Working Through Conflict

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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\textsuperscript{rd} party perspective
- Seek advice from others

Adaptive Leadership – Ron Heifetz
https://hbr.org/2002/06/a-survival-guide-for-leaders
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

- Establish Ground Rules
- Delineate Mutual Goals
- Engage in Dialogue
- Develop Agreements for Future
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
- Presence
- Empathy
- Acknowledge
- Reflect and Reframe
- Listen Openly
- Ask Questions

Correct
- Describe the behavior
- Explain the impact
- Seek alternatives and agreement
- Clarify consequences

Emerging Healthcare Communities – Deb Girard
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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