



# Action Series on Teamwork and Communication:

## Navigating Conflict Effectively

Teaching Webinar 4 – May 23, 2019

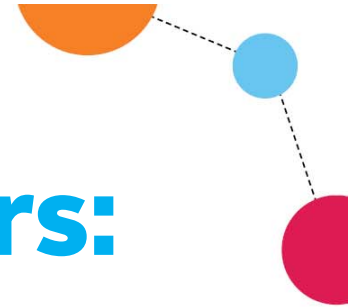


BC PATIENT SAFETY  
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# Action Series Roadmap





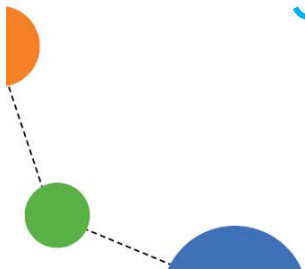
# Your Action Series Facilitators:



Jennie Aitken



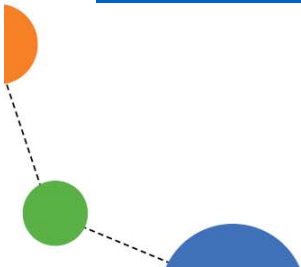
Kate Harris

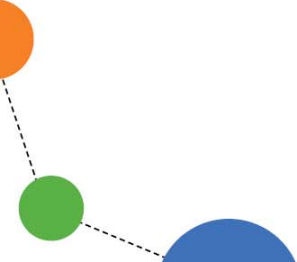
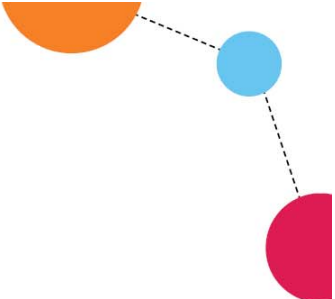
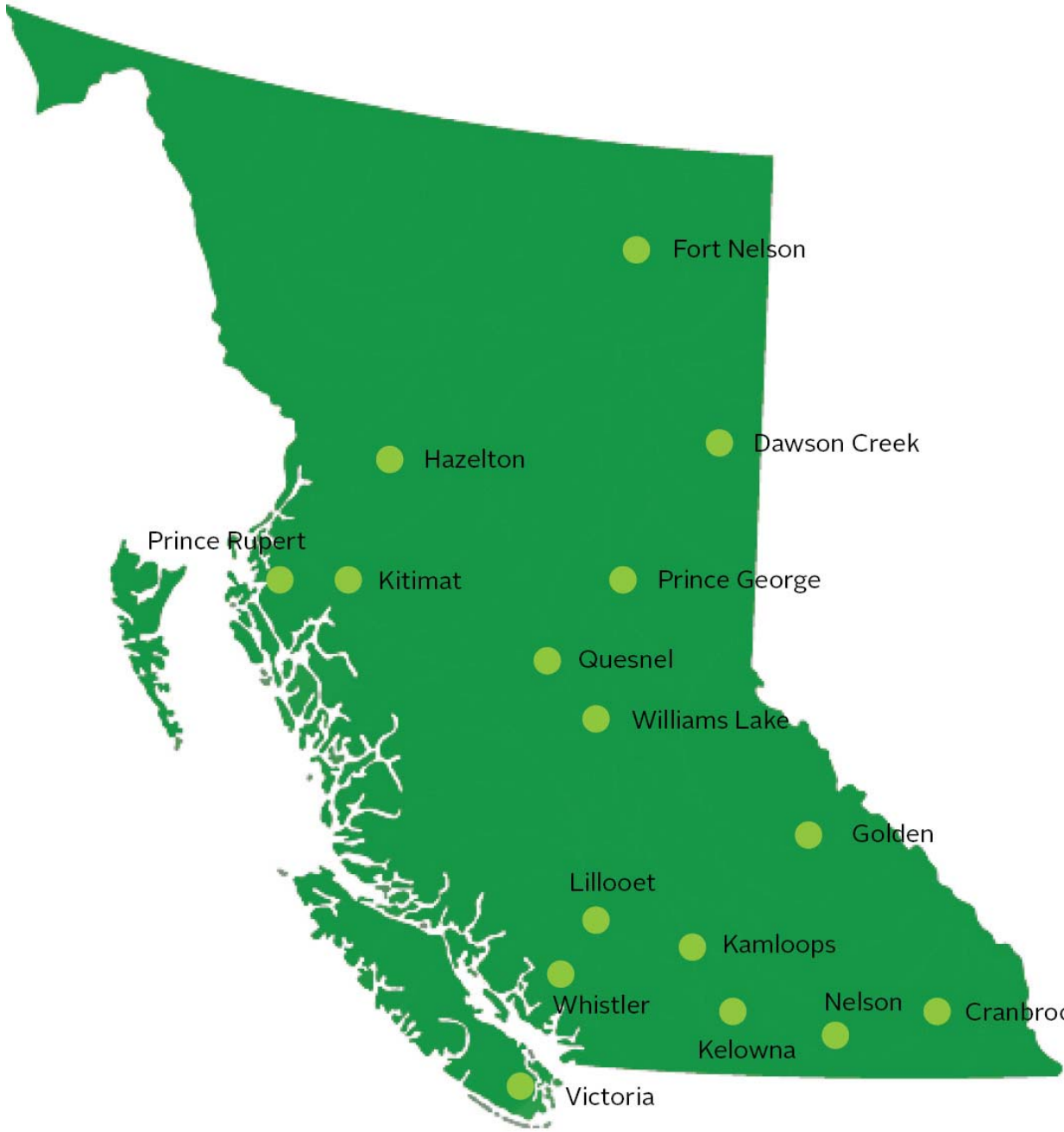


