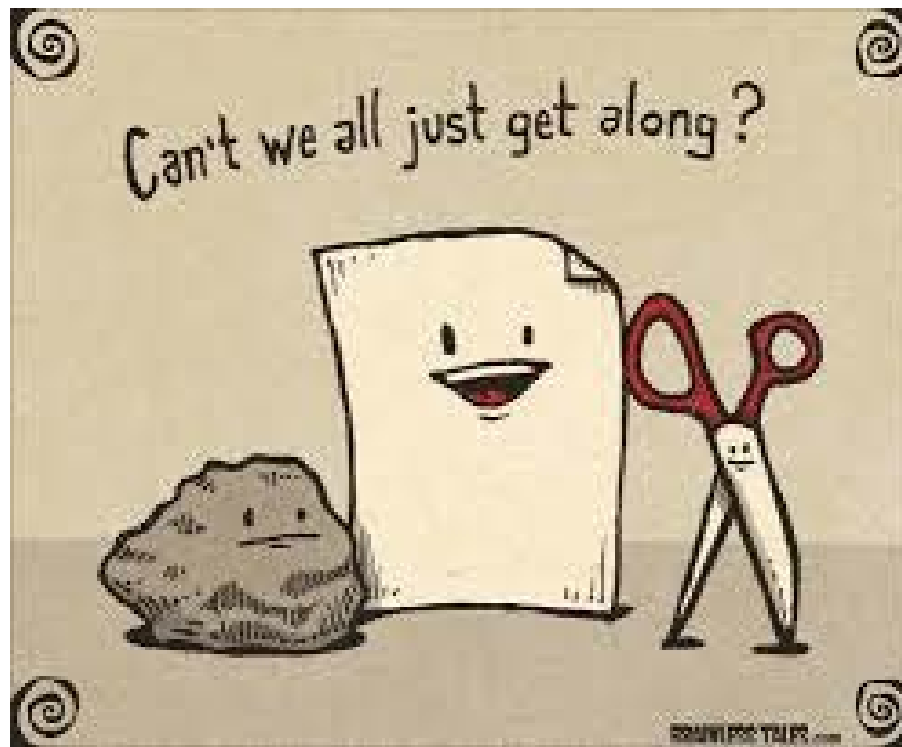


How to Resolve Conflict in a Changing Healthcare Environment



Thank you

Read Pierce and Marty Stillman



Objectives

1. Learn how to evaluate and resolve conflict using a framework that allows for non-judgmental, effective understanding of all parties involved.
2. Learn how to discover underlying interests.

Conflict Challenges

- With a partner, share a recent challenge you've faced in navigating a conflict.
- Focus on:
 - What were the underlying drivers of the conflict?
 - What were the deeply held assumptions and/or beliefs of the people who were in conflict?

Conflict is....

An expressed struggle between interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals.

Conflict is

- Bad, right?

Conflict an inevitable and normal part of the cycle of enduring relationships. No conflict=unhealthy relationship

- Just a “little” disagreement?

Conflict is more serious-it is not “should I have vanilla or oreo ice cream?” but instead “DO you like PSL or are you a pumpkin HATER?”



Conflict should:

- Be managed nice and neatly?

Overly nice communication can result in an insincere exchange. Productive conflict management is often disorderly, chaotic, and confusing

- Never be escalated but rather avoided?

Sometimes you have to make the conflict “a big deal” so the underlying issues can be fully addressed

Conflict

- Is always manifested as ANGER?

