

# Working Through Conflict

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No financial disclosures to share

We will be engaging in discussion

Many thanks to Kurt O'Brien

# Our Plan for Today



- Who's in the room?
- Working a case
- Step-by-step process
- Discussion about your conflict

Who is in the room?

# A Case for Discussion

- You are leading a team meeting
- You have delegated the work on a specific project to “J”
- J is presenting to the group and walking through next steps
- During a pause, K says that it still feels like things need to slow down and a smaller group needs to dig into the details on one aspect of the work more before moving forward
- J says that while this may be helpful, it is now time to move forward
- K responds that this is another example of not being heard and not being valued
- K abruptly leaves the meeting

# Discuss as a Group

Introduce yourselves to each other

Determine a scribe and a reporter

Note your thoughts on the Jam Board

# Discussion



# Understand Your Personal Perspective

What is your reaction to the conflict?

What biases/priors do you bring to it?

# A Step-by-Step Approach

# Step 1 – Gather Data

Hear all voices

Get a 3<sup>rd</sup> party perspective

Seek advice from others



# Step 2 – Engage Folks in Pre-Work

## Inquiry

- What do you **appreciate** about the other person?
- What do you share in common? What is your **mutual purpose**?
- What does your team need from both of you?



# Step 2 – Engage Folks in Pre-Work

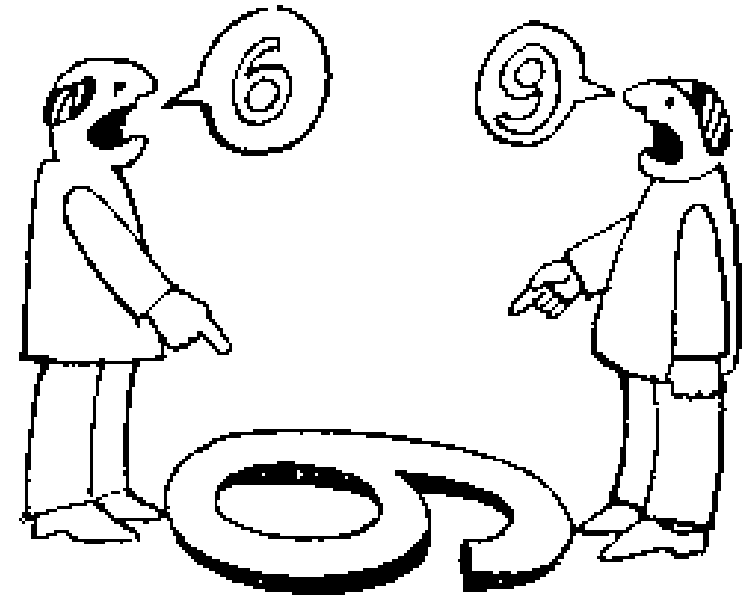
## Review the Event

- Describe the events and **specific behaviors** that you find concerning or objectionable
  - Be specific
  - Focus on behaviors
- State how you are **feeling** after experiencing this behavior
  - Use actual feelings
  - Avoid judgment or analysis

# Step 2 – Engage Folks in Pre-Work

## Interpretation

- Reflect on how you are interpreting the other person's *intent*
- Are there **other possible explanations** (positive explanations) that would help explain why the other person behaved the way they did?
- Move towards **attributing positive intent**



# Step 2 – Engage Folks in Pre-Work

## Perspective Taking

- Describe *your role* in this situation.
  - What have you contributed to make the situation what it is?
  - What have you done to make life more difficult for them?
- What is it like to be in the other person's shoes?
- What are their stressors, constraints, concerns, challenges, fears?