# This webinar is being recorded



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# What we are covering today:



Causes and costs of conflict in teams

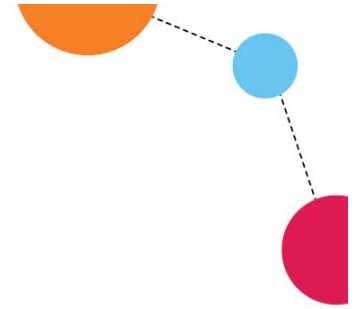


Personal conflict “styles” and how they influence how you engage in conflict

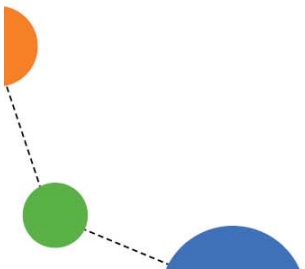


Tools and strategies to help you navigate conflict effectively

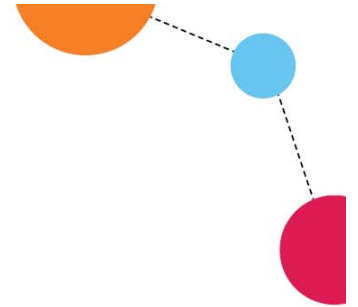




“Conflict is the **expressed struggle** involving two or more parties who perceive **incompatible goals, scarce rewards and interference** from the other party in achieving their goals.”



