

# Stay Tuned

We will get started  
in just a few moments!



# Teamwork and Communication Action Series

Learning Session 4  
Navigating Conflict Effectively

January 7, 2021



Teamwork &  
Communication Action Series  
BC PATIENT SAFETY & QUALITY COUNCIL

# This webinar 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](mailto:culture@bcpsqc.ca).*

# Today's Facilitators



April Price  
*Action Series Facilitator*

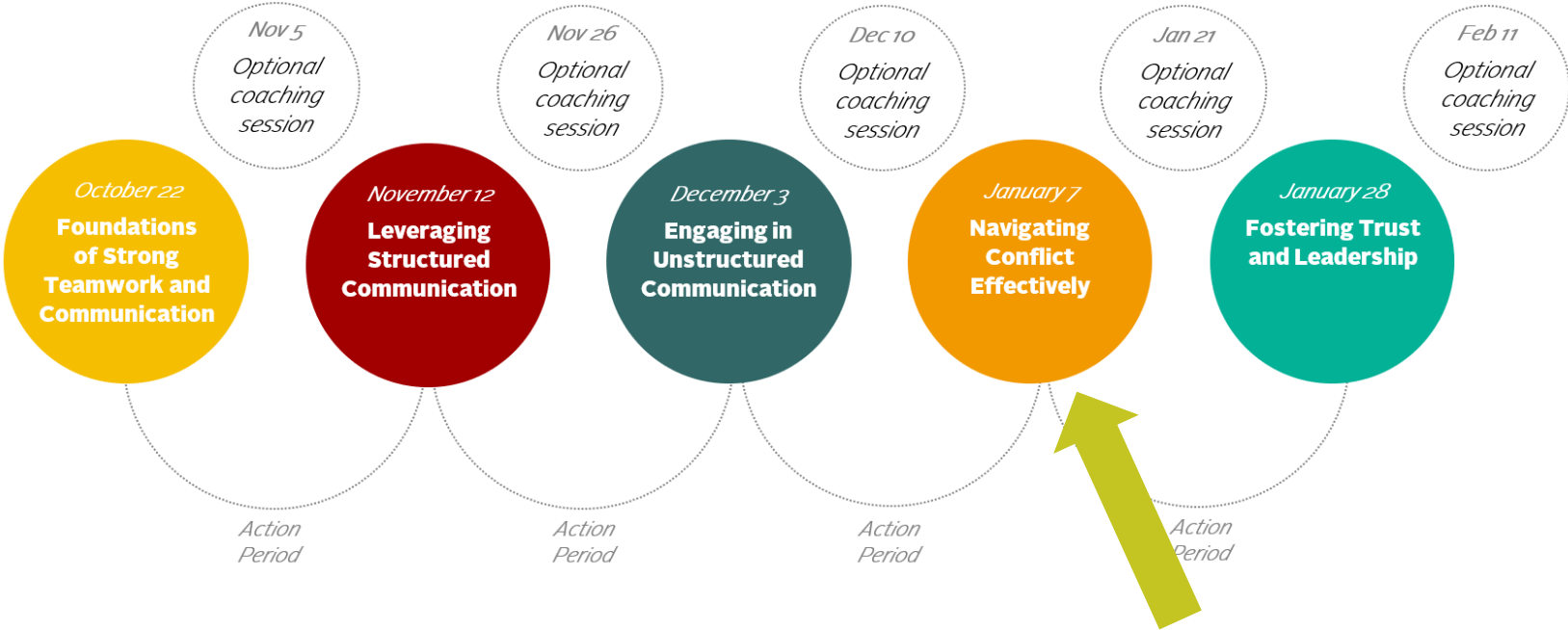


Sarah Carriere  
*Action Series Facilitator*

# Action Series Roadmap

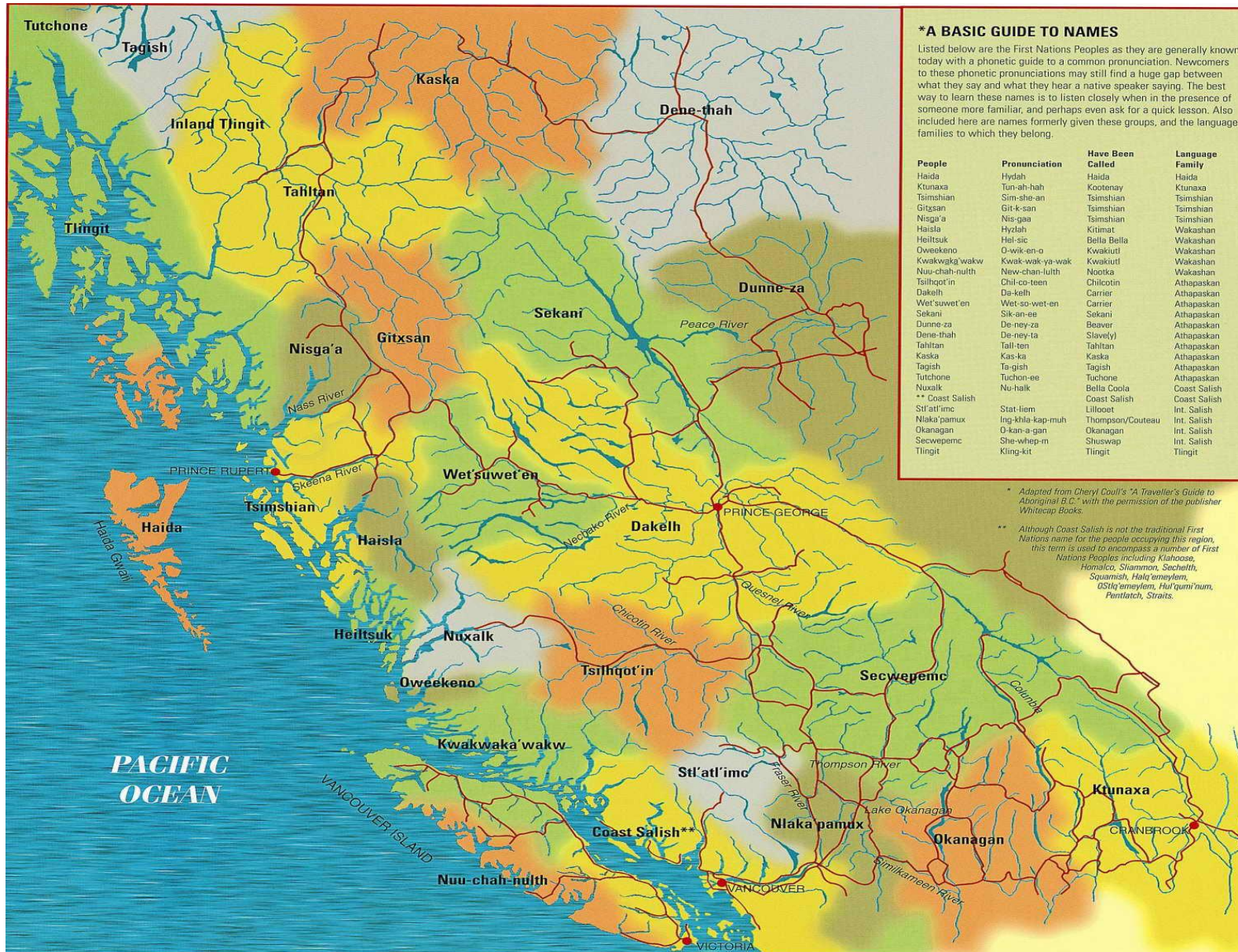
Wrap Up  
Celebration  
February  
18/21

