



# **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.

# 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?**

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

# Session Overview

## Building Blocks of Conflict Dialogue

- Lead with Intention
- Know how I show up



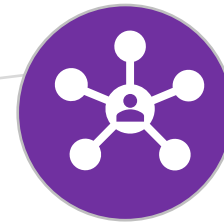
## Conflict and Power Hierarchy

- Managing Down
- Managing Up



## Prepare for Conflict Dialogue

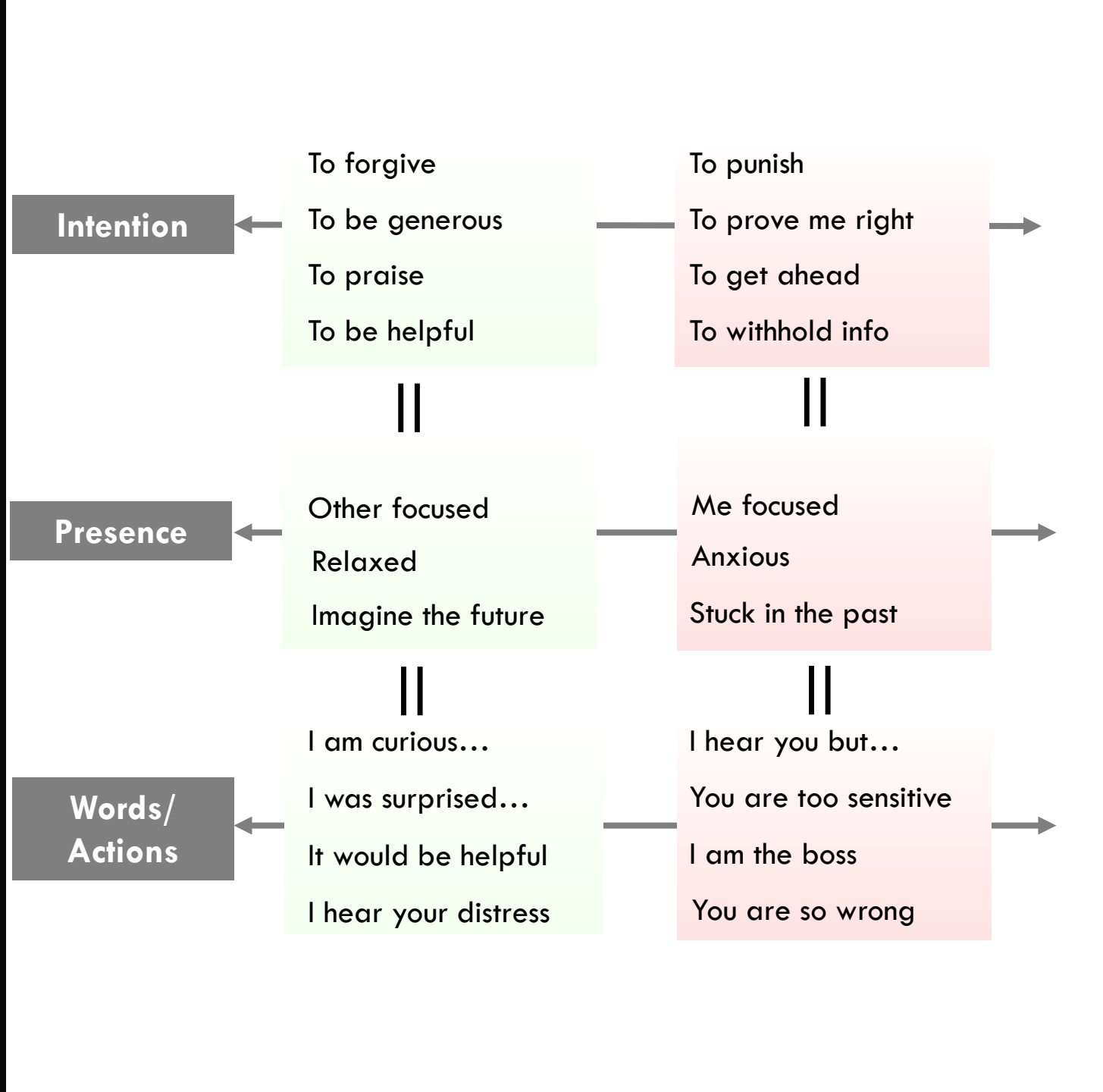
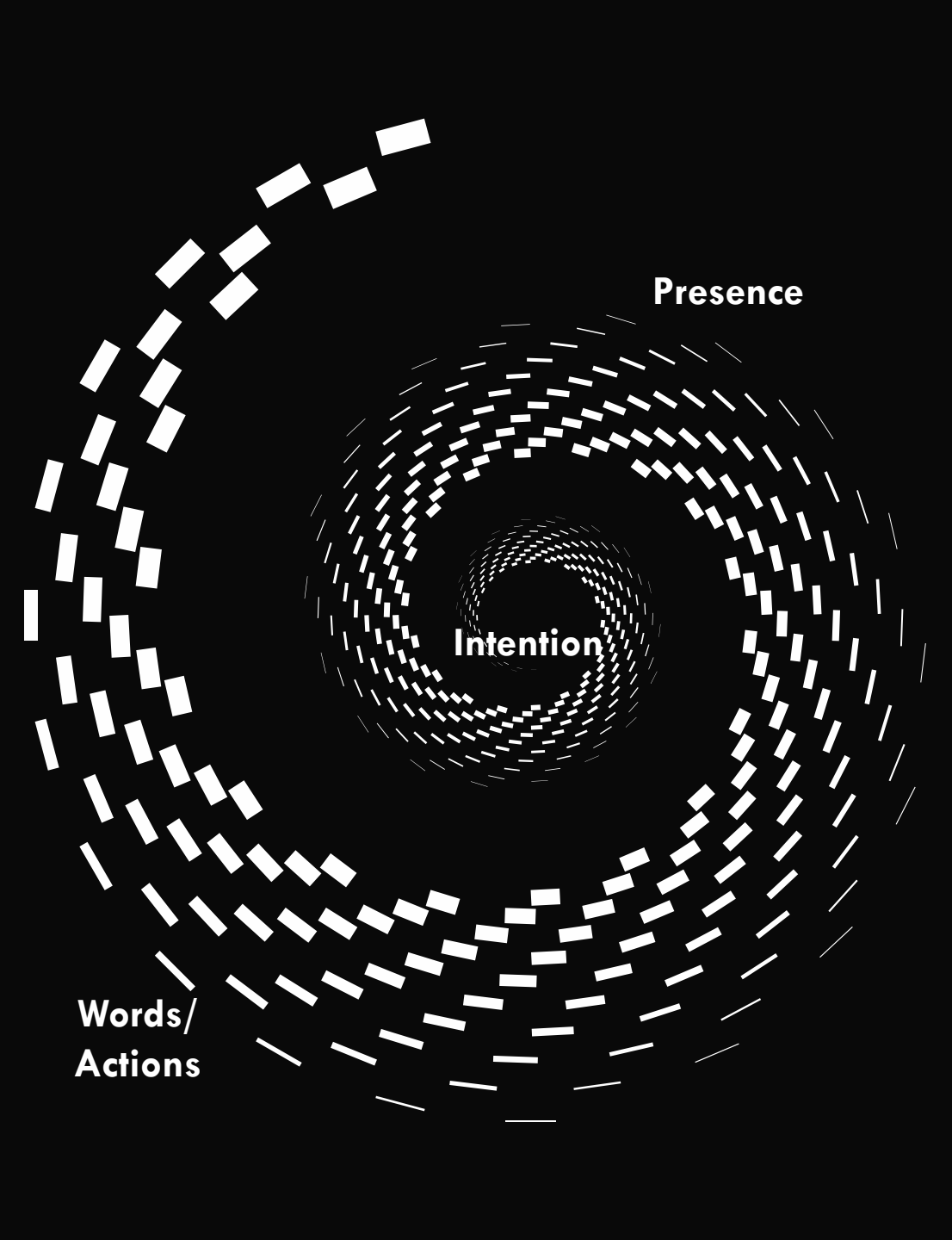
- Steps for Getting Ready
- Q&A

