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

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
Intention
- To be generous
- To praise
- To be helpful

Presence
- Other focused
- Relaxed
- Imagine the future

Words/Actions
- I was surprised...
- It would be helpful
- I hear your distress

Intention
- To forgive
- To prove me right
- To get ahead

Presence
- Me focused
- Anxious
- Stuck in the past

Words/Actions
- I hear you but...
- You are too sensitive
- You are so wrong
Intention
To be generous
To praise
To be helpful

Presence
Other focused
Relaxed
Imagine the future

Words/Actions
I was surprised…
It would be helpful
I hear your distress

Intention
To forgive
To punish
To prove me right
To get ahead
To withhold info

Presence
Me focused
Anxious
Stuck in the past

Words/Actions
I am curious…
I hear you but…
You are too sensitive
You are so wrong
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

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)

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

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

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

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.
What style best describes how you commonly approach conflict?

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 Daróczi, The Bird of the Forest
Sources of Power


**Legitimate**

**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

**Personal**

**Information**
- Aid decisions in particular situations.

**Referent/Charisma**
- Intangible personal characteristics and interpersonal skills in an influencing agent
Sources of Power

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.
Give this question a makeover:

"Why did you miss the deadline?"
If someone says to you, "I feel disrespected," how would you respond?
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
How would you respond by reframing:  
"I decide things around here."
How would you respond by reframing:

"You never ask for my opinion."
<table>
<thead>
<tr>
<th>Words + Our Presence</th>
<th>Channel of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>(pitch, tone, pace of voice, posture, eye contact inviting engagement)</em></td>
</tr>
<tr>
<td>Bedrock of Courage</td>
<td><em>(inquire, speak up, advocate)</em></td>
</tr>
<tr>
<td>Vault of Learning</td>
<td><em>(skills, remembrance of positive engagement, transcended negative events)</em></td>
</tr>
</tbody>
</table>

| 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 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: 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.
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!