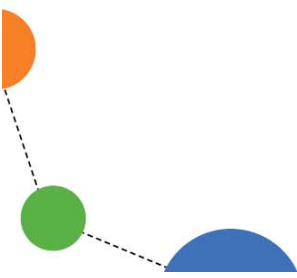
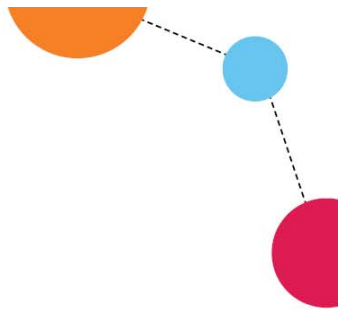
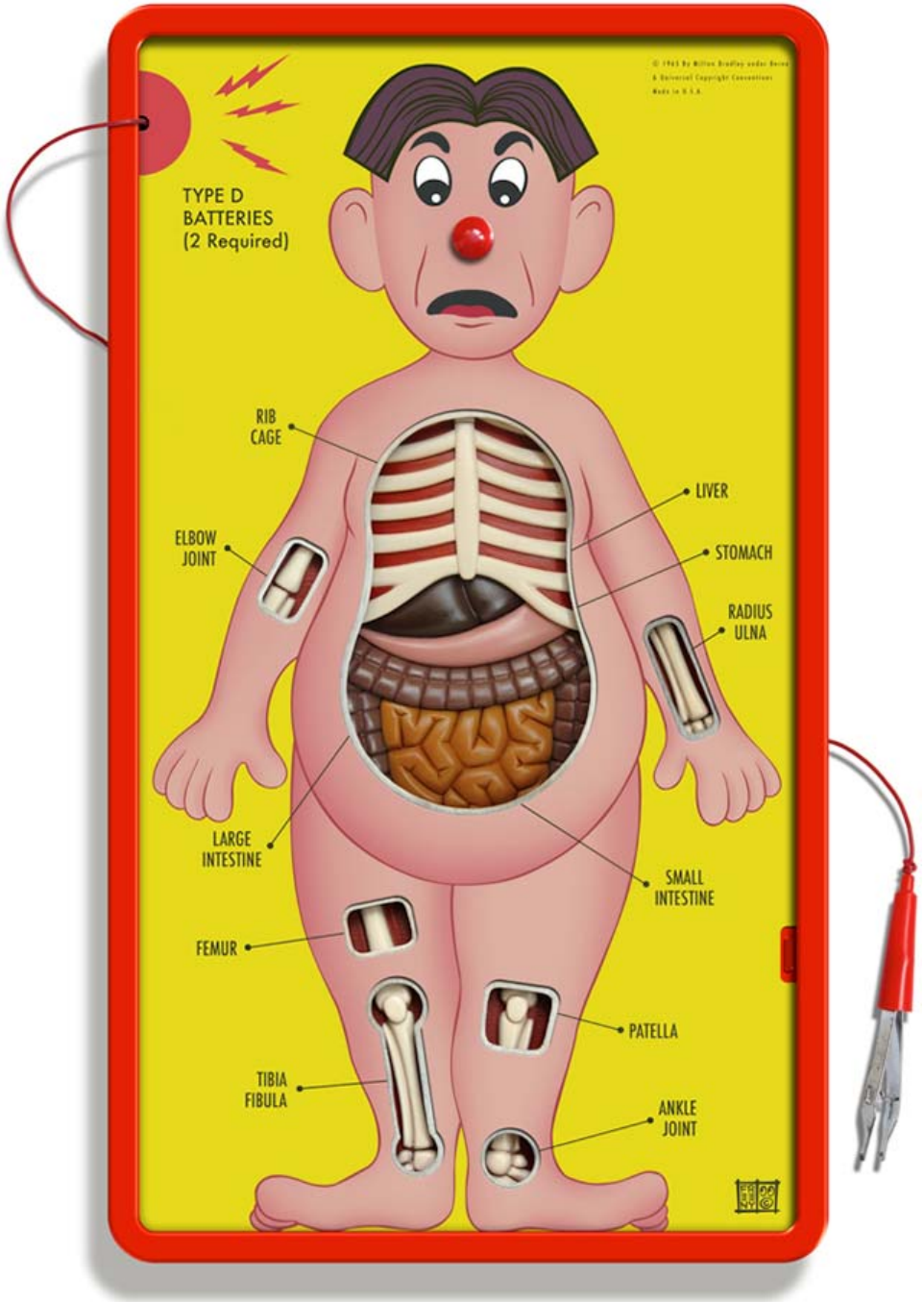
# How is conflict manifested on your team?