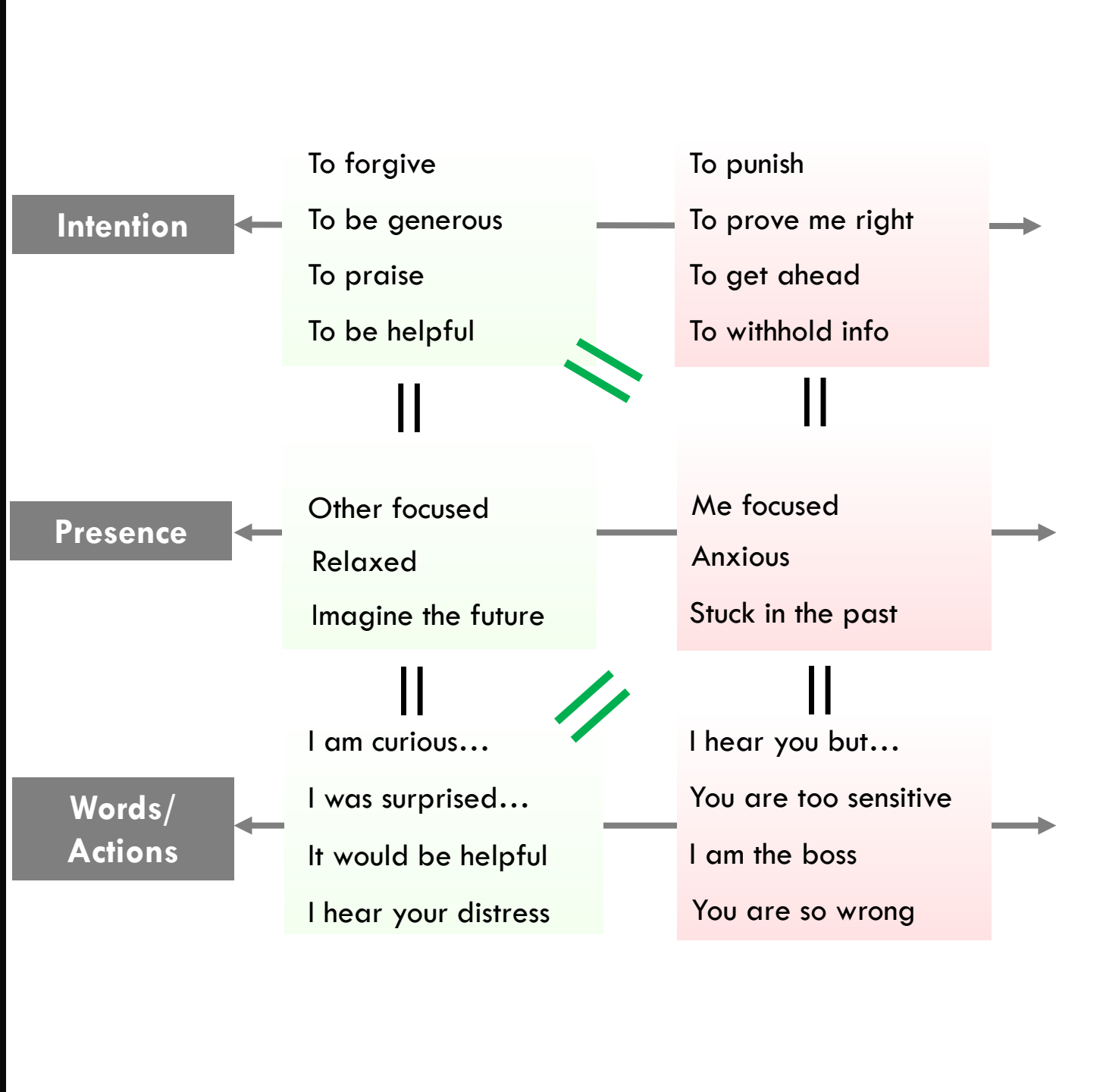
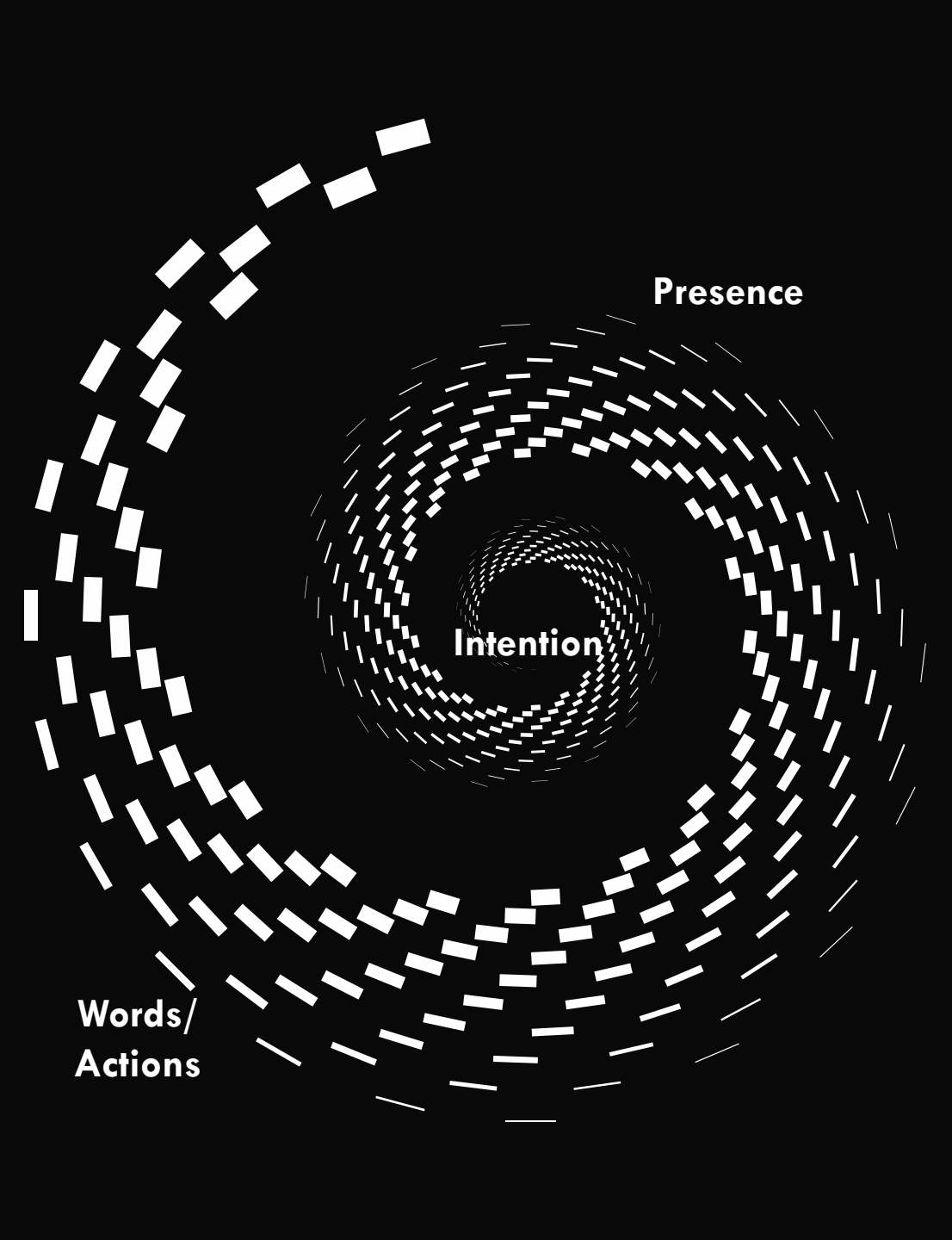