Orientation  
Kick Off  
October  
15/20





# Where are you today?



# Learning Outcomes



Causes and costs of conflict in teams



Personal conflict “styles” and how they influence how you engage in conflict



Tools and strategies to help you navigate conflict effectively

# Overview

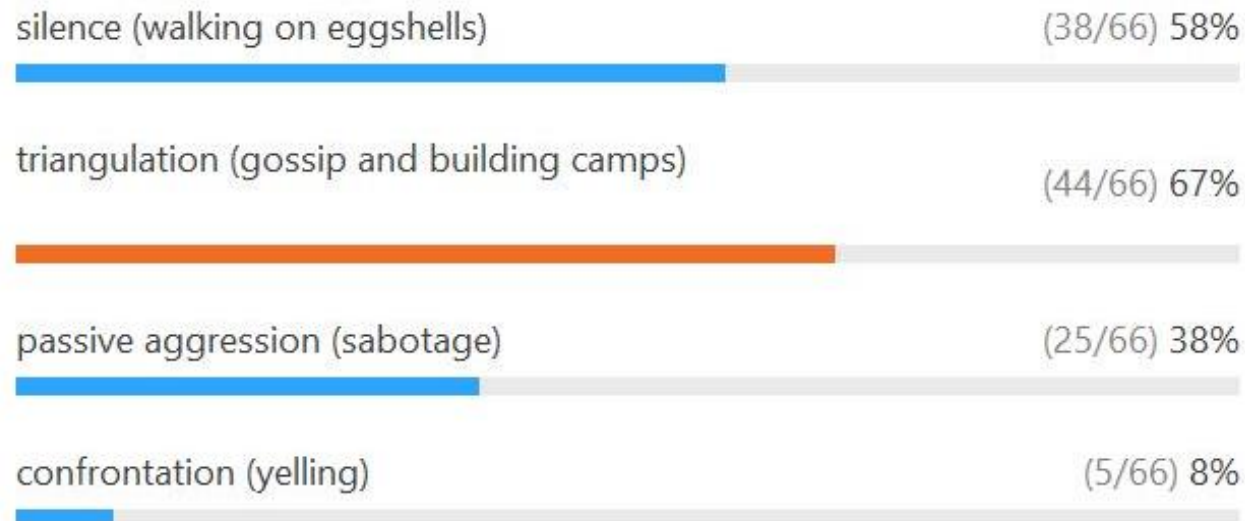
- Definition of conflict
- Why conflict can be so hard to navigate
- Four strategies to assist in navigating conflict effectively

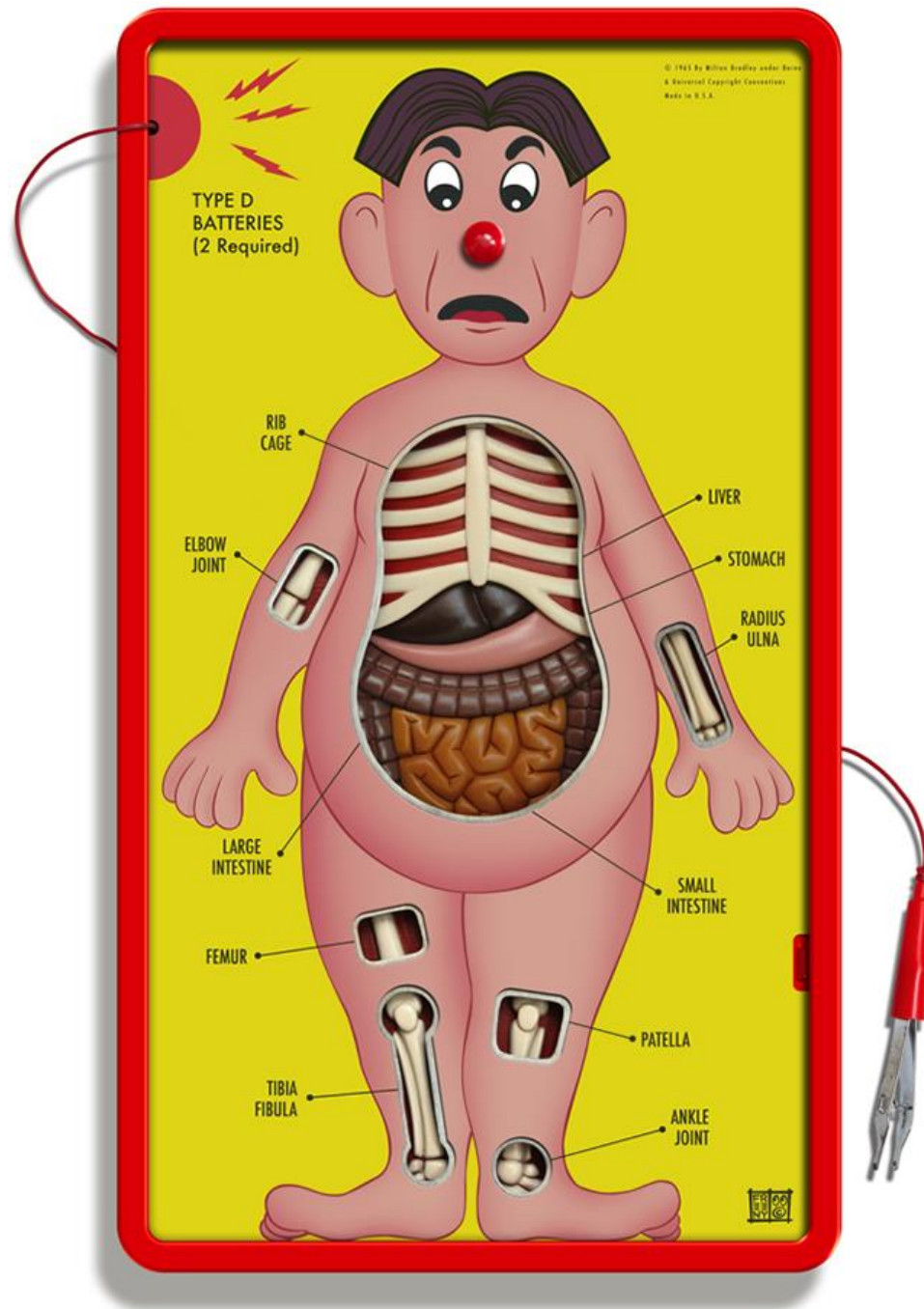


“Conflict is the **expressed struggle** involving two or more parties who perceive **incompatible goals, scarce rewards and interference** from the other party in achieving their goals.”