Many emotions affect conflict

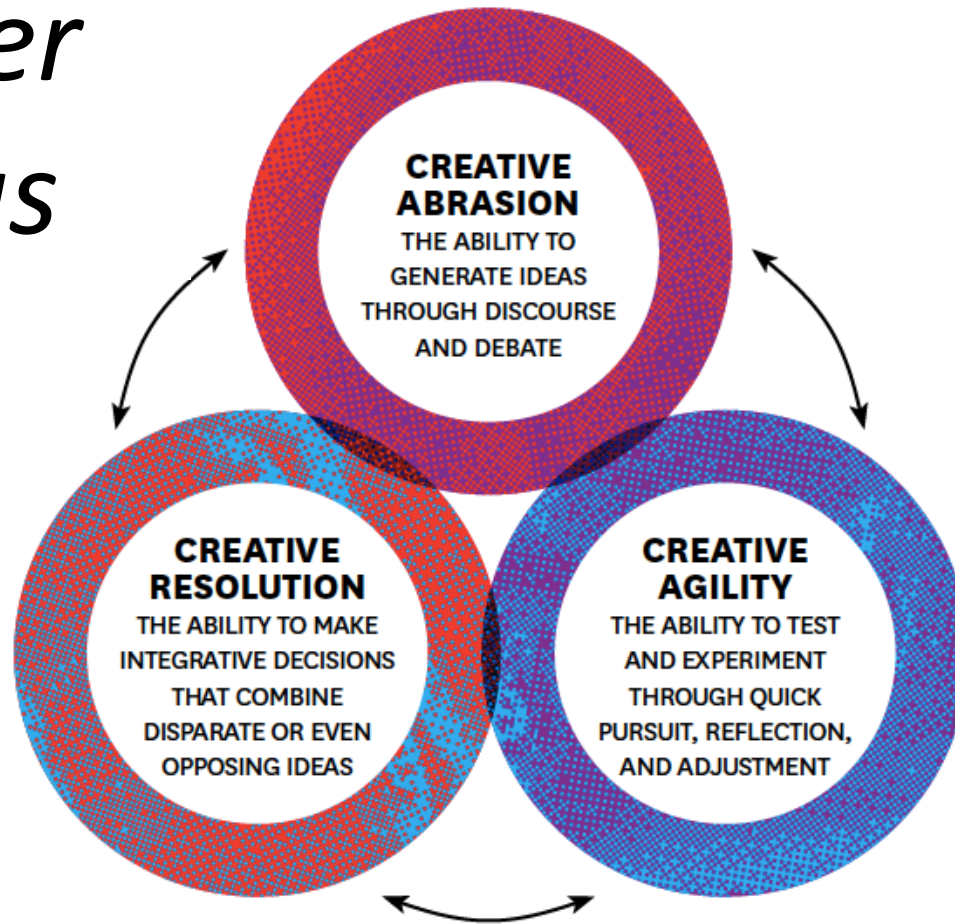
- One should find the right way to resolve conflict—
fight, vote, litigate, appeal to authority

*These are “Win-Lose” strategies. “Win-Win,”
collaborative, consensus seeking approaches often
work best for both parties*