# Step 2 – Engage Folks in Pre-Work

## Moving Forward

- State what is it that you need from the other person
- State what you want to have happen in the future

These steps can guide your discussion



# Step 3 – Bring People Together

1

Assume positive intent

2

Suspend assumptions

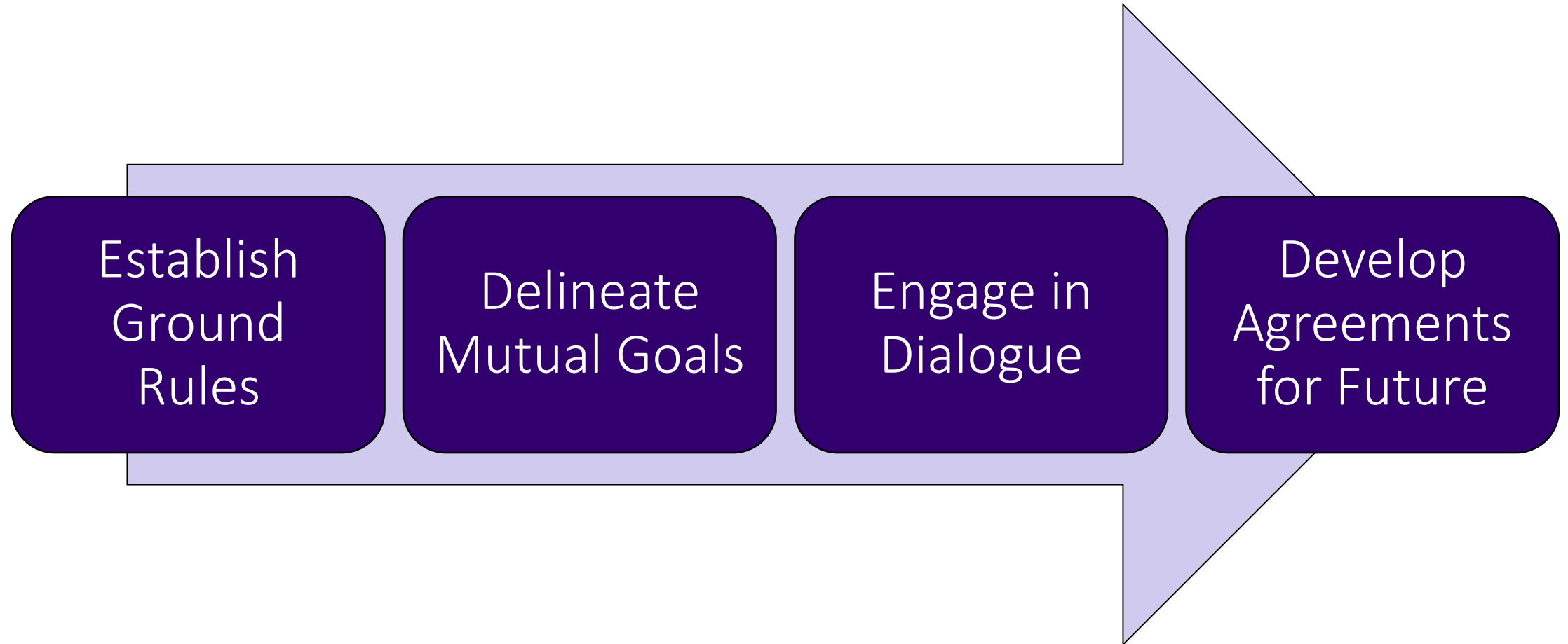
3

Listen, don't reload

4

Balance advocacy with inquiry

# Step 3 – Bring People Together



# Step 4 – Check Back In

Debrief after the initial discussion

Check back in after a bit of time

Consider tweaking agreements as needed

# A Slightly Different Approach

## Connect

- P Presence
- E Empathy
- A Acknowledge
- R Reflect and Reframe
- L Listen Openly
- A Ask Questions

## Correct

- D Describe the behavior
- E Explain the impact
- S Seek alternatives and agreement
- C Clarify consequences

# Other Resources

Office of the Ombud

(<https://www.washington.edu/ombud/>)

UW Medicine Organization Development & Training

(<https://depts.washington.edu/uwmhrodt/>)

UW Professional & Organizational Development

(<https://hr.uw.edu/pod/>)

UW Carelink

(<https://hr.uw.edu/benefits/uw-carelink/>)

# Take Homes

- 
- Begin by understanding your perspective/bias/priors
  - Gather data from a multiple of sources; hear all voices
  - Give the work back to folks; consider using worksheet
  - Bring people together to talk and come to agreements

Thank you!

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