# Poll - How is conflict manifested on your team?

## 1. How is Conflict Manifested On Your Team? (Multiple choice)





Conflict within our workplace has not previously been addressed as it tends to end in a very negative way, leaving the staff that took on the challenge of addressing behaviours end up in a worse environment having challenged a behaviour.

Conflict seems to be an issue at our work place so hoping that this workshop can help.

Things can be dragged on too long by different team members. Resolution is not happening soon enough.

Issues are swept under the carpet.



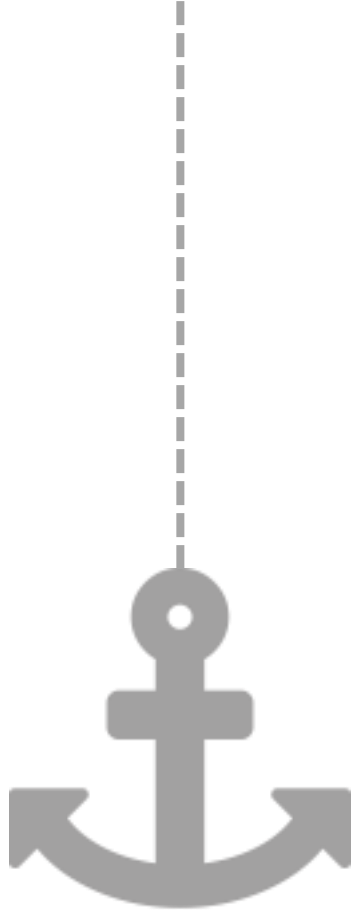
# Guest Speaker

Jennie Aitken

MA in Dispute Resolution  
Trained Mediator &  
Facilitator







Job satisfaction  
plummets & turnover  
increases

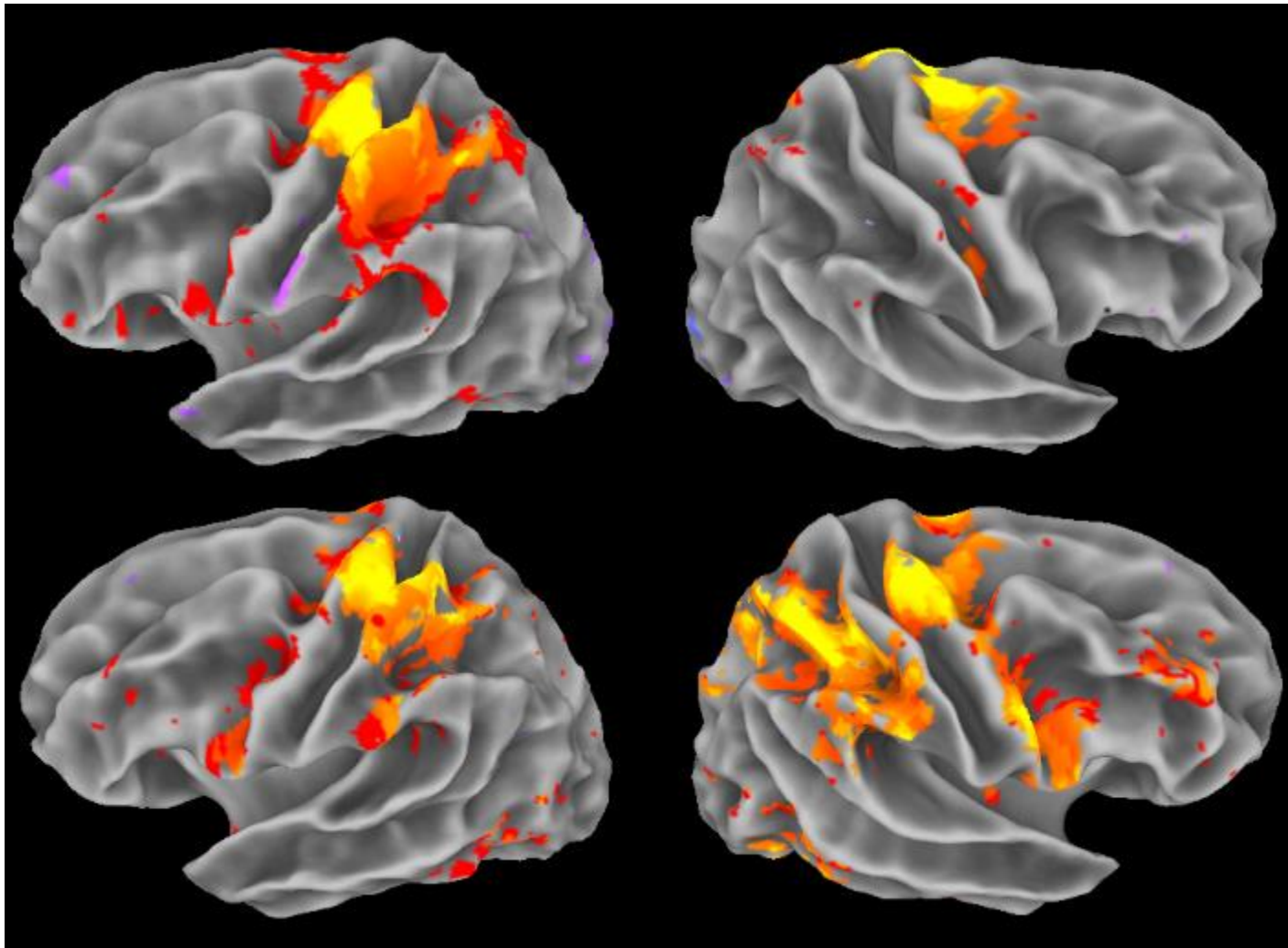


Operational  
effectiveness declines



Stress & health  
problems

But Why Is It So HARD?!