**LEAD WITH INTENTION**









# Our Intention in Conflict



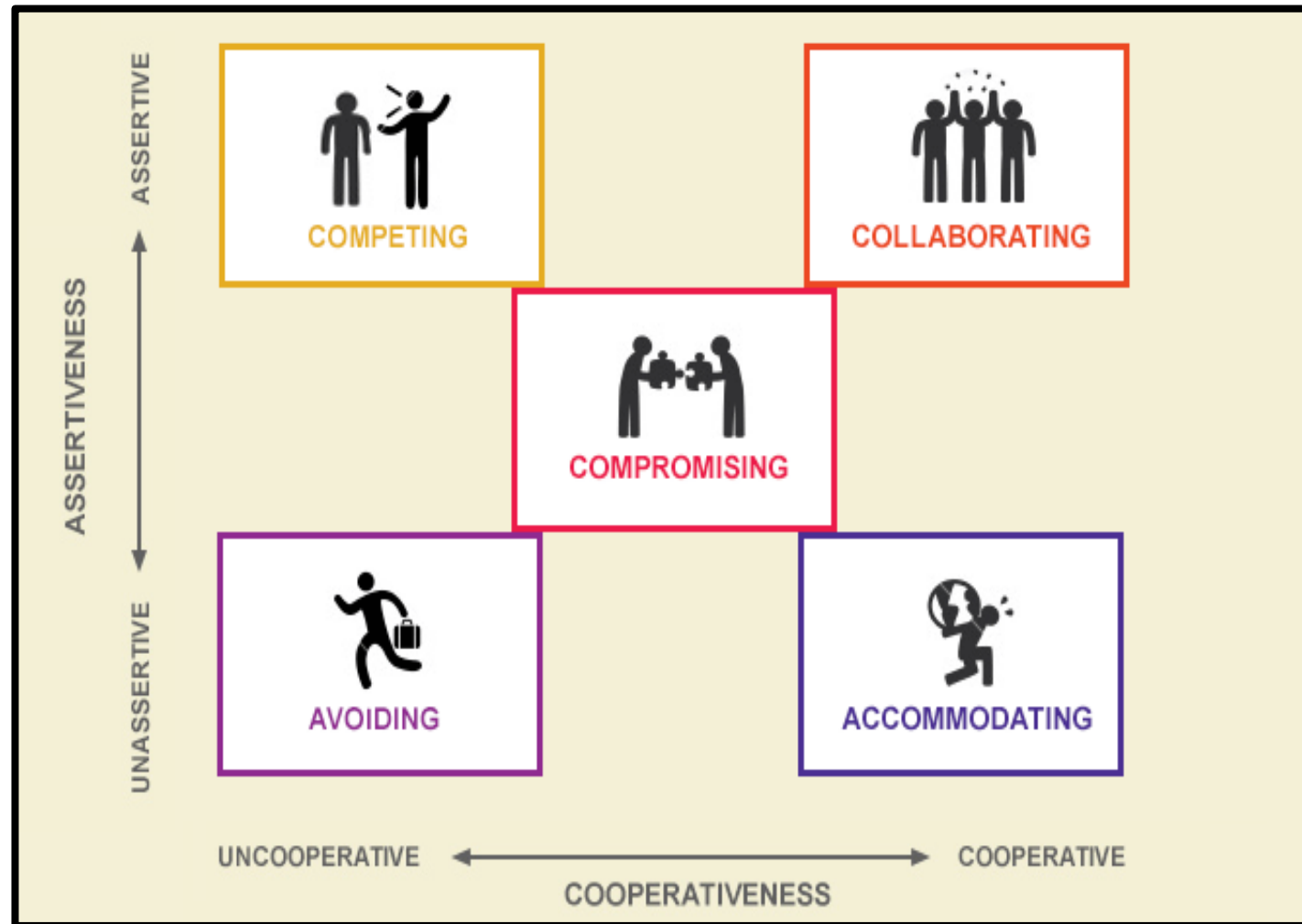
**Harmless**



**Threat**

# How Do I Handle Conflict?

# What Is My Conflict Handling Style?





# Competing:

Assertive, Uncooperative, Out There to Win, Defend Positions

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## USE WHEN

- Quick decisions are needed under high pressure.
- Unpopular but necessary actions need to be taken.
- Priority interests need to be protected.
- A clear direction is required.

## AVOID WHEN

- Building relationships is a priority.
- Long-term cooperation is essential.
- Others' opinions and input are crucial.



