

The background of the slide is a close-up photograph of numerous spherical balls of blue yarn. The yarn is a vibrant blue and is tightly wound into a complex, crisscrossing pattern. In the center-right of the image, a single ball of red yarn stands out against the sea of blue. Two large, white, L-shaped graphic elements are positioned on the left and right sides of the slide, framing the central text.

WALKING THROUGH CONFLICT: MINDSETS AND SKILLS OF AN EVERYDAY LEADER

UWSOM LEADERSHIP DEVELOPMENT SERIES
March 20, 2023

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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.

Who is in the Room?

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Where do you work?

ⓘ Start presenting to display the poll results on this slide.

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What do you do?

① Start presenting to display the poll results on this slide.

Session Overview

Prepare for Conflict Dialogue

- Find Your Intention
- Check My Emotions and Bias



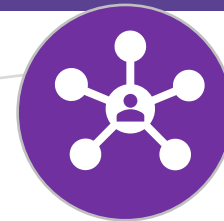
Practice Dialogue Skills

- Ask Questions
- Reflect
- Reframe



Apply Skills

- Apply dialogue skills to case
- Commit to one new skill





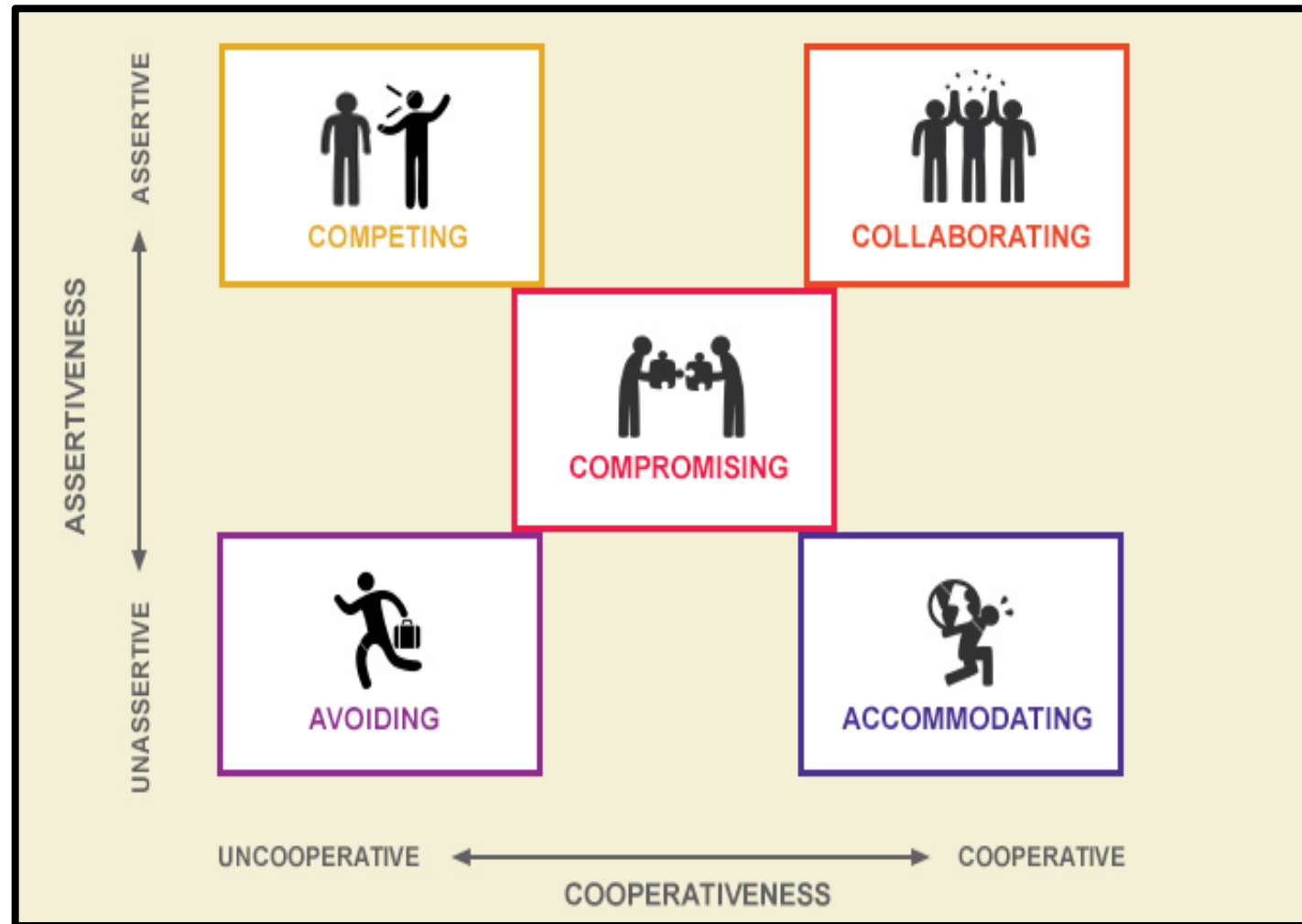
**“the perception by the parties
involved of differences,
discrepancies and
incompatible wishes”**

Boulding, K.E. (1963) Conflict and defense:
A general theory. New York, NY: Harper & Row

CONFLICT

How Do I Handle Conflict?

