

Stay Tuned

We will get started
in just a few moments!



Teamwork and Communication Action Series

Wave 4 - Coaching Session 4
Navigating Conflict Effectively

January 21, 2021



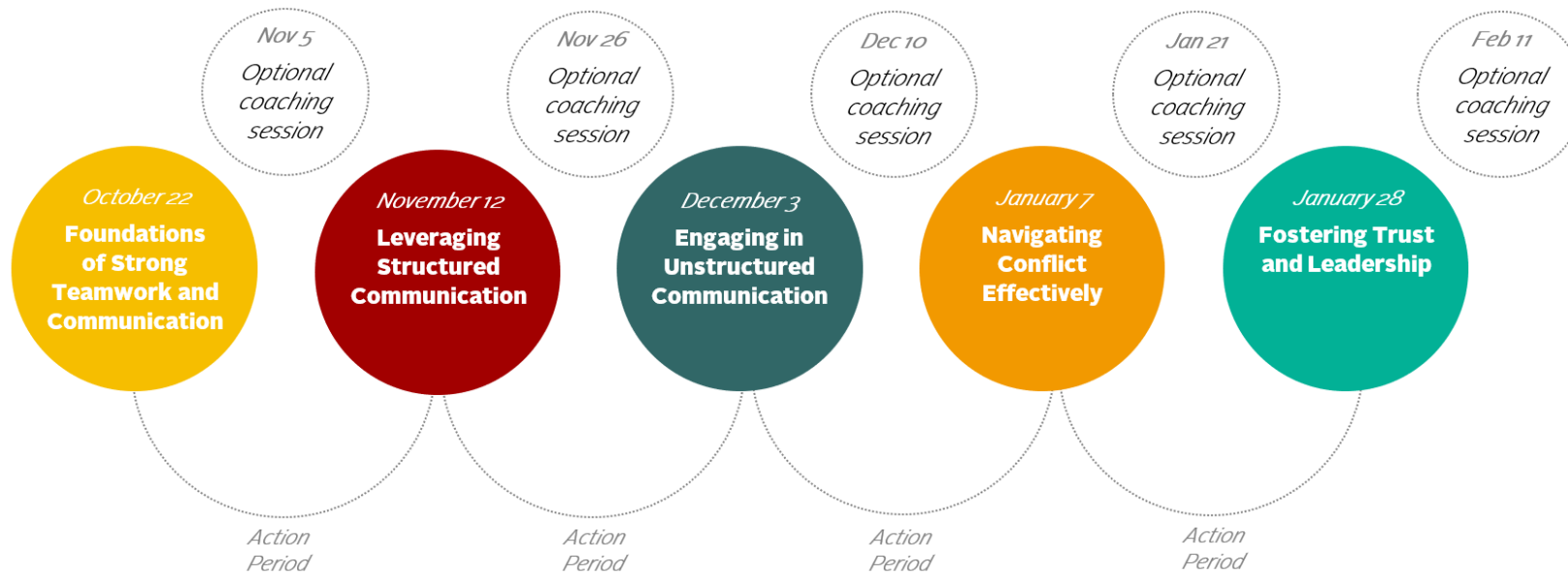
Teamwork &
Communication Action Series
BC PATIENT SAFETY & QUALITY COUNCIL

This Session is Being Recorded

Personal information in this initiative is collected under s.26(c) and 26(d)(ii) of the Freedom of Information and Protection of Privacy Act. The information is being collected in order to facilitate training and education as part of the Action Series on Teamwork and Communication. This webinar is being recorded and will be shared with other program participants only, via a password-protected link in our follow-up email after each webinar. We ask that you refrain from identifying patients, specific team members or offering any other personal information. If you have further questions, please contact us at culture@bcpsqc.ca.

Action Series Roadmap

Orientation
Kick Off
October
15/20



Wrap Up
Celebration
February
18/21

Today's Goals



Answer your questions about navigating conflict in more detail



Build your capacity to tackle the “tricky stuff” on your team

What Did You Learn From Completing The Conflict Style Assessment?