# Accommodating

Unassertive, Cooperative, Self-Sacrifice, Yielding to Other's Position  
(against one's will)

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## USE WHEN

- The relationship is more important than the issue at hand.
- Easing tension and maintaining harmony is crucial.
- The other party has a significantly stronger position.

## AVOID WHEN

- Your own needs and concerns are consistently neglected.
- Allowing others to take advantage becomes a pattern.
- The issue is substantial, and accommodating would lead to negative consequences.



# Avoiding

Unassertive, Uncooperative, Sidestep or Postpone Issues, Withdraw from Threatening Situations

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## USE WHEN

- The issue is trivial and not worth the effort.
- Emotions need time to cool down before addressing the conflict.
- Gathering more information is necessary before deciding on a course of action.

## AVOID WHEN

- The conflict is crucial and cannot be ignored.
- Continuous avoidance may harm relationships or the overall situation.
- Perception of indifference can harm reputation.



# Compromising

Mildly Assertive & Cooperative, You & I Give up Something,  
Prefer Expedient, Middle Ground Solutions/Concessions

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## USE WHEN

- Both parties need to make concessions for a solution.
- Time constraints require a quicker resolution than full collaboration.
- Maintaining relationships is important, but a complete win-win is not feasible.

## AVOID WHEN

- The issue is critical and requires a clear, optimal solution.
- Compromising might lead to an unsatisfactory outcome for both parties.



# Collaborating

Assertive & Cooperative, Explore Disagreement to Seek Insights,  
Concerned About Underlying Needs & Mutual Interests

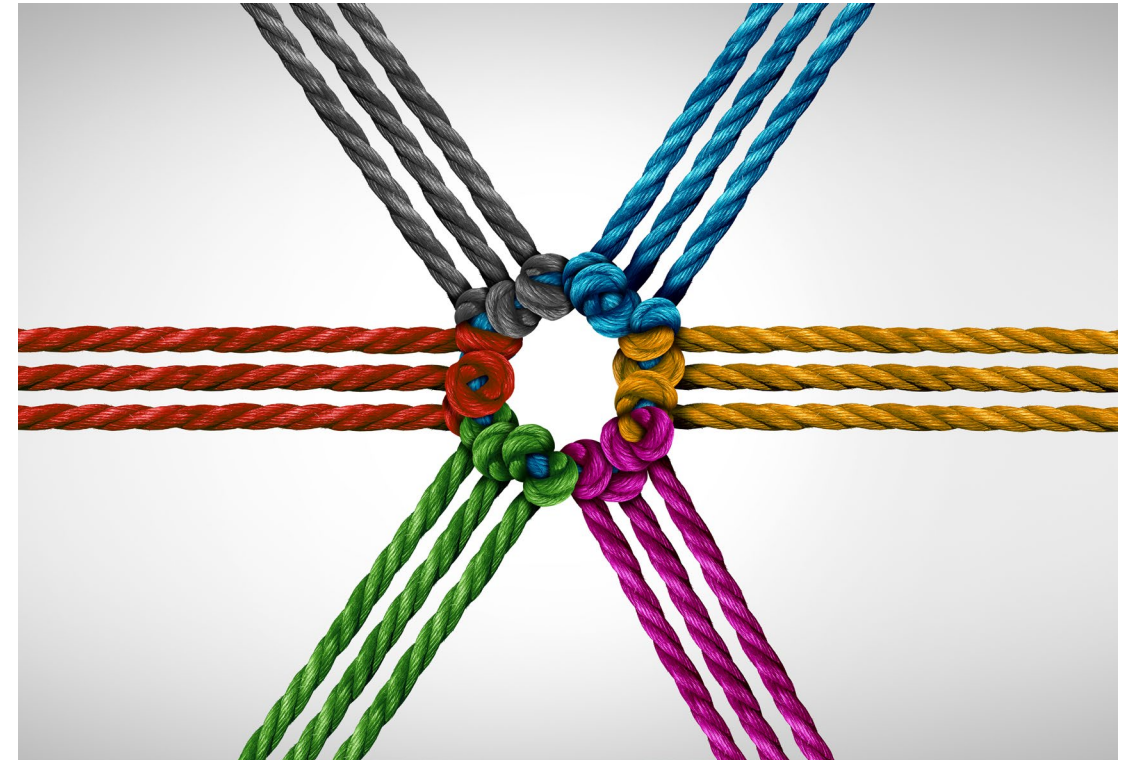
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## USE WHEN

- Finding a mutually satisfying solution is critical.
- Long-term relationships and trust building are important.
- Multiple perspectives and shared responsibility can lead to a better outcome.

## AVOID WHEN

- Time constraints are severe.
- A quick decision is necessary, and collaboration would cause delays.
- The issue is trivial and doesn't warrant extensive collaboration.



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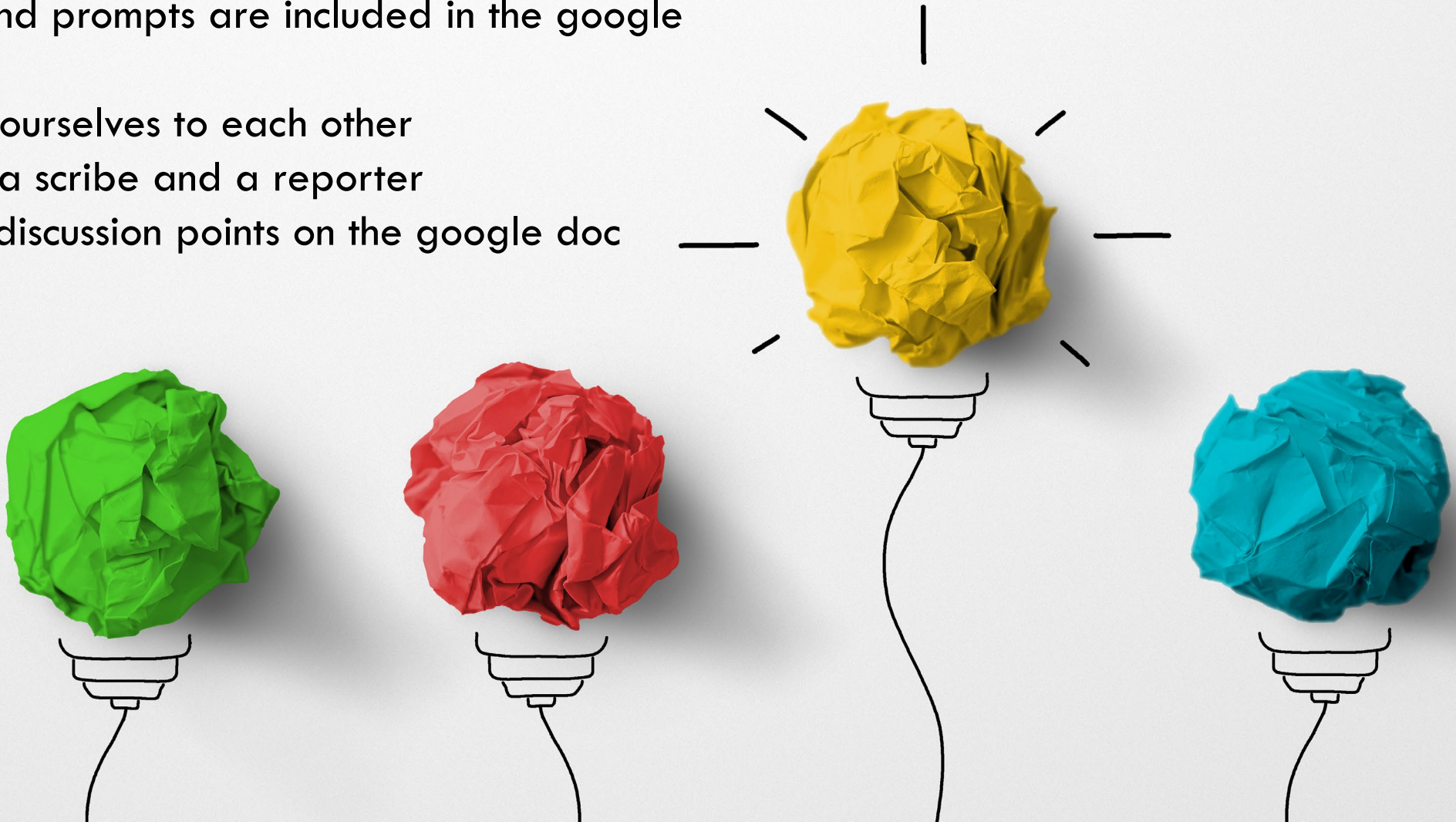
**What style best describes how you commonly approach conflict?**