Conflict Viewed Opportunity

*Better
Ideas*

*That
Stick*



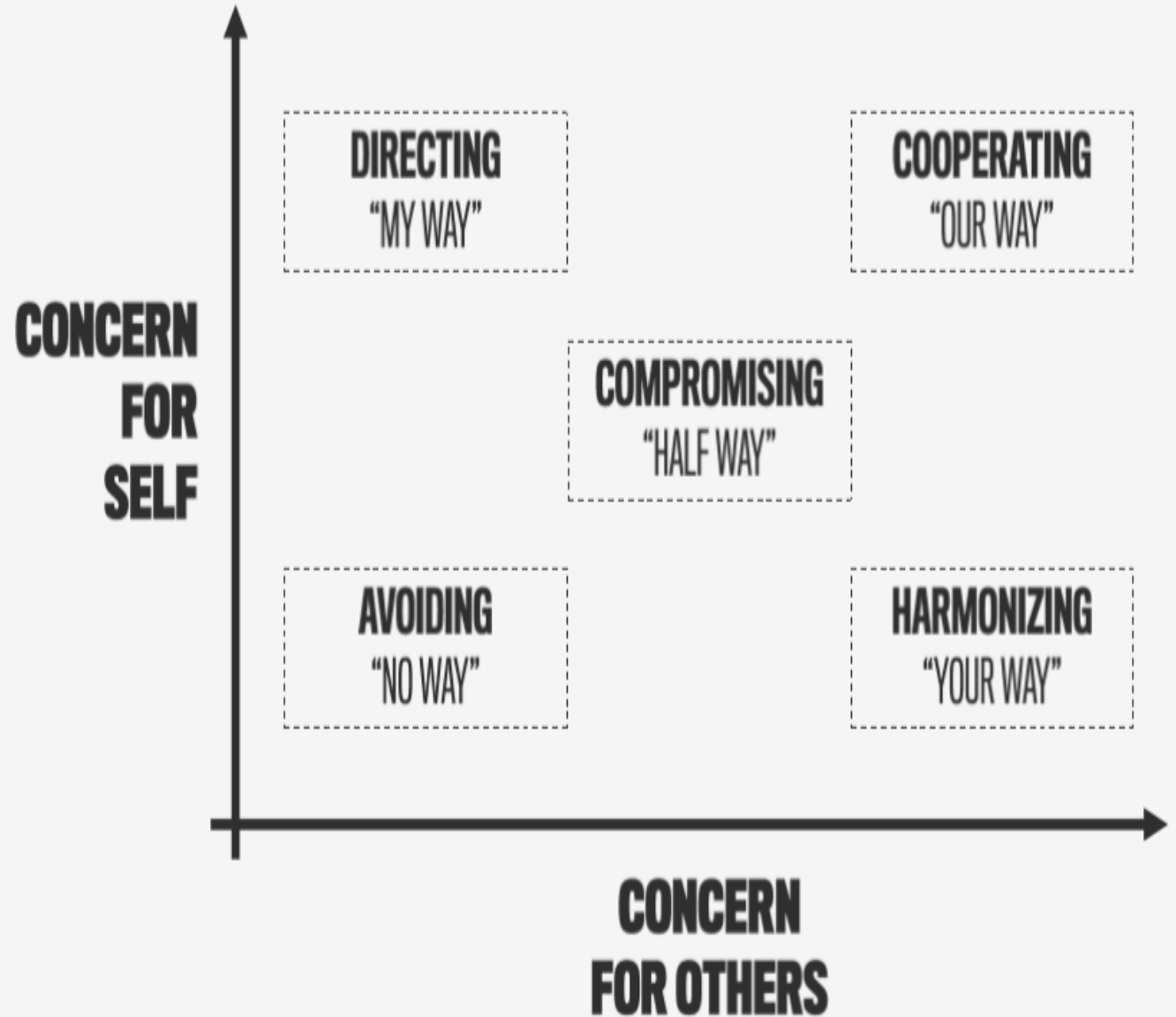
Guess what leaders?

Conflict Is Inevitable

But is an Opportunity

(If handled appropriately)

FIVE STYLES OF CONFLICT

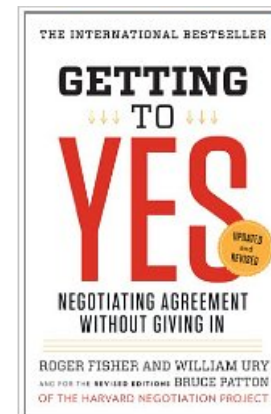


CHOOSING STRATEGIES

	DIRECT	COOPERATE	COMPROMISE	AVOID	HARMONIZE
Effective when	Critical issue Need quick decision Trivial issue	Need commitment, synthesis Time available Complex issue	Temporary solution for complex issue Mutually exclusive goals Relationship requires	Growth for others Need to gather facts, allies “Green” conflict	Relationship preservation key Negotiating from weak position Growth in allowing others
Risky if	Complex issue Relationship trumps outcome Highly competent subordinates	Delay not an option Other parties not interested Others lack problem-solving skills	Power imbalance Breakthrough needed Issues vital to interests	Important issue Low trust Parties unwilling to defer	Results in costly outcome Other parties inept, unethical Need for certain reciprocity

Recall: Key Principles of Negotiation:

- ✓ Separate the people from the problem
- ✓ Focus on interests, not positions
- ✓ Generate a variety of possibilities before deciding what to do
- ✓ Insist the result be based on some objective standard



Distributive vs. Integrative

Adversarial
Win-Lose
Power/ “Hardball”
Zero Sum Game

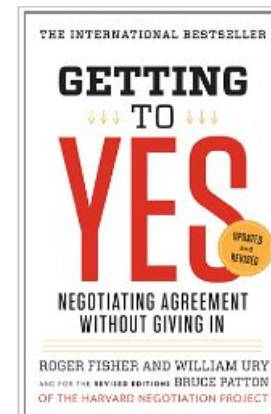


Cooperative
Win-Win
Mutual Gains
Seek New Solutions



What are the Keys to Successful Negotiations?

- ✓ Separate the people from the problem
- ✓ **Focus on interests, not positions**
- ✓ Generate a variety of possibilities before deciding what to do
- ✓ Insist the result be based on some objective standard



Positions versus Interests

Position: What someone says they want.

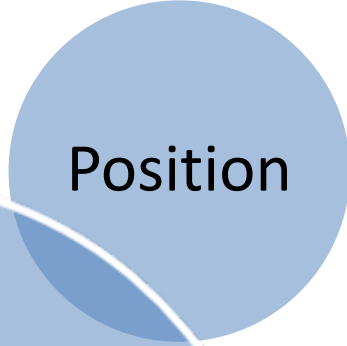
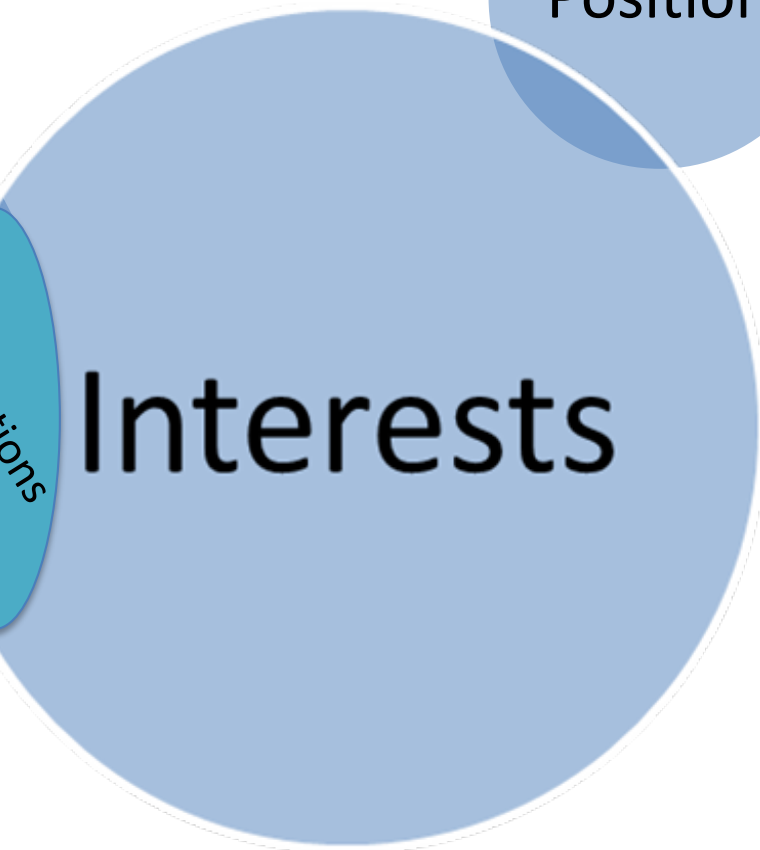
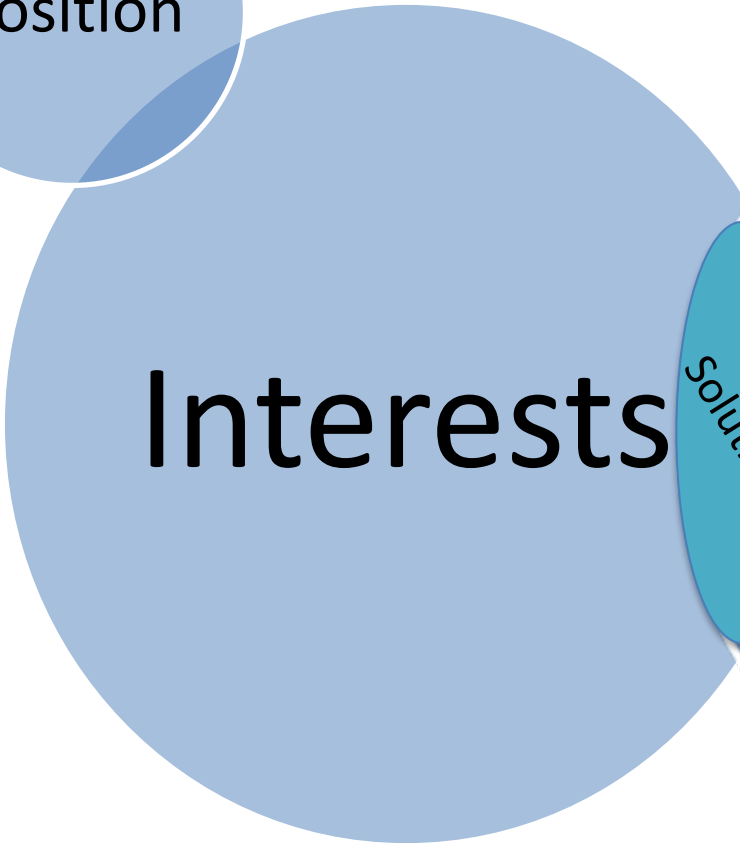
Interest: Why they want it.