Power-distance index



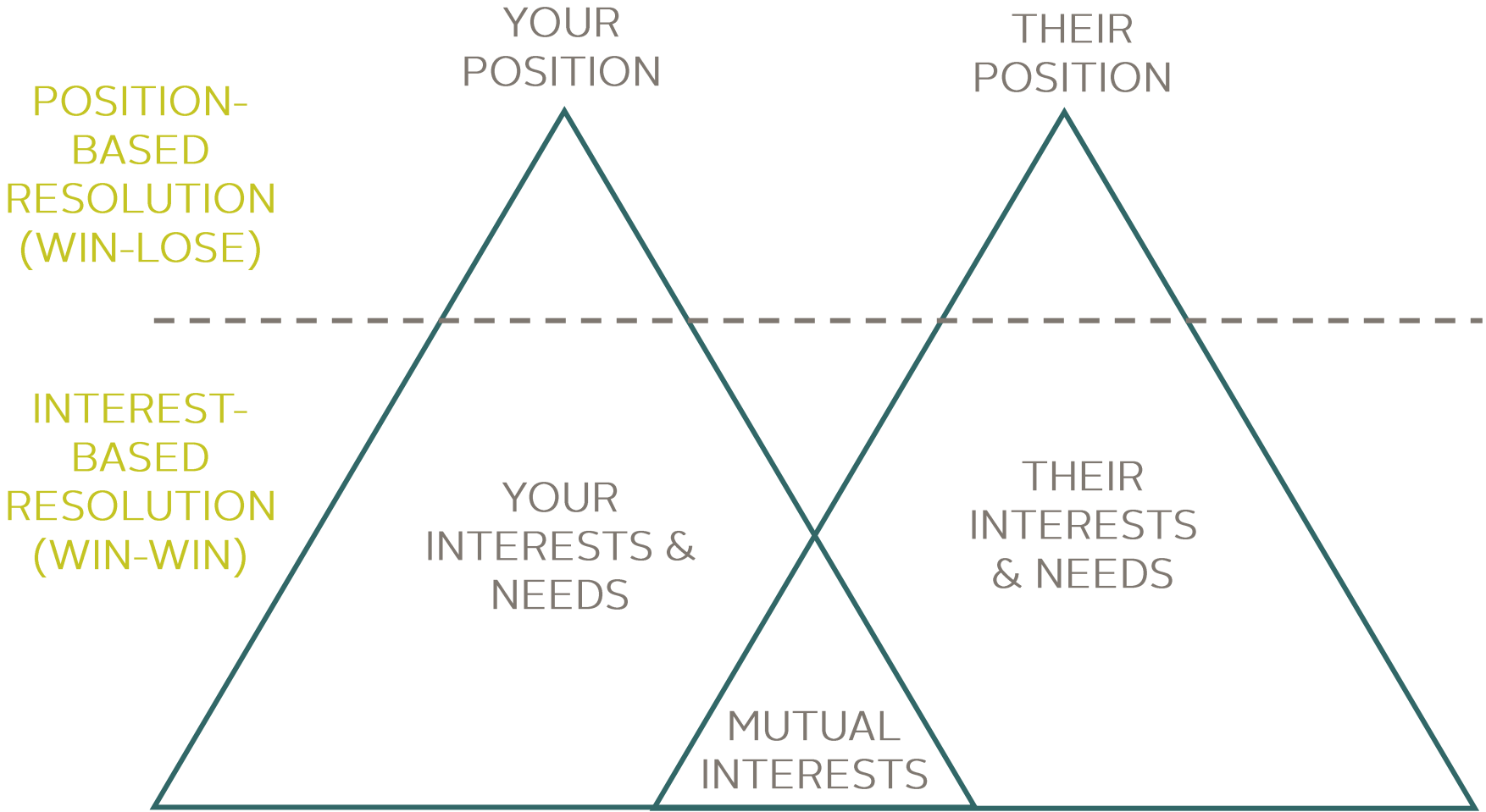
System stress



Strategy #1:

*Focus on interests*







POSITION-BASED RESOLUTION (WIN-LOSE)

YOUR POSITION:  
MASK UP OR GET OUT

THEIR POSITION:  
NO MASK IN SHARED OFFICE

OUTCOME 1:

You read them the riot act and threaten to report them to anyone who will listen

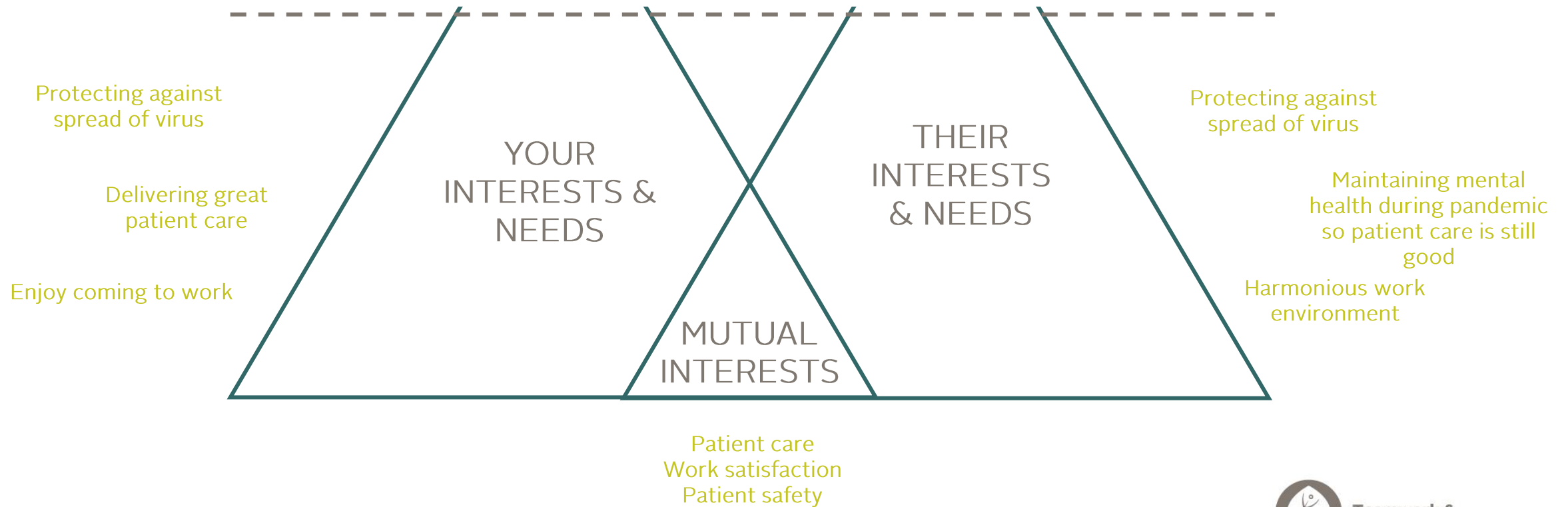
They concede and stop involving you in team-based consults because they are so uncomfortable around you

OUTCOME 2:

You stew silently and throw passive aggressive eye daggers at them for a month

They go about their work but start to enjoy working with you way less; notice allegiance forming against them

# INTEREST-BASED RESOLUTION (WIN- WIN)



MUTUAL  
INTERESTS:

Patient care  
Work satisfaction/enjoyment  
Patient safety

POTENTIAL  
OUTCOMES:

Plexiglass barrier & wireless  
keyboard/mouse  
Discussion about # of contacts/risk  
Change cleaning regime  
Daily walk without masks together