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



# BREAKOUT DISCUSSION

- Scenario and prompts are included in the google doc
- Introduce yourselves to each other
- Determine a scribe and a reporter
- Note your discussion points on the google doc



# Discussion

TIME FOR A  
BREAK





# Perspective Taking



*Csaba Daróczy, The Bird of the Forest*

# Sources of Power

(French, J. R. P., Jr., & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150–167). Univ. Michigan. Gabel, S. (2012). Perspective: Physician leaders and their bases of power: Common and disparate elements. *Academic Medicine*, 87, 221-225.)

← Legitimate

Personal →

## Position

Formal, designated position of leadership or authority

## Reward/Coercion

**Reward:** Material or psychological rewards

**Coercion:** Negative consequences tied to tasks, expectations

## Expertise

Arbiter of decision making, role model, mentors

## Information

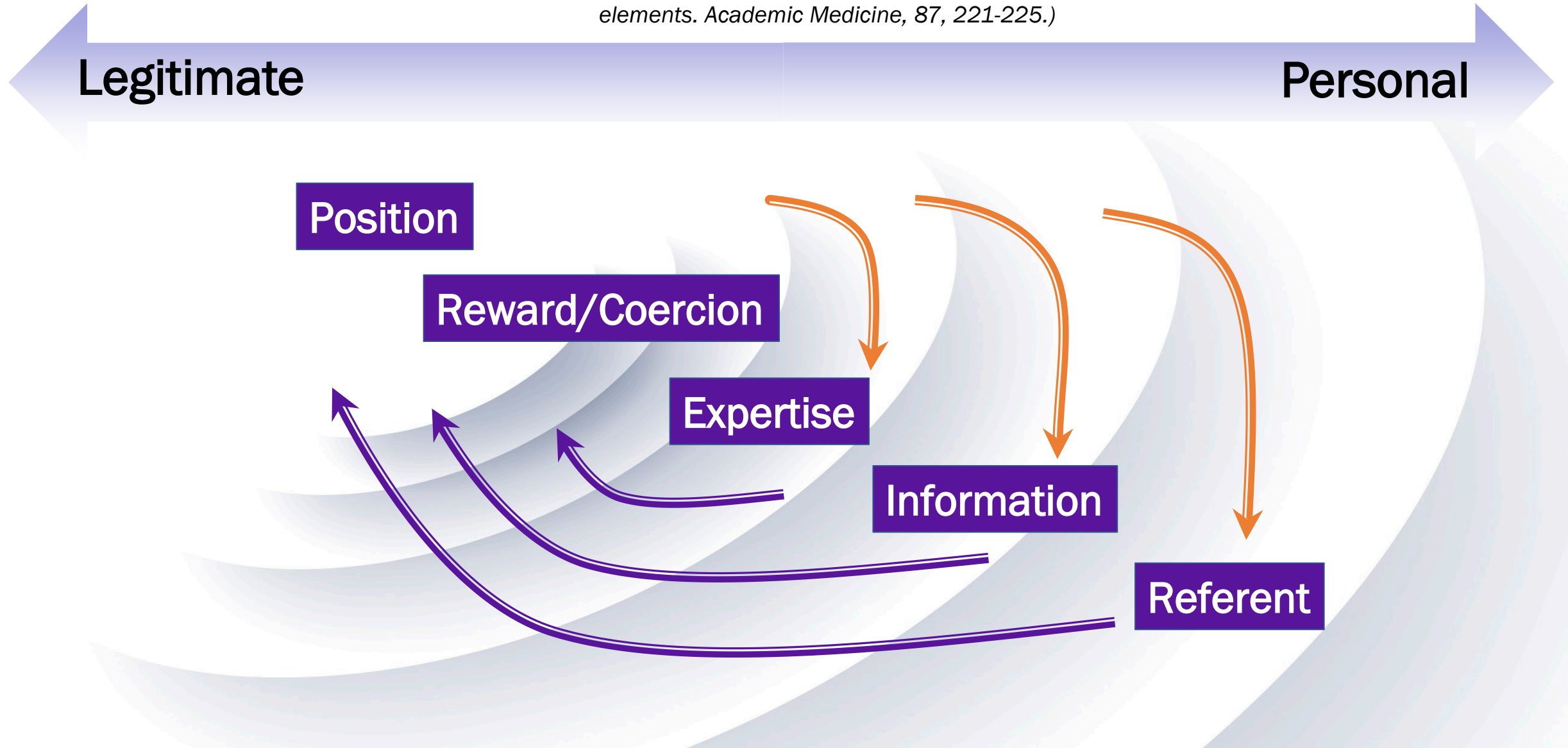
Aid decisions in particular situations.