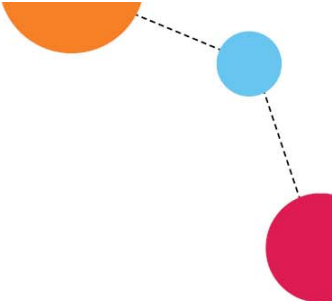


- A** Silence (walking on eggshells)
- B** Triangulation (gossip and building camps)
- C** Passive aggression (sabotage)
- D** Confrontation (yelling)









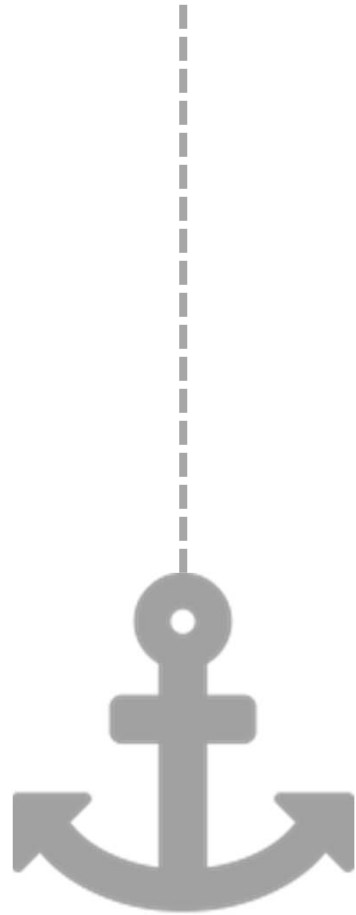
Most on the team avoid conflict and I am not sure that team members really believe differing opinions are constructive and can move the team forward.

Even in our Lessons Learned sessions (after a project) we do not talk about any internal issues. If we do, they are very high-level. We don't have a good role model of how to navigate conflict within the department.

We address problems with the day to day operation of the office in an efficient manner, however conflict between team members is not addressed.

We don't navigate conflict. The squeaky wheel gets the cheese! The loud voices get their way – if they don't, they just bulldoze or ignore (so they still get their way).





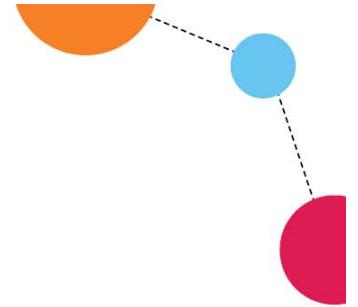
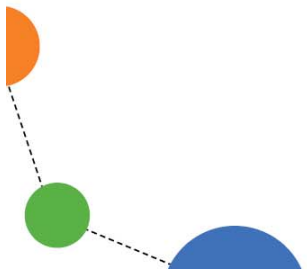
Job satisfaction  
plummets & turnover  
increases