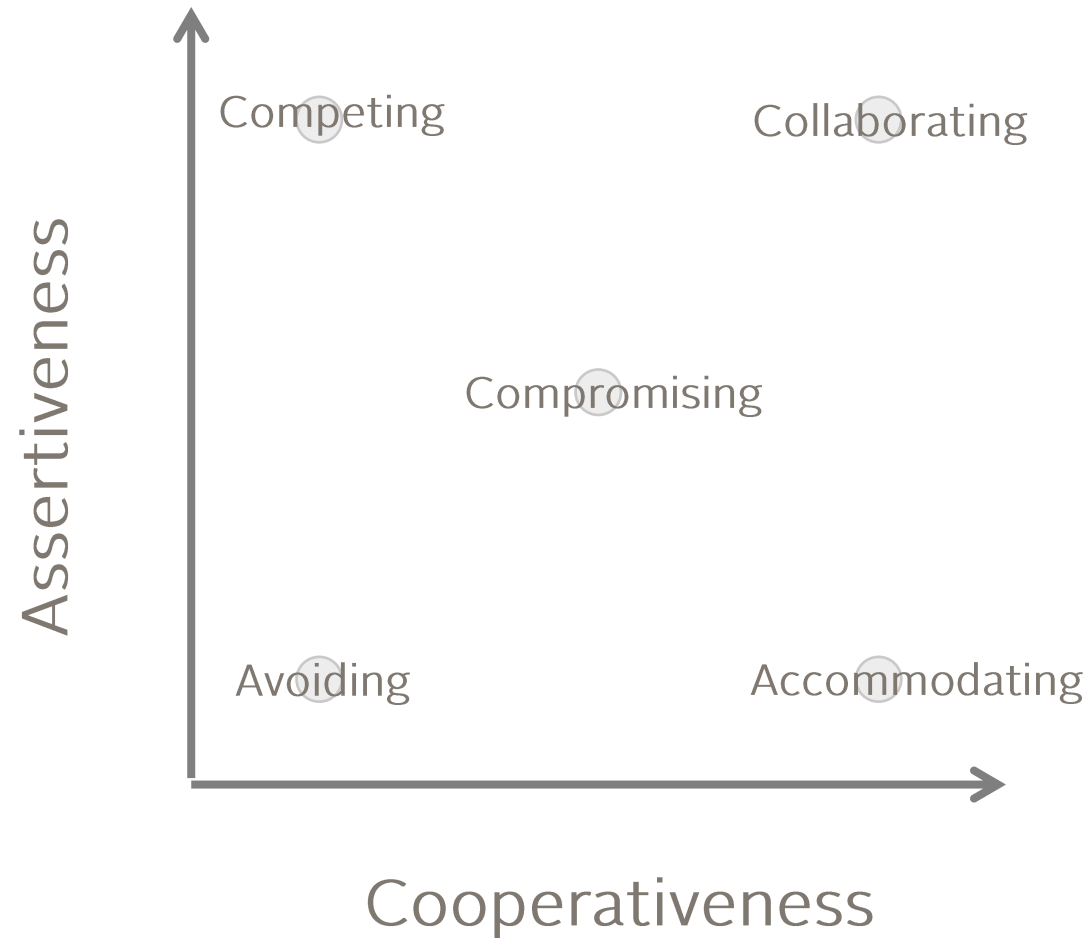


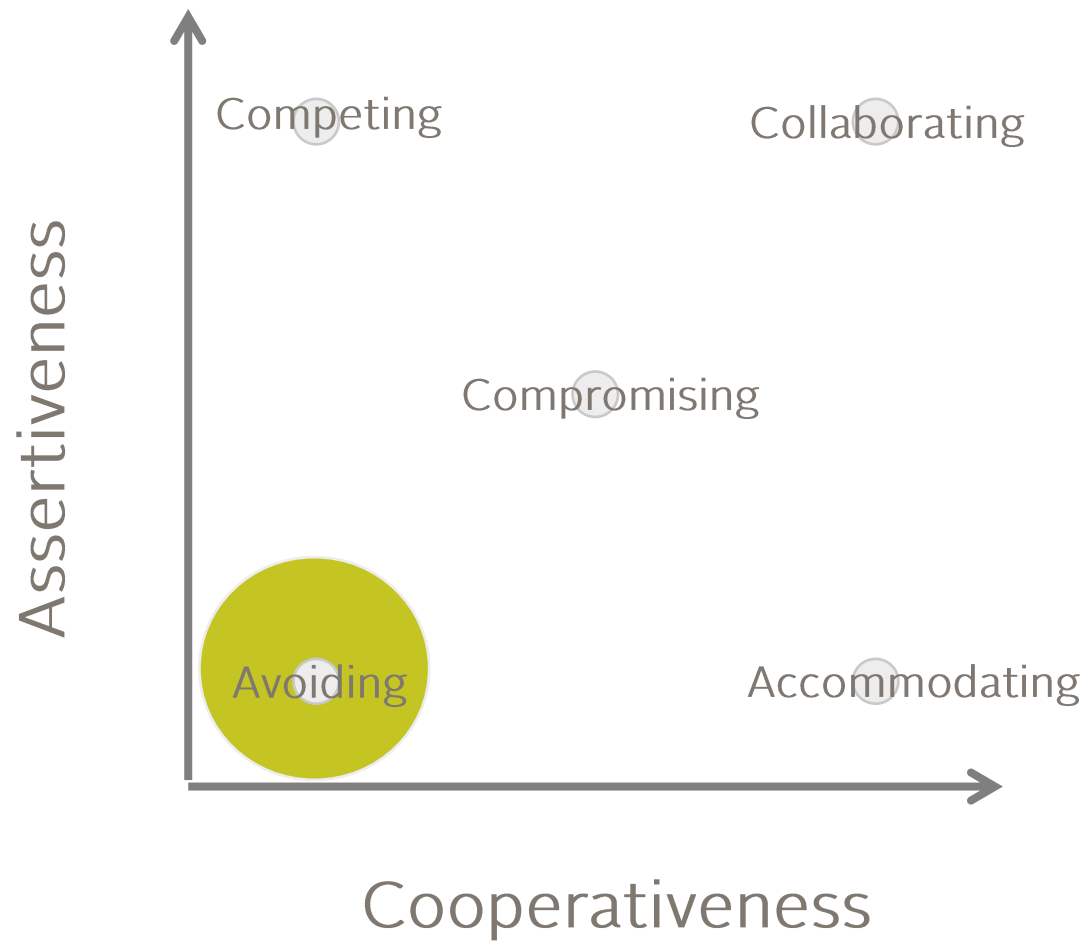
Strategy #2:

*Know yourself*

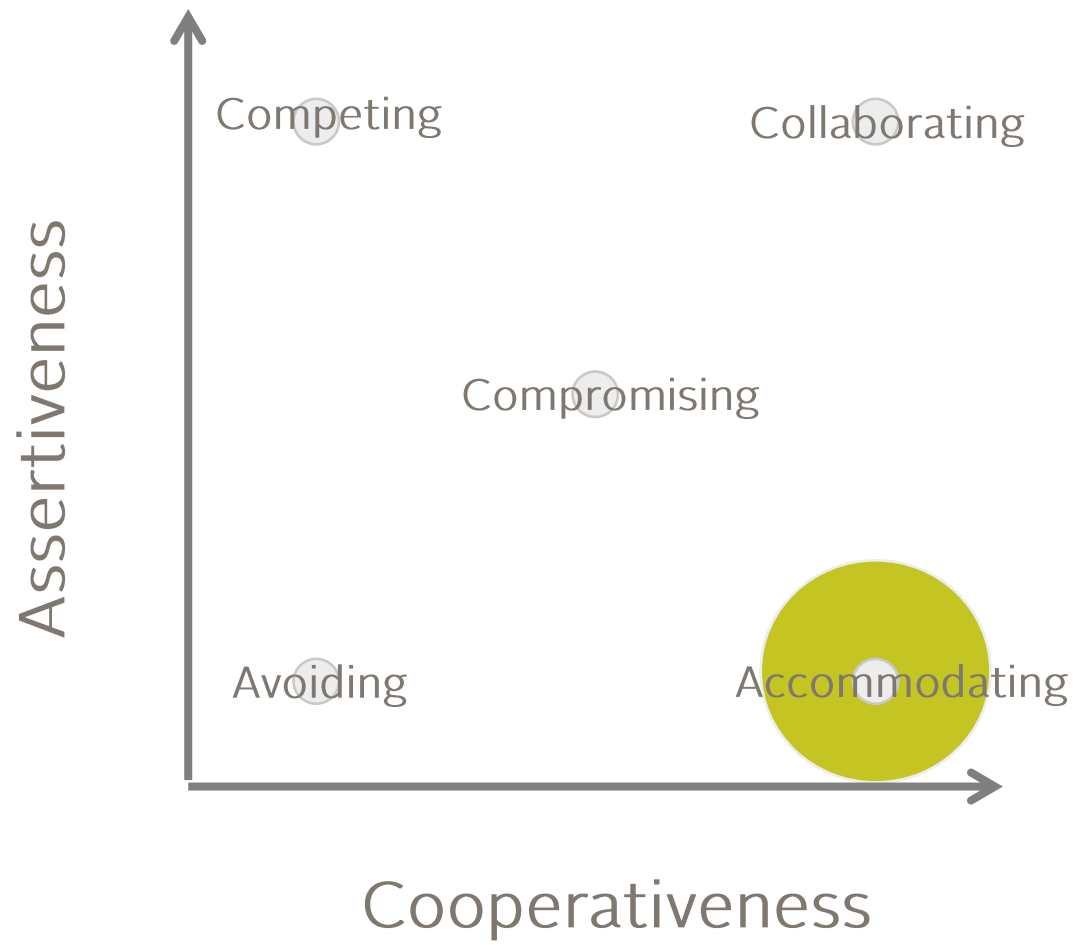


# Thomas-Kilmann Conflict Model

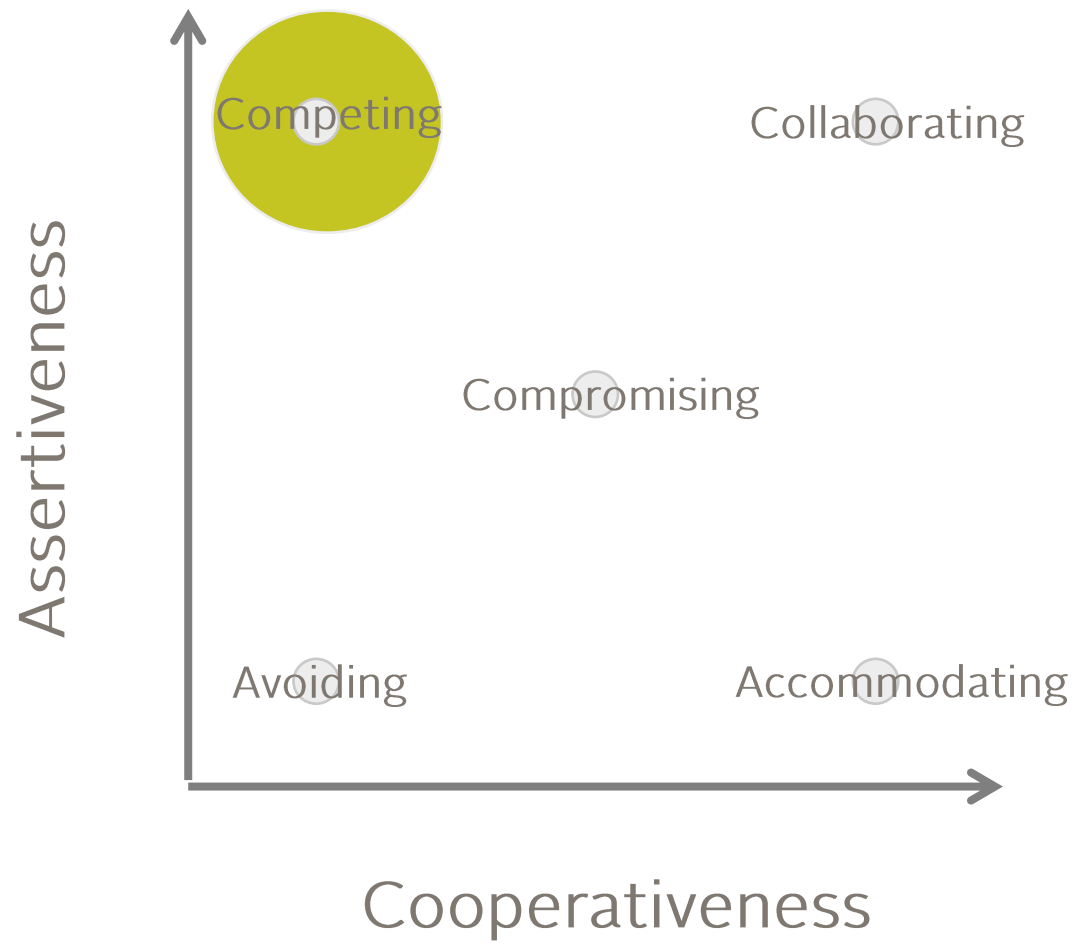


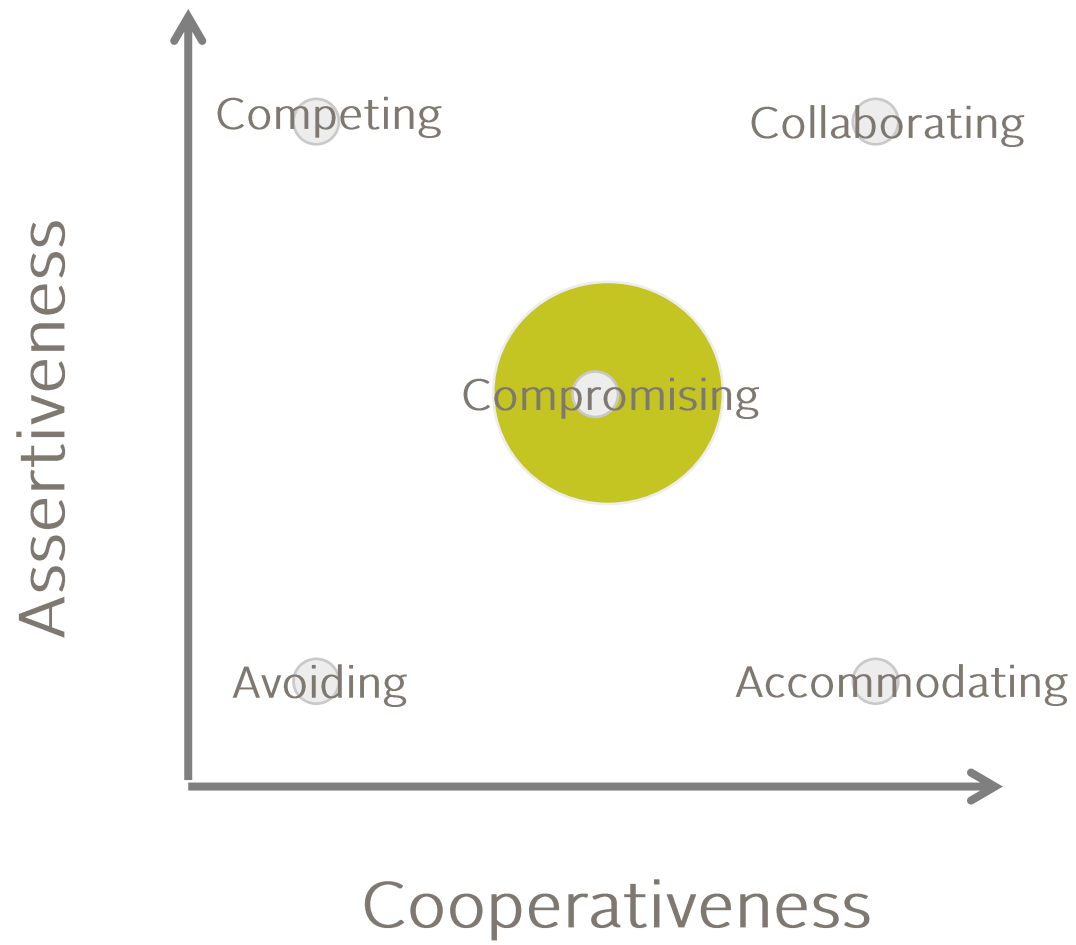


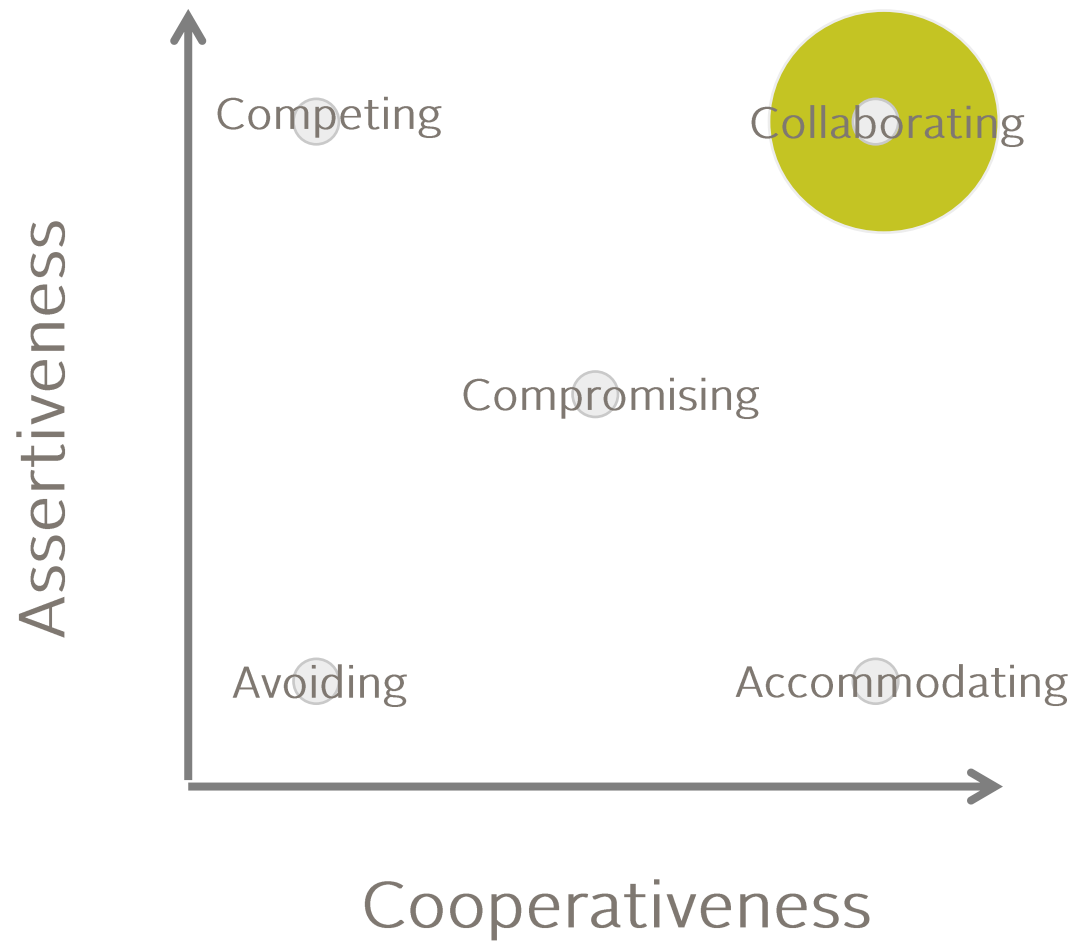






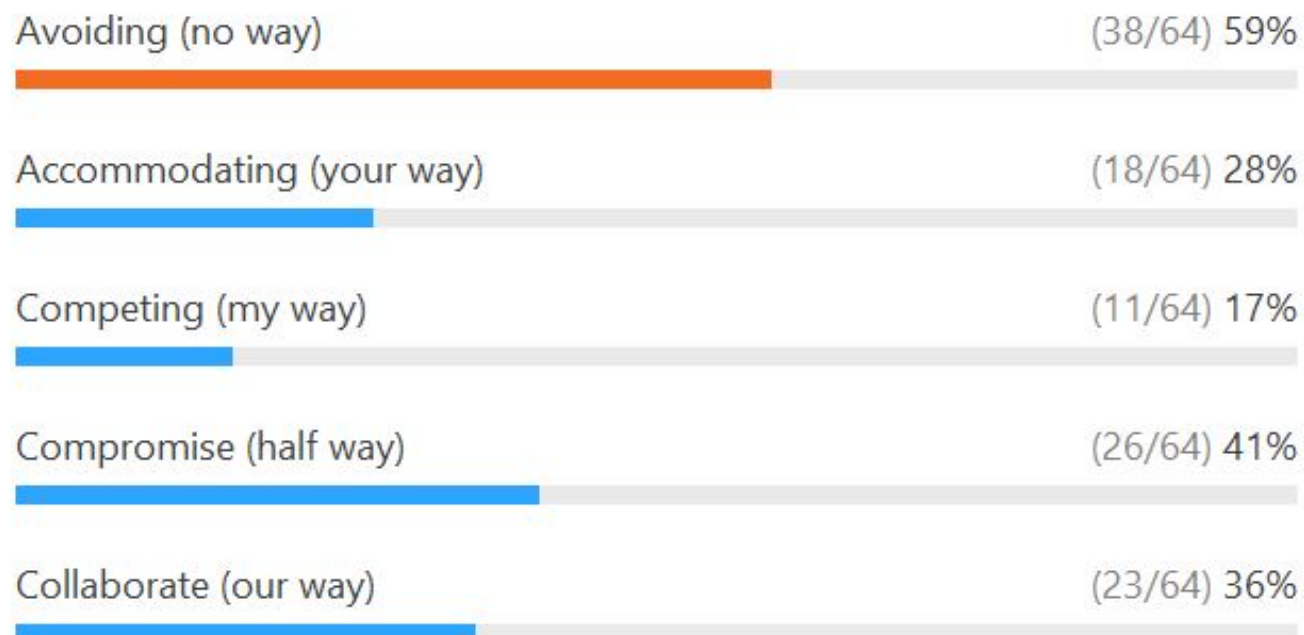






# Poll - How Do You Handle Conflict?

## 1. How Do You Generally Handle Conflict? (Multiple choice)

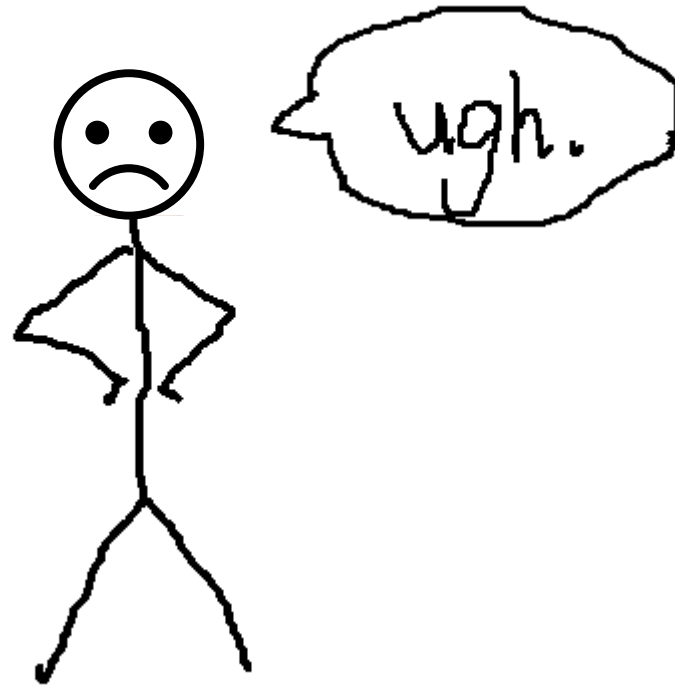




Strategy #3:

*Curiosity, not  
conclusions*

# Case Study: Cancellation Crazy



- 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?



- P** What are my **priorities**?
- *Deliver high-quality project on time*
  - *Be successful at future projects*
- E** What are my **expectations**?
- *Everyone involved should feel as committed & driven as I do*
- A** What are my **assumptions**?
- *Cancelling meetings indicates a lack of interest and support*

**C** What are my **concerns**?

- *My work will look bad*

**H** What are my **hopes**?

- *We can figure out a way to work better together, because I know what great work we can do*

**B**

What are my **beliefs**?

- *April needs Sarah's input to do this project properly*

**F**

What are my **fears**?

- *If April talks about this, she'll be seen as making a big deal out of nothing*

**V**

What **values** might be undermined here?

- *Respect*
- *Equity*



Strategy #4:

*Focus on the  
problem, not the  
person*

YOU STEP INTO THIS CHAMBER,  
SET THE APPROPRIATE DIALS,  
AND IT TURNS YOU INTO  
WHATEVER YOU'D LIKE TO BE.



She's so selfish and clearly doesn't care about me or my work.

ZAP!



In the last few months, over half of our 1:1s have been cancelled. I'm pretty worried about the prospects of successfully completing our work. Is this something you can shed light on for me?

She's unreliable and can't keep her commitments.

ZAP!



I was really looking forward to our 1:1 and had prepared a lot of things to go over because I've been feeling stressed about some decisions I need your input on. This has happened four times in six weeks, so I wanted to make sure... are we on the same page on the purpose of these meetings?





# Your new tools



Focus on interests (Interest-Based Negotiation)



Know yourself (Thomas-Killman Model)



Curiosity, not conclusions (PEACH-BFV)



Focus on the problem, not the person (I-statements)

“You must have conflict in your story.  
Even fairy tales and cartoons have  
them.”

- Terry McMillan

# Learning Outcomes



Causes and costs of conflict in teams



Personal conflict “styles” and how they influence how you engage in conflict



Tools and strategies to help you navigate conflict effectively

# Action Period

## Personal Activity (Pre-Work Required)

### Personal Reflection

(estimated time is 15-20 min)

1. Individually, take the attached Conflict Management Style: Self-Assessment.
2. Self-reflect on the following questions:
  - a. Were you surprised with the results of your own conflict management style?
  - b. How do you think your style affects how you work on your team?
  - c. We use different conflict styles depending on the situation, think of a few recent conflicts you have been a part of, what style did you use – is it the same as your self-assessment results?
  - d. Where do you feel most comfortable with conflict?
  - e. Do you show up differently at work compared to at home?
  - f. Take some time to think of a few examples you might be willing to share with your team when you meet to complete your action period homework.

**DUE: January 25, 2021**

# Action Period

## Team Activity: (Required)

### Activity 1 (Required): Team Conflict Style Debrief

*(estimated time is 45-60 minutes)*

1. Come together with your team and share the results of your conflict management style self-assessment.
  - Be sure to assign someone to scribe your team discussion.
  - Allow each person to describe his or her conflict management style.
  - If you are working in a larger team, ask members who have the same results to group together to discuss their conflict style. Then, have one member of the group report out to the larger team. You may want to share some experiences you've had in conflict.
  - Remember, everyone has their own unique conflict style and one is not better or worse than another.