## Referent/Charisma

Intangible personal characteristics and interpersonal skills in an influencing agent

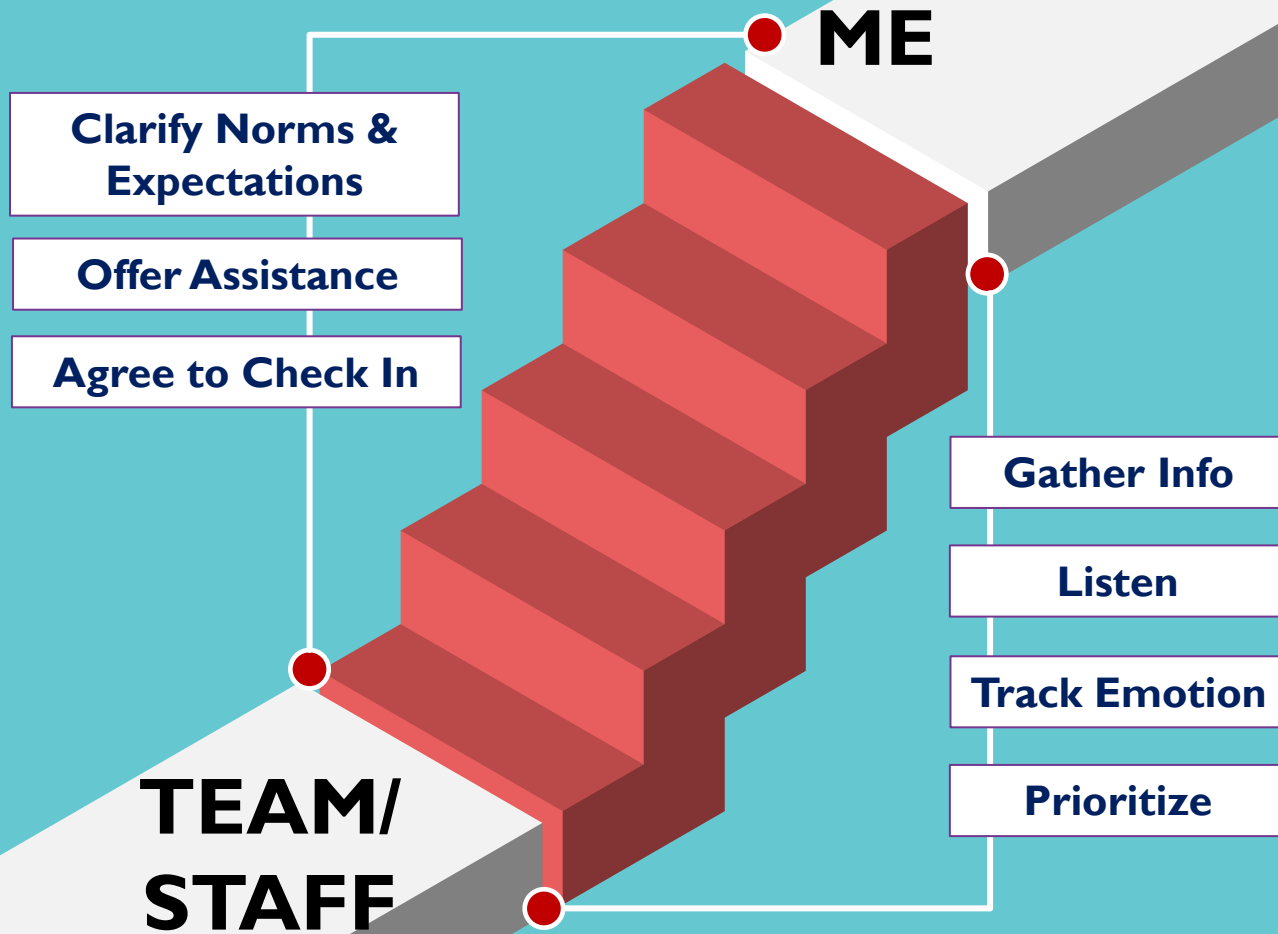
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# Negotiating Conflict in Power Context: Managing Down



**GOALS:** Assess understanding/competence; Uncover motivations;  
Notice new strengths or problems; Adjust communication patterns.

- **Ask Questions:**
  - What made it difficult for you to check in with me?
  - What informed your decision? / How did you arrive at your conclusion?
  - What's the most important issue I must know right now?
  - How do you think we can move forward?
  - What one thing is most difficult from your perspective?
  - Where do you think I might have dropped the ball?
- **Express Appreciation / Apologize**
  - I really appreciate knowing all the work you did behind the scene.
  - I can't thank you enough for telling me how you see the situation.
  - Would it help to hear how sorry I'm about this?
- **Reflect Their Emotions**
  - If I were you, I would probably feel the same.
  - I can't imagine how it must have felt.
  - Seeing you so distressed makes this doubly hard for me.

- **Ask Questions:**

- I would find it helpful to hear your perspective first. What concerns you the most?
- Where did I take the first mis-step?
- When you heard me say X, what came up for you?
- How can we communicate better to avoid a similar mishap in the future?
- Until we have a firm agreement on how to move forward, I wonder what trust building would look like for us. Where should we start?