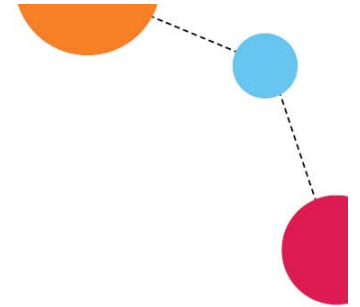


Operational  
effectiveness declines

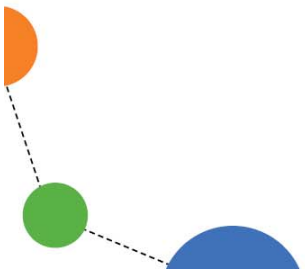


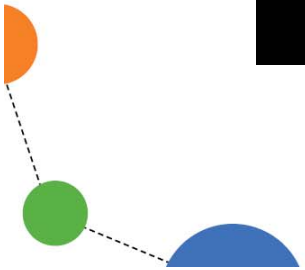
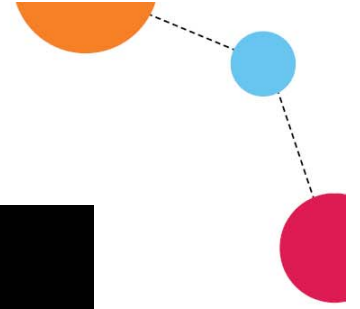
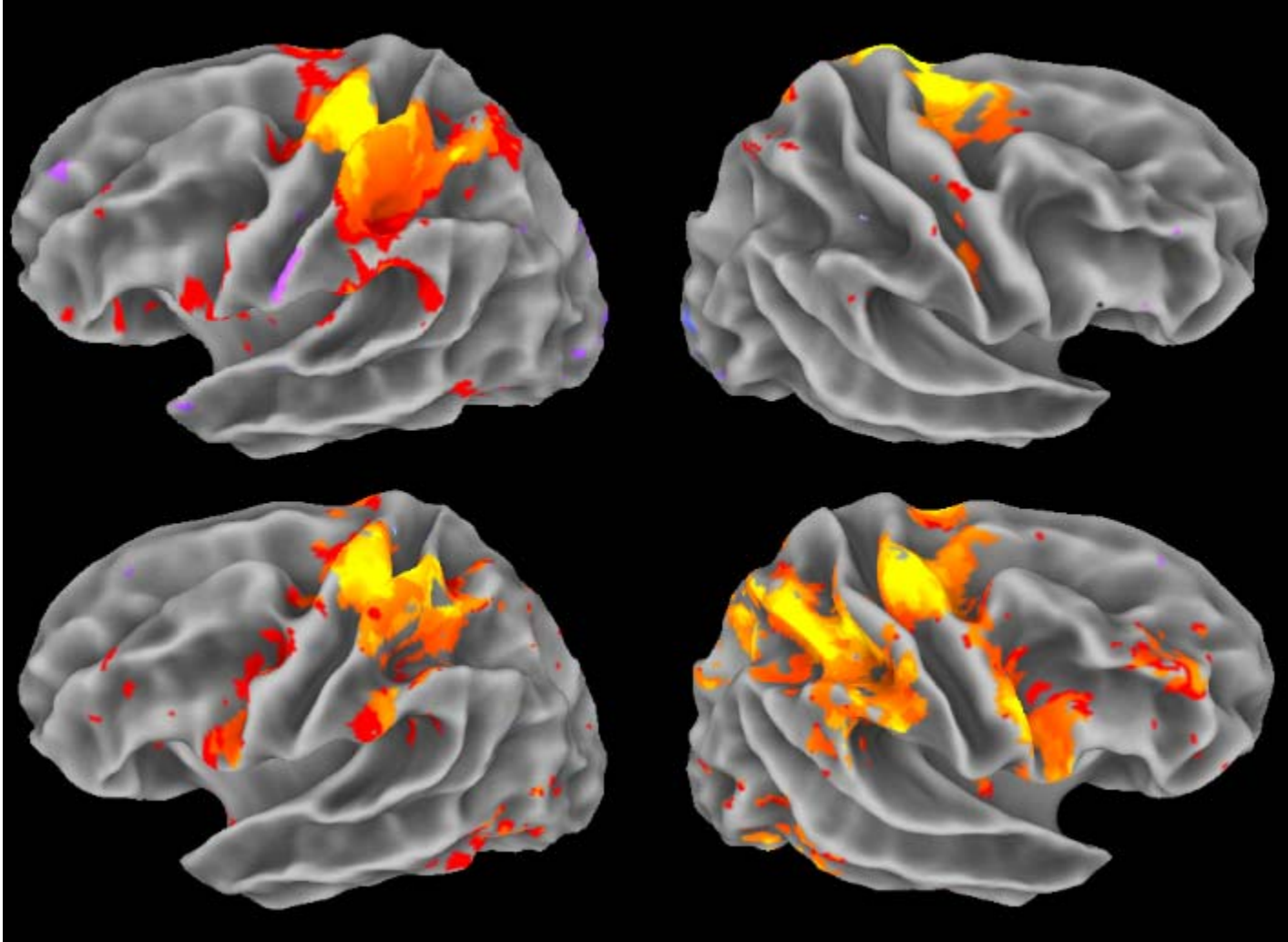
Stress & health  
problems





