach, 42, 67–68
for implementing NVC, 61, 84–87
versus needs, 15
requests as, 8–9

strong/weak paradigm, 35

suicide rate, for doctors, 1–2

sustenance, as human need, 8

sympathy, as communication block, 12–13, 79–80

symptom treatment, 49–50, 55

systems, as servant of the individual, 35

T

taking things personally, 11, 13, 58

team building, components for, 42–43

them/us paradigm, 24

thought words, 7, 14–15

threatened, as pseudo-feeling, 7, 15

threats, as dysfunctional communication pattern, 29

transpersonal approach to healing, 63

trust, in partnership systems, 35

turnover rates, for health care professionals, 2

U

understanding, as human need, 8, 15, 30, 33, 89

universality of human needs, 15

unmet needs. *See also* needs
judgments as expression of, 56
and negative feelings, 10–11, 33–34, 47–48

unwanted, as pseudo-feeling, 15

used, as pseudo-feeling, 7, 15

us/them paradigm, 24, 50–51, 65

V

victim consciousness, blame as, 74

violence
as attempt to meet needs, 62
institutionalization of, 24–25, 64–65. *See also* domination systems, in health care settings
in language, 31, 33–34, 47–48. *See also* language of domination
within self, 29–30, 71–75

“violent”/“nonviolent,” as language choices, 33–34

W

weak/strong paradigm, 35

Winfrey, Oprah, 38

work overload, among health care professionals, 1–2

wrongness, language that implies, 31

wrong/right paradigm, 24, 35, 71–72

Y

“you” statements, 30–32, 56