WALKING THROUGH CONFLICT: MINDSETS AND SKILLS OF AN EVERYDAY LEADER

UWSOM LEADERSHIP DEVELOPMENT SERIES
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No financial disclosures to share

We will be engaging in discussion
Thank You!
Statement Honoring the Land on which the University of Washington Stands

UW Medicine acknowledges the land we occupy today as the traditional home of the Tulalip, Muckleshoot, Duwamish and Suquamish tribal nations. Without them we would not have access to this healing, working, teaching and learning environment. We humbly take the opportunity to thank the original caretakers of this land who are still here.

https://www.realrentduwamish.org
Who is in the Room?
Where do you work?
What do you do?
Session Overview

- **Prepare for Conflict Dialogue**
  - Find Your Intention
  - Check My Emotions and Bias

- **Practice Dialogue Skills**
  - Ask Questions
  - Reflect
  - Reframe

- **Apply Skills**
  - Apply dialogue skills to case
  - Commit to one new skill
“the perception by the parties involved of differences, discrepancies and incompatible wishes”

How Do I Handle Conflict?
What Is My Conflict Handling Style?
<table>
<thead>
<tr>
<th>Style</th>
<th>Observable Behaviors</th>
<th>Locus of Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competing</td>
<td>Assertive, Uncooperative, Out there to win, Exert power, authority</td>
<td>ME &gt; YOU</td>
</tr>
<tr>
<td>Accommodating</td>
<td>Unassertive, Cooperative, Yielding to Other’s Will (against own will)</td>
<td>ME &lt; YOU</td>
</tr>
<tr>
<td>Avoiding</td>
<td>Unassertive, Uncooperative, Sidestepping/Postponing Issues, Withdraws from Threatening Situation</td>
<td>ME = YOU</td>
</tr>
<tr>
<td>Collaborating</td>
<td>Assertive &amp; Cooperative, Explore Disagreement and Seek Insight, Concerned about Underlying Needs</td>
<td>ME = YOU</td>
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<tr>
<td>Compromising</td>
<td>Mildly Assertive &amp; Cooperative, Can be Transaction Driven, Preferring Middle Ground, Expedient Solution</td>
<td>ME = YOU</td>
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What style best describes how you commonly approach conflict?
You recently submitted a paper to a journal. You were the first author and Pat was your co-author. The journal sent you substantial comments from reviewers.

You emailed Pat to ask how you should tackle the revision together. You don’t hear back from Pat. Because of the tight timeline, you went ahead and revised the paper including doing additional data analyses. You send the revised paper to Pat before submitting it to the journal.

Pat replied, “Looks good. Thanks.” The lack of engagement with revisions is not sitting well with you. You ask to meet with Pat. Pat says: “Handling the revision is your responsibility as the first author.”

How would you prepare to have the conversation with Pat?
Discuss as a Group

- Introduce yourselves to each other
- Determine a scribe and a reporter
- Note your thoughts on the google doc
Understand Your Personal Perspective

What is your reaction to the conflict?

How do you begin to approach this conflict?

Immediate response? Longer term steps?
Discussion
Preparing for Conversation: Inquiry

What do you appreciate about the other person?

What do you have in common?

What is your mutual purpose?
## Preparing for Conversation: Review the Issue

<table>
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<th>Describe the events/behaviors you find concerning</th>
<th>State how you are feeling after experiencing the behaviors</th>
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<td>• Be specific</td>
<td>• Use actual feelings</td>
</tr>
<tr>
<td>• Focus on behaviors</td>
<td>• Avoid judgment or analysis</td>
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</table>
Preparing for Conversation: Interpretation

Reflect on how you are interpreting the other person’s intent

Are there other possible explanations?

Move towards attributing positive intent
Preparing for Conversation: Perspective Taking

What have you contributed to the situation?

What have you done to make life more difficult for them?

What is it like to be in their shoes?