Position: What someone has decided.

Interest: What was behind the decision.

Why is identifying interests vs. positions so important?

- When you can successfully identify interests that are behind stated positions, you can begin to generate solutions that might not have been originally apparent.
- You do this by working to generate solutions that satisfy the individual or group *interests* you've identified.



Example

My husband and I commute to work together some days. While driving to work:

Husband: “I am not doing to drive together if you take another call from work while in the car!”

Me: “I am not driving separately everyday!”

What’s Husband’s position?

What’s My position?

What’s Husband’s interest?

What’s My Interest?

Now knowing the interests, can you generate solutions?

Position or Interest?

All faculty on inpatient wards must be physically present in the hospital until 6:00 pm every day.

Position or Interest?

We value physician wellness and want to avoid burnout.

Position or Interest?

Every member of the care team will feel comfortable speaking up.

Position or Interest?

All hospitalists will attend the mandatory hospitalist meetings.

Let's practice



Sherry to Lisa. I expected you to be on the conference call, where were you?

Lisa to Sherry. A meeting ran over.

Sherry to Lisa. **Well you always miss meetings, even our division director has noticed.**

Lisa to Sherry. **I totally disagree with that. I don't know how you can say that.**

Sherry to Lisa. **Well, I'm on service, you can find me on the wards if you want to discuss.**

Well.....now what



More pics on www.imfunny.net

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Cognitive vs Emotional Conflict

Cognitive Conflict

- Issue Focused, not personal
- Hallmark of high performing teams
- Disagreement about approaches
- “I”

- Problem based-discussion
- Test alternatives
- Consider and reconcile differences
- Collective decision-making

Emotional Conflict

- Personal fueled by differences in opinion
- Destructive
- “YOU”

- Shifts from ideas to the person
- Defensiveness
- Limits discussion
- Shuts down collective everything

Now it is your turn.....

Debrief – What Did We Learn?

Can you relate?

Who came up with a solution?

- What were the positions?
- Using these did there appear to be a solution?

- How did the positions differ from the interests?
- When you moved to interests what solutions did you find?



Ask for their perspective

- Reflect via paraphrasing:
 - What I understand is.....
 - What I am hearing you say is..
- Blameless apology