What Is My Conflict Handling Style?



Source: <https://www.cpp.com/products/tki/index.aspx>

What Is My Conflict Handling Style?

Style	Observable Behaviors	Locus of Concern
Competing	Assertive, Uncooperative, Out there to win, Exert power, authority	ME > YOU
Accommodating	Unassertive, Cooperative, Yielding to Other's Will (against own will)	ME < YOU
Avoiding	Unassertive, Uncooperative, Sidestepping/Postponing Issues, Withdraws from Threatening Situation	ME YOU
Collaborating	Assertive & Cooperative, Explore Disagreement and Seek Insight, Concerned about Underlying Needs	ME = YOU
Compromising	Mildly Assertive & Cooperative, Can be Transaction Driven, Preferring Middle Ground, Expedient Solution	ME YOU

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What style best describes how you commonly approach conflict?

ⓘ Start presenting to display the poll results on this slide.

It's On You!

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

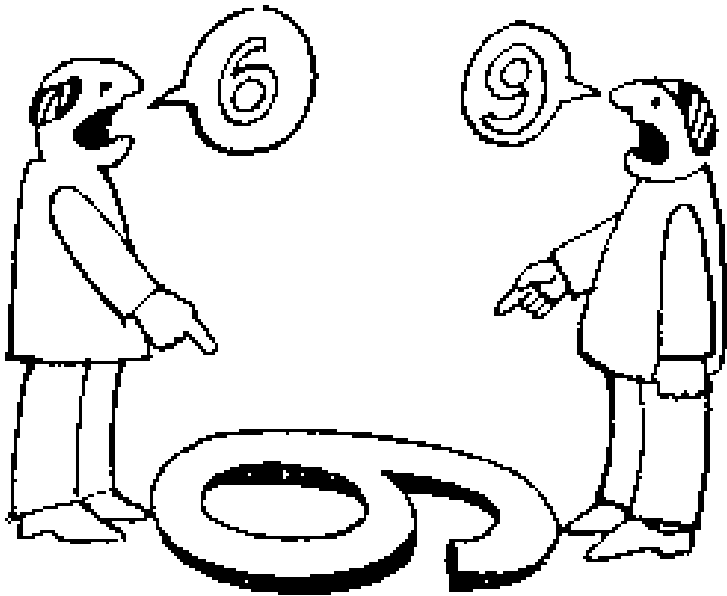
Describe the
events/behaviors you find
concerning

- Be specific
- Focus on behaviors

State how you are feeling
after experiencing the
behaviors

- Use actual feelings
- Avoid judgment or analysis

Preparing for Conversation: Interpretation

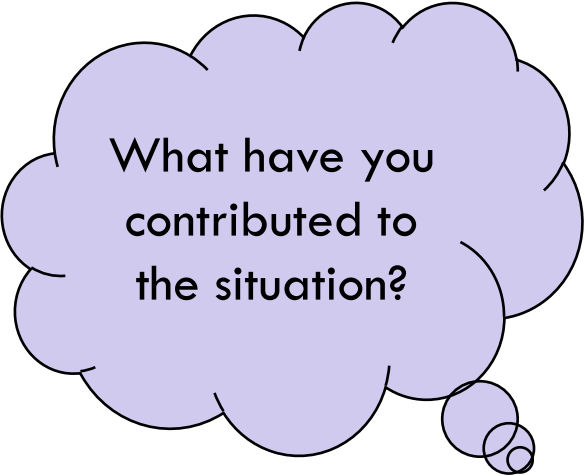


Reflect on how you are interpreting the other person's *intent*

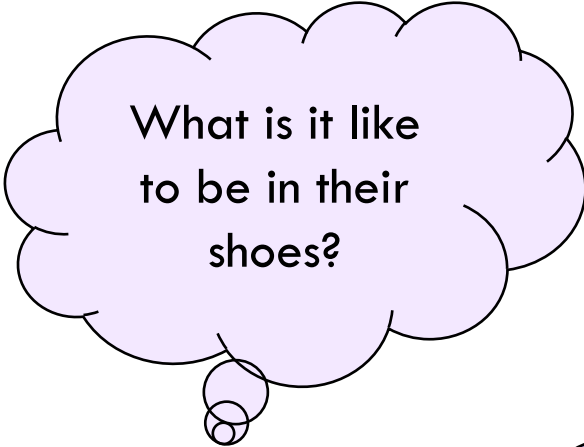
Are there other possible explanations?