What are their stressors, concerns, challenges, fears?
Preparing for Conversation: Moving Forward

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

These steps can guide your discussion
Session Overview

Prepare for Conflict Dialogue
• Find Your Intention
• Check My Emotion and Bias

Practice Dialogue Skills
• Ask Questions
• Reflect
• Reframe

Apply Skills
• Apply dialogue skills to case
• Commit to one new skill
Intention vs. Impact
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<th>Action</th>
<th>Words</th>
<th>Impact</th>
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<td>Put the employee on the spot in public.</td>
<td>Missing a deadline is not ok. I expect you to fix the problem. Or else…</td>
<td><strong>Employee</strong>: Disengage; Depart <strong>Superior</strong>: Humiliation and inciting fear are justified</td>
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<td><strong>Gather Information</strong> to understand problems</td>
<td>Pose questions to be informed of issues</td>
<td><strong>What’s been tried so far?</strong>; <strong>How did you arrive at your conclusion?</strong>; <strong>Who else should we consult?</strong></td>
<td><strong>Partnership</strong> → Joint problem solving <strong>Respect</strong> for opinions <strong>Shared stake</strong> in the matter</td>
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<td><strong>Show</strong> the correct way to tackle a staff member's task after a mistake was uncovered</td>
<td>Refrain from taking over the work. Communicated the gap between what was discussed and how the task was executed.</td>
<td>I was surprised to see some incorrect information in the email you sent out to the stakeholders. This poses a great opportunity to discuss how we can get our work done correctly and efficiently.</td>
<td><strong>Staff</strong> → Can look to the future <strong>Me</strong> → Be mindful of future instructions</td>
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Ask Questions

Avoid Leading With WHY

Try Leading With:

• **WHAT:**
  What made it difficult for you to...
  What led you to make the decision?
  What concerns you the most?

• **HOW:**
  How do you see things differently?
  How did you arrive at your conclusion?
  How can we move forward together?
Ask Questions

How Would You Ask these Questions Differently?

1. Why on earth would you think like that? No one agrees with you.
   I’m curious, what specifically informed your opinion?

2. Why did you give that medication dose? It’s wrong, you know.
   I’m concerned about the dose. What leads you to believe it’s safe for this patient?

3. Why are you making a solo decision? This feels like an abuse of power.
   How do you plan to include others’ voices? I know you care about making decisions collaboratively.
Give this question a makeover:

"Why did you miss the deadline?"
Signal to others how you feel

- That sounds frustrating/disappointing.
- I hear how upset you are.
- I am sorry this is so tough on you.
- It's been a hard day.
- It's clear you are passionate about the issue.

Signal to others how you feel

- You can imagine how surprised I'm to hear that.
- It was disappointing to hear you speak in that manner.
- When I was interrupted while speaking, I was getting frustrated. In fact, I noticed how angry I was becoming.
How would you reflect:

"No one appreciates me."
Reframe: Opening Space & Possibilities

I make decisions around here. Not you.

No doubt. Thank you for considering my ideas in your decision making.

Not sure if I can work with you.

If we worked well, how would you experience me?

Just get it done fast, OK?

Expediting this is important to you. Here is my concern about safety.

You are going to kill the patient.

We both care about the patient.
How would you reframe:

"It’s all about you, isn’t it?"
How would you reframe:

"You never ask for my opinion."
Session Overview

Prepare for Conflict Dialogue
- Lead with intentions
- Check my emotion and bias

Practice Dialogue Skills
- Ask Questions
- Reflect
- Reframe

Apply Skills
- Apply dialogue skills to case
- Commit to one new skill
You receive an email from your supervisor (section head/division head/chair) asking you to chair the search committee for a new faculty position, noting that you have done such a good job with other leadership roles recently.

Your immediate reaction is frustration as this is the third ask for “service” that they have requested in the last year. You already participate on a standing committee for the department and recently organized the welcome event for new students and trainees.

You have been working on a project for nearly a year and it is finally wrapping up with an eye towards publication. This is essential work for your promotion and your supervisor emphasized this at your last annual review. You feel like the service work will impede your path to promotion as it is a significant time commitment. You also feel like your supervisor disproportionately directs these types of asks to you.

You requested to meet with your supervisor to discuss your concern about this new task. What questions do you have? How would you express your emotional response to the situation? What do you hope to achieve from the conversation?
Discuss as a Group

How would you prepare for this conversation?

What questions, reflecting, or reframing statements would you try using?

What do you foresee may pose a challenge for you in this conversation?
Wrap Up
Take Homes

Navigating conflict requires understanding your default approach as well as the impact of emotion and bias.

Take time to process before engaging in conversation – inquiry & perspective-taking can help.

Ground rules for dialogue ➔ assume positive intent, suspend assumptions, listen – don’t reload, and balance advocacy with inquiry.

When personally in moments of conflict tap into these skills ➔ listen, reflect, reframe and ask questions.
Thank You!
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Please provide feedback on today’s workshop!