**But why is it so HARD?!**







## Power-distance index



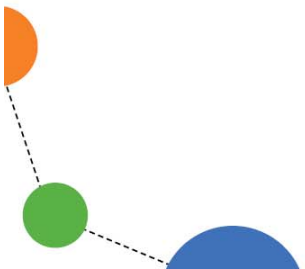
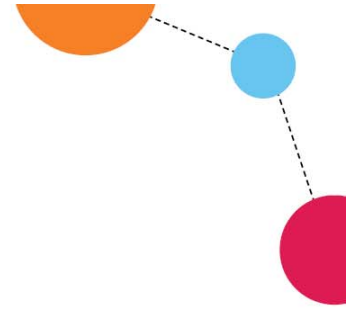
## System stress

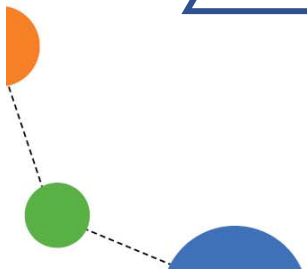
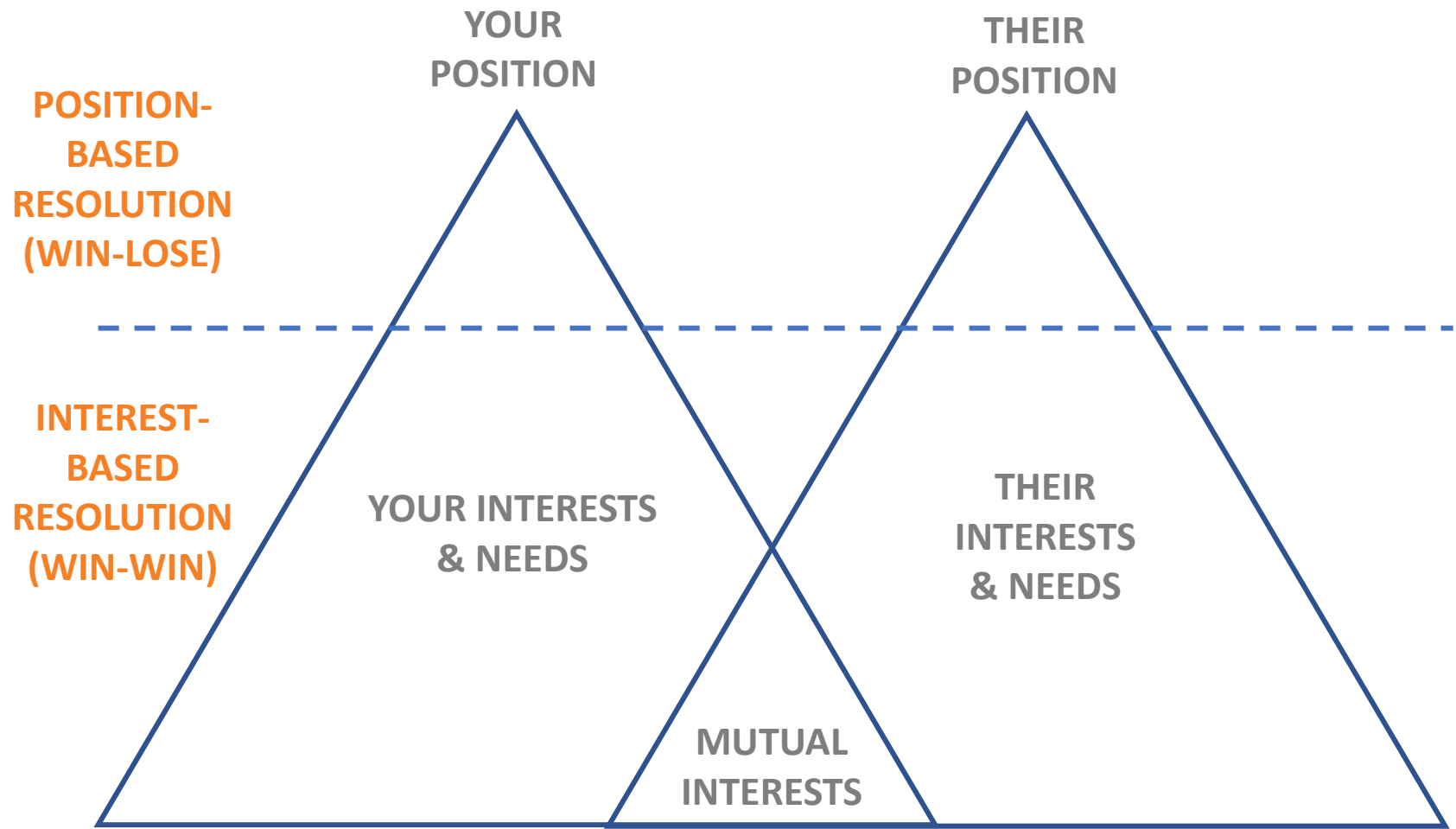
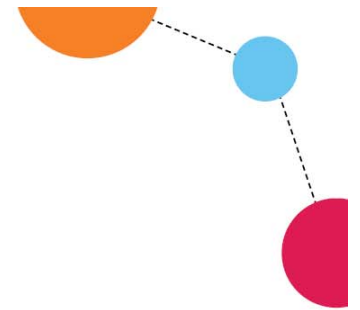