2. Once everyone has reported out on their style, consider and discuss these questions:
  - What do you have in common and what is different about your styles?
  - What improvements could we make to how our team navigates conflict?
3. Complete the attached Team Conflict Management Style Worksheet.
4. Revisit your teamwork agreement
  - Based on your discussion about conflict styles, does your teamwork agreement need to be updated? Do ground rules need to be set around how you approach conflict?
  - Consider when and how to request assistance in navigating conflict – either between individuals or within the team itself.

**DUE: January 25, 2021**

# Coaching Session 4: Navigating Conflict Effectively

**January 21, 2021** from **12:30pm-1:30pm**

Send any questions or tricky situations for discussion to [culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)



## Team Level Report #2:Mid-Series Assessment

Team: **ABC Care Home**

Response Rate: **80%**

This is your team's baseline team report. The data is based on how your team answered the Pre-Assessment. This report is meant to help guide a conversation with your team about what your strengths are and where there are opportunities for improvement. Reports will be available to your team after webinar 3, at the end of the series, and three and six months post series to help you gauge your progress as a team.

### LEGEND



### TEAMWORK

We work together as a well-coordinated team.



People at work show sincere respect for others' ideas, values and beliefs.



### COMMUNICATION

Communication breakdowns are common on this team.



It is easy for personnel here to ask questions when there is something that they do not understand.



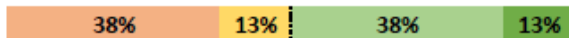
### TRUST

There is a high level of trust on this team.



### CONFLICT

Our team constructively deals with a problem.



Unnecessary conflict is kept to a minimum in our workplace.



# Mid-Series Team Level Assessment

# Next Learning Session

on

se

*January 28*

**Fostering Trust  
and Leadership**

January 28, 2021

12:30 pm – 1:30 pm

[culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)