Move towards attributing positive intent

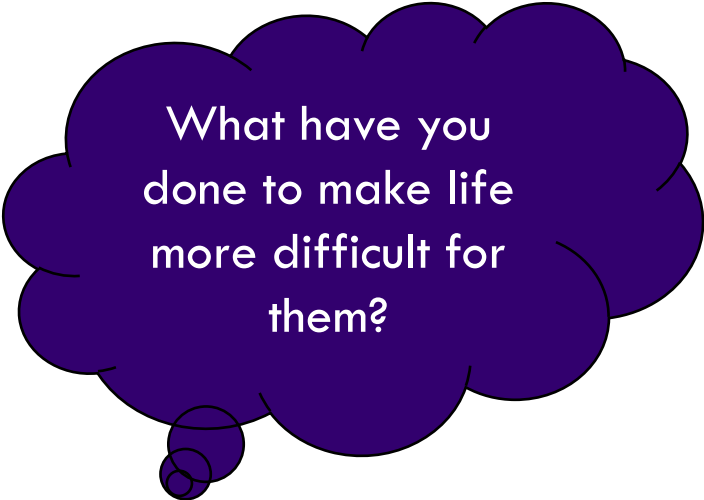
Preparing for Conversation: Perspective Taking



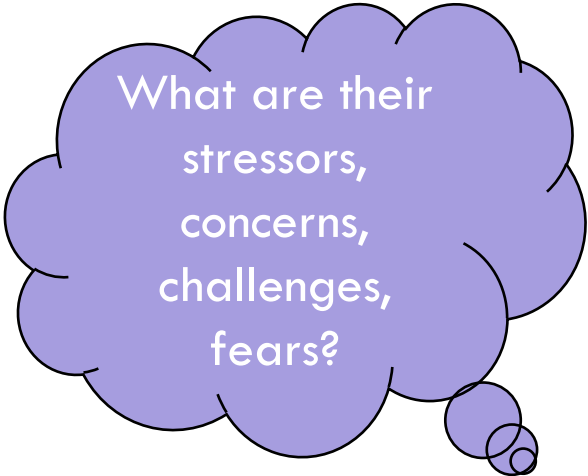
What have you
contributed to
the situation?



What is it like
to be in their
shoes?



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



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

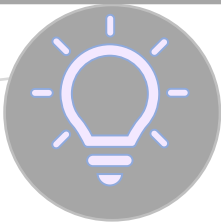
TIME FOR A
BREAK



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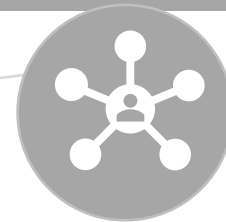
Practice Dialogue Skills

- Ask Questions
- Reflect
- Reframe



Apply Skills

- Apply dialogue skills to case
- Commit to one new skill





Learning

Upbringing

Personality

Relationship

Self Image



INTENTION

Intention vs. Impact



Intention

Action

Words

Impact

Intention vs. Impact

Intention	Action	Words	Impact
Punish (An employee fails to deliver the assignment)	Put the employee on the spot in public.	Missing a deadline is not ok. I expect you to fix the problem. Or else...	Employee: Disengage; Depart Superior: Humiliation and inciting fear are justified

Intention vs. Impact

Intention	Action	Words	Impact
Punish (An employee fails to deliver the assignment)	Put the employee on the spot in public.	Missing a deadline is not ok. I expect you to fix the problem. Or else...	Employee: Disengage; Depart Superior: Humiliation and inciting fear are justified
Gather Information to understand problems	Pose questions to be informed of issues	What's been tried so far?; How did you arrive at your conclusion?; Who else should we consult?	Partnership → Joint problem solving Respect for opinions Shared stake in the matter

Intention vs. Impact

Intention	Action	Words	Impact
Punish (An employee fails to deliver the assignment)	Put the employee on the spot in public.	Missing a deadline is not ok. I expect you to fix the problem. Or else...	Employee: Disengage; Depart Superior: Humiliation and inciting fear are justified
Gather Information to understand problems	Pose questions to be informed of issues	What's been tried so far?; How did you arrive at your conclusion?; Who else should we consult?	Partnership → Joint problem solving Respect for opinions
Show the correct way to tackle a staff member's task after a mistake was uncovered	Refrain from taking over the work. Communicated the gap between what was discussed and how the task was executed.	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.	Staff → Can look to the future Me → Be mindful of future instructions



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.

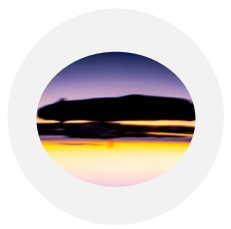
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Give this question a makeover:

"Why did you miss the deadline?"

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Reflect: Mirroring Emotions

**Signal to others
you get how
others 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.

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How would you reflect:

"No one appreciates me."

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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.

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How would you reframe:

"It's all about you, isn't it?"

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How would you reframe:

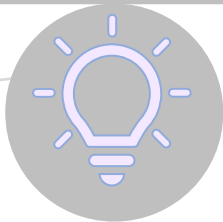
"You never ask for my opinion."

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- Lead with intentions
- Check my emotion and bias



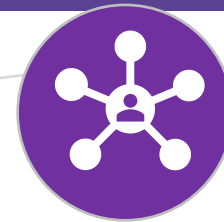
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Why Me, Again?

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

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you

Please provide feedback on
today's workshop!