Strategy #1:

***Focus on interests***

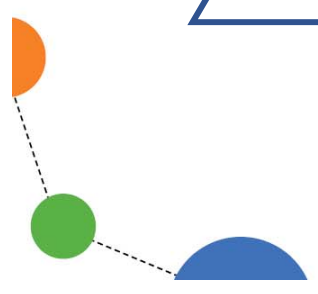
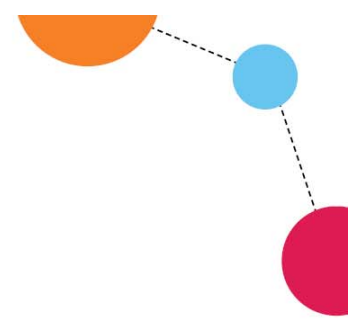
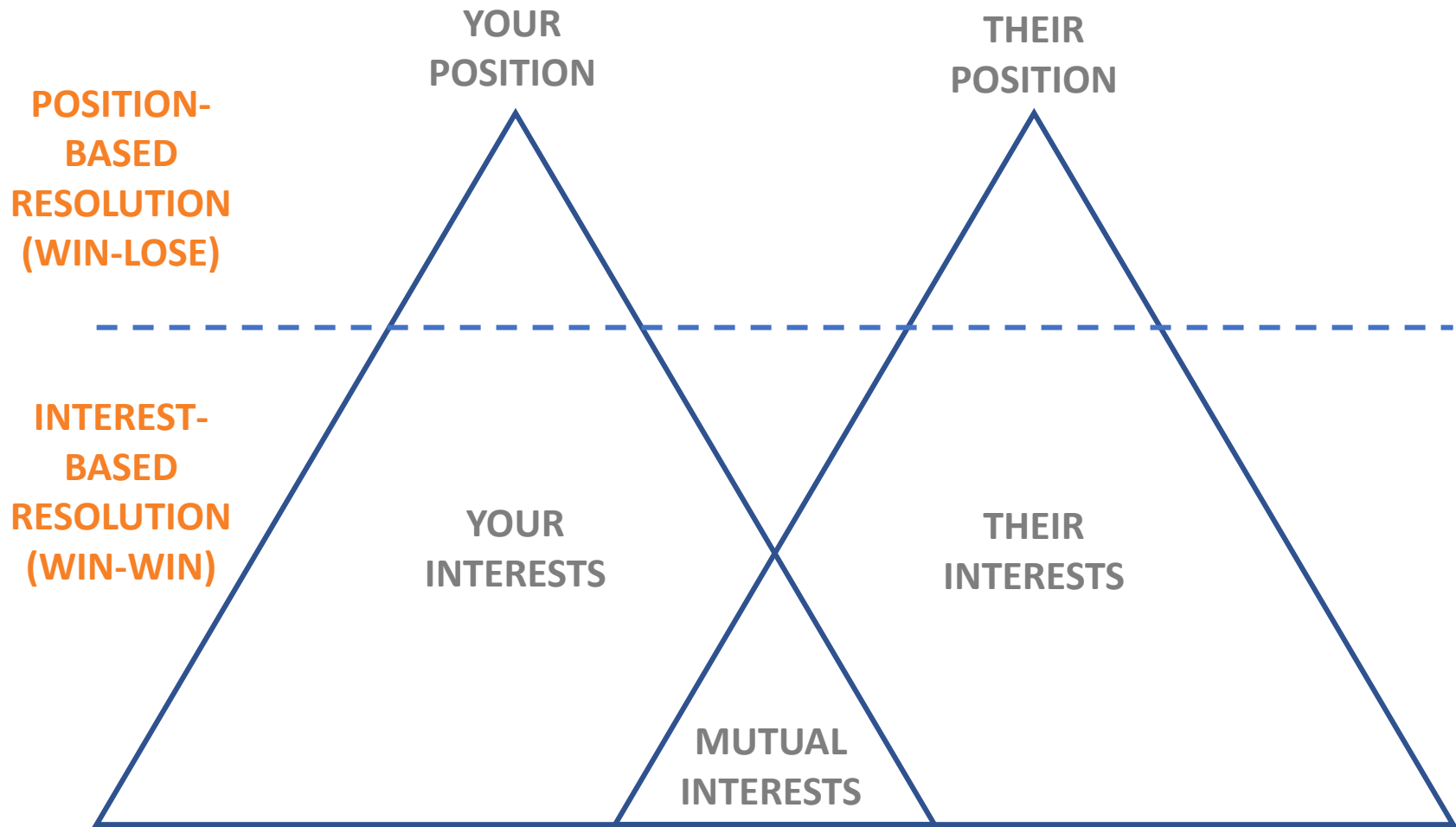