- Combo of all, all pretty evenly scored
- Many of our team has similar styles
- My conflict style at home in my personal life is quite different than my style at work
- Many of the people in our group have similar styles
- It seems that my style changes depending on person/situation
- We're a "calm" team
- I was a different style then I thought I would be
- We are collaborating, harmonizing and compromising for the most part
- So this could be related to a sense of how safe the environment feels i.e. work as opposed to home?
- I thought I would be Avoiding but I am actually Harmonizing. After reading the description it makes so much sense
- I did this type of assessment 5 yrs ago and I have changed. Used to be a big time avoider! Now I'm a harmonizer, compromiser

Question

What happens if the person/situation you are in conflict with perceives your I-statements as being entitled or making the scenario all about you , ie selfish?

- P What are my **priorities**?
- E What are my **expectations**?
- A What are my **assumptions**?
- C What are my **concerns**?
- H What are my **hopes**?
-
- B What are my **beliefs**?
- F What are my **fears**?
- V What **values** might be undermined here?

I-Statements always come after reflection

Question

What do you recommend if someone doesn't want to discuss the conflict?

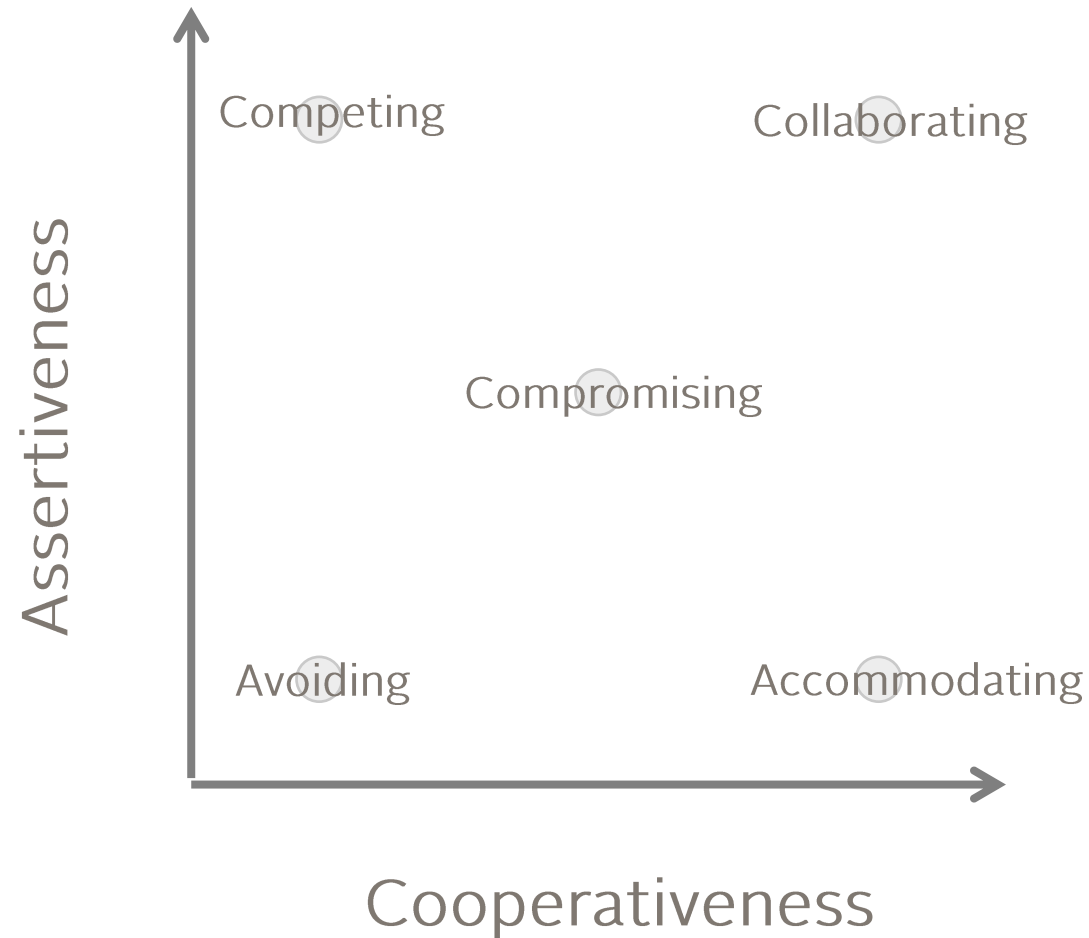
Doesn't see value in talking about the conflict?