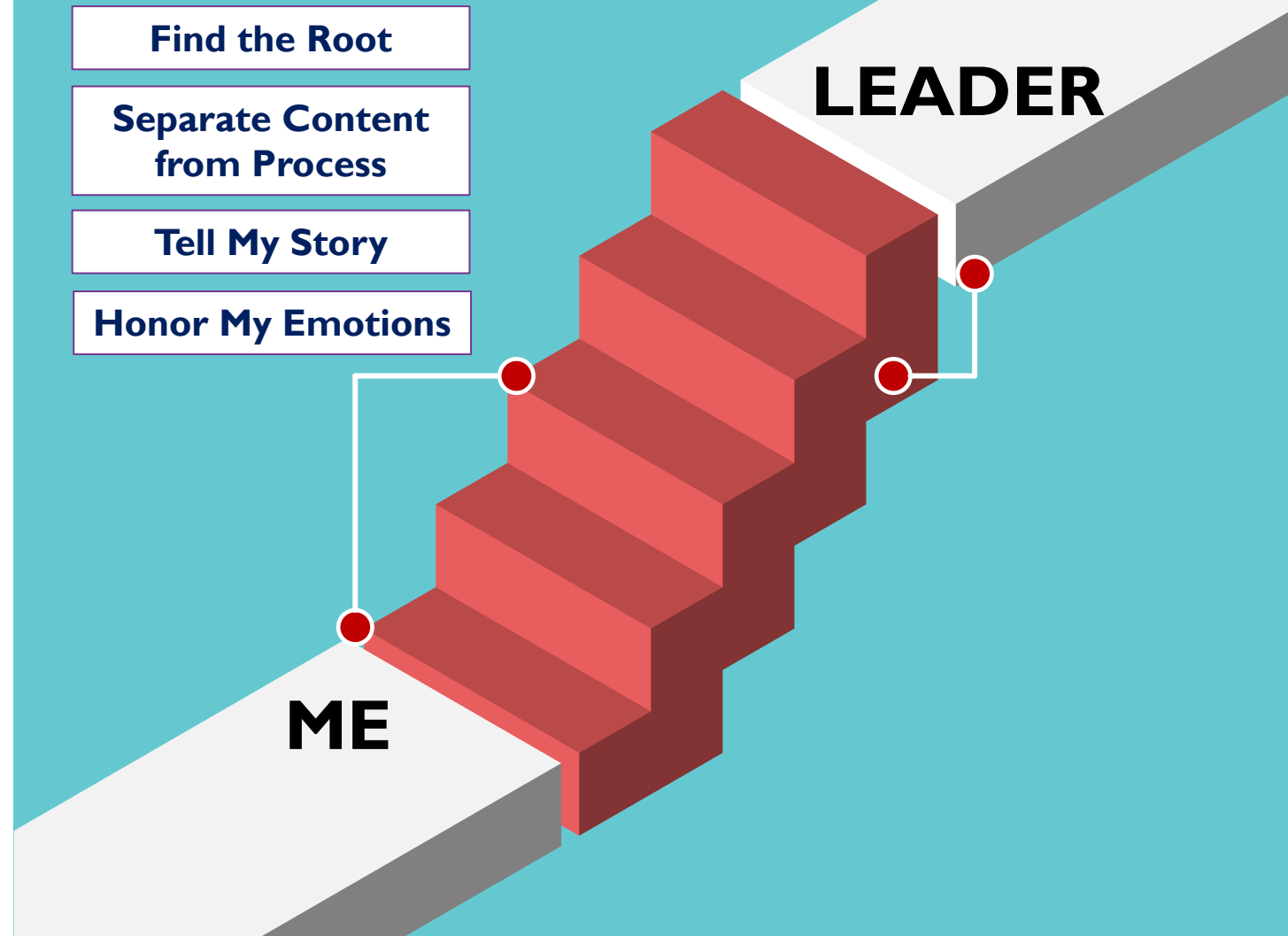
- **Express Appreciation / Apologize**

- Speaking with you candidly matters a lot to me.
- Advancing your priorities is my top commitment. Thank you for the opportunity to re-set our working relationship.
- I apologize for moving forward without alerting you. It must have been a surprise.

- **Reflect My Emotions**

- I hadn't expected to discuss this issue today. Give me a minute to assess whether I'm ready.
- I would like to pause a bit. Letting you know how this is affecting me is super important.
- I'm struggling to find the words at the moment.

# Negotiating Conflict in Power Context: Managing Up



**GOALS:** Solidify/re-assess relationship; Improve communication; Lean into preferences; Advocate for team; Check for viability of future

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**Give this question a makeover:**

**"Why did you miss the deadline?"**

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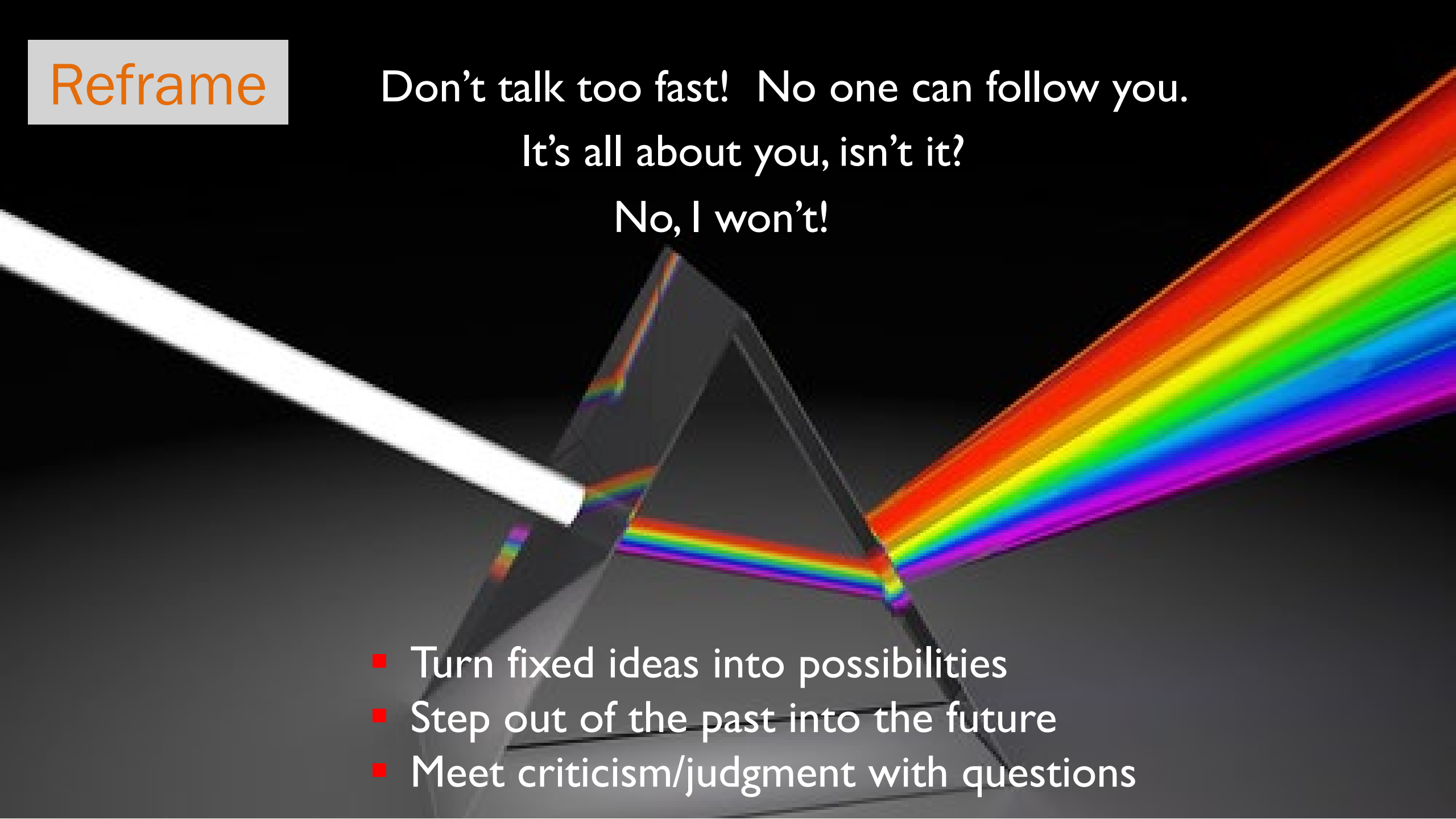
**If someone says to you, "I feel disrespected," how would you respond?**

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# Reframe

Don't talk too fast! No one can follow you.  
It's all about you, isn't it?  
No, I won't!

- Turn fixed ideas into possibilities
- Step out of the past into the future
- Meet criticism/judgment with questions



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**How would you respond by reframing:**

**"I decide things around here."**

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**How would you respond by reframing:**

**"You never ask for my opinion."**

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



# Words + Our Presence

## Channel of Engagement

*(pitch, tone, pace of voice,  
posture, eye contact inviting  
engagement)*

## Bedrock of Courage

*(inquire, speak up, advocate)*

## Vault of Learning

*(skills, remembrance of  
positive engagement,  
transcended negative  
events)*

## Shield

*(reject, keep people guessing)*

## Shelter

*(fear, uncertainty)*

## Storehouse

*(trauma, hurt)*

# Preparing for Conflict Conversation

- Inquire
- Review
- Interpret
- Take Perspectives
  - Move Forward



# Preparing for Conversation: Inquire

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

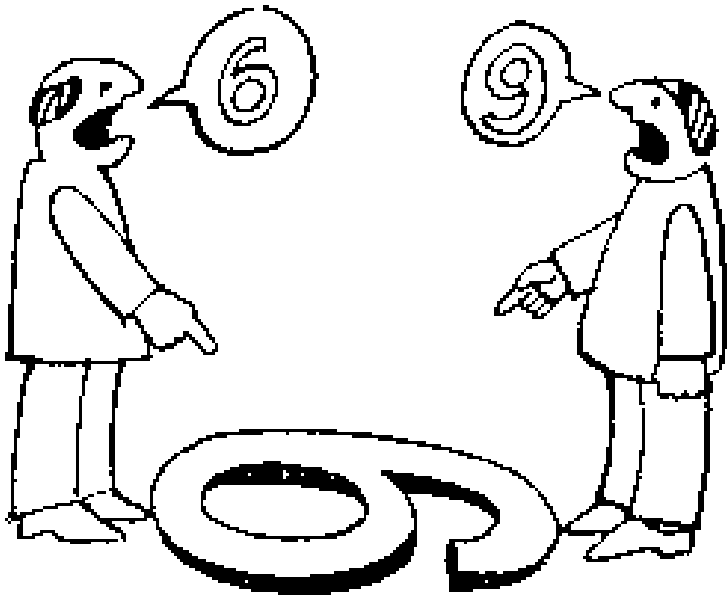
Describe the  
events/behaviors you find  
concerning

- Be specific
- Focus on behaviors

State how you are feeling  
after experiencing the  
behaviors

- Use actual feelings
- Avoid judgment or analysis

# Preparing for Conversation: Interpret

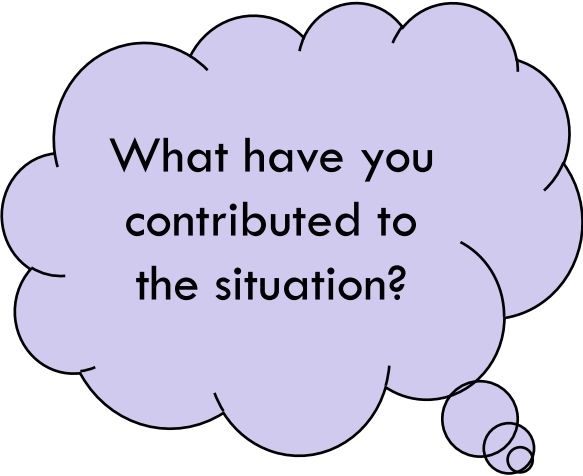


Reflect on how you are interpreting the other person's *intent*

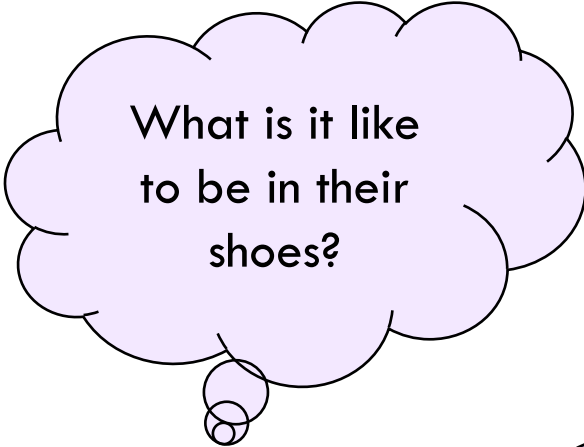
Are there other possible explanations?

Move towards attributing positive intent

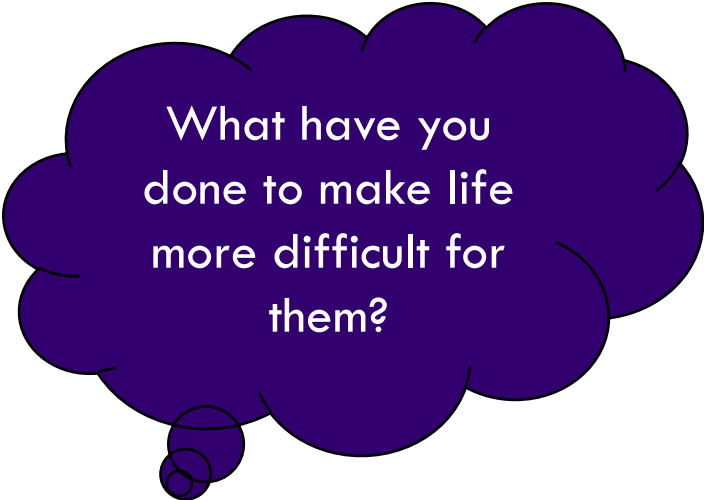
# Preparing for Conversation: Take Perspective



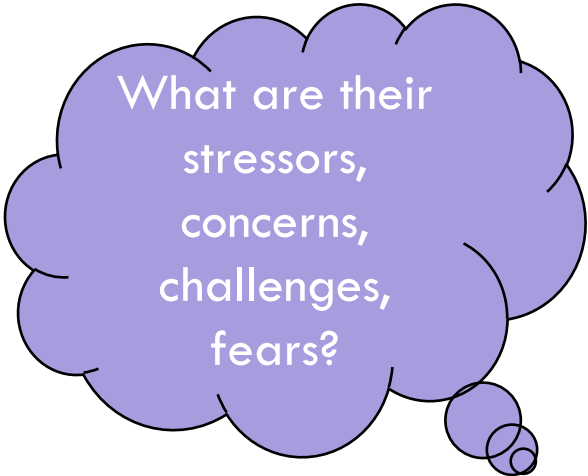
What have you  
contributed to  
the situation?



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: Move 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



# 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

# Q&A

*What about difficult people who are too self-focused to change and engage?*



# Thank

# you

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Please provide feedback on  
today's workshop!