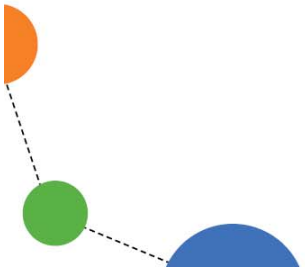
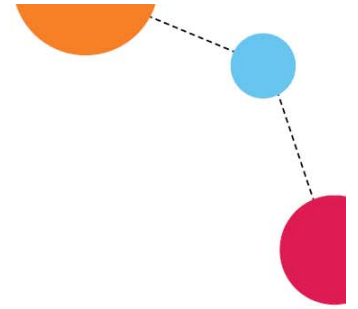




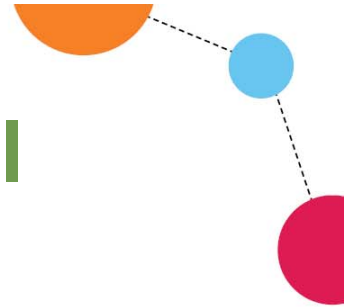
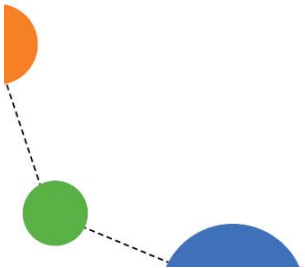