Question

Suggestions on:

- How to address conflict when you feel the person has more technique than you. As in they have more skills in addressing conflict with a conflicting style.
- How to create confidence in your approach without getting attacked.

Thomas-Kilmann Conflict Model



Experience Cube

Shared Positive Intent



Gervase Bushe, Clear Leadership

Question – Crowd Source

When meeting virtually, how do we create a safe space to address *things* that may come up in a virtual meeting that don't quite land right with us.

In a F2F meeting, we could ask someone to have a quick chat, to go for coffee, to walk back to the office together and explore what isn't *sitting* right.

How do we do that in the virtual world?*

Crowd Source Responses:

- Call them privately on the phone to discuss
- For some people "Can we talk" carries a very negative connotation and expectation of conflict
- I would Zoom privately- this way you can talk but also see each other at the same time. Pick up on non-verbal cues of a discussion that you can't when just on phone
- "Can I ask you a question?"
- "Hi, do you have time to chat?"
- "Hoping to follow-up with you"
- Instead of can we talk - ask how they are doing
- Do you have a minute...
- The phrase " Can we talk?" immediately gives me the feeling that there is something wrong and puts me on the defensive
- If you have a close working relationship - make phone calls or one-on-one conversations a normal and regular part of your work-flow
- I have one nurse that panics every time I ask her to talk, so I have to say "hey do you have time to discuss _____ at some point today? No rush, at your leisure"... I make sure to let them know WHAT it is so they have time to prepare themselves too whether it is positive or not so positive
- That way you already have an ongoing conversation, where praise and feedback is normal
- Another Gervase Clear Leadership principle so simple: Statement before Question. Tell them WHY you are asking the question.

High Conflict Personalities



Targets of blame



All-or-nothing thinking



Unmanaged emotions



Extreme behaviours

Cavaiola, A. A. and Lavender, N.J. (2000). *Toxic Coworkers: How to deal with dysfunctional people on the job*. Oakland, CA: New Harbinger Press

How Do You Think Most People Respond to High Conflict Behaviour?

- Avoid
- Try to control?
- Get defensive
- May be depending on pattern, repeat behaviour, compete
- Check out
- If their response is fear-based they may feel the obligation to take responsibility for something that they aren't responsible for
- Self-doubt and lack of confidence to open conversation
- Most people get some sort of physical reaction that they cannot control. eg heart starts racing, red in face
- Sometimes I feel high conflict personalities carry layers of unresolved conflict. When they face a new situation or conflict, they merge all those layers and have difficulty dissociating themselves from earlier conflicts. I would probably try my best to bring the focus to current situation if avoiding is not an option.

What Are Some Ways To Diffuse

- Listen and learn, then ask, clarify
- I wish I could go to my office and drink a big bottle of wine some days!
- Disengage from triangulation. Don't play their game.
- Let them talk!
- Agreed - do not gossip or triangulate - communicate directly
- Say, "I worry we are no longer communicating effectively, can we revisit this when we both have some time to think about it?"
- Gotta put in a Plug for "the four agreements" by Don Miguel Ruiz
- Talk to management if it becomes an ongoing issue.
- Be impeccable with your word

Keep Yourself Safe

- Keep your distance
- Unsubscribe from their “reality”
- Build out your personal support network
- Bring in external support

Action Period Homework

- Required – 1. Personal Reflection and Self-Assessment
- Required – 2. Team Conflict Management Style Worksheet
- Optional – 3. Debate and Dialogue
- Optional – 4. Conflict Q&A
- Optional – 5. Guided Discussion

DUE: January 25, 2021

Next Learning Session

on

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January 28

**Fostering Trust
and Leadership**

January 28, 2021

12:30 pm – 1:30 pm

culture@bcpsqc.ca

Give Away and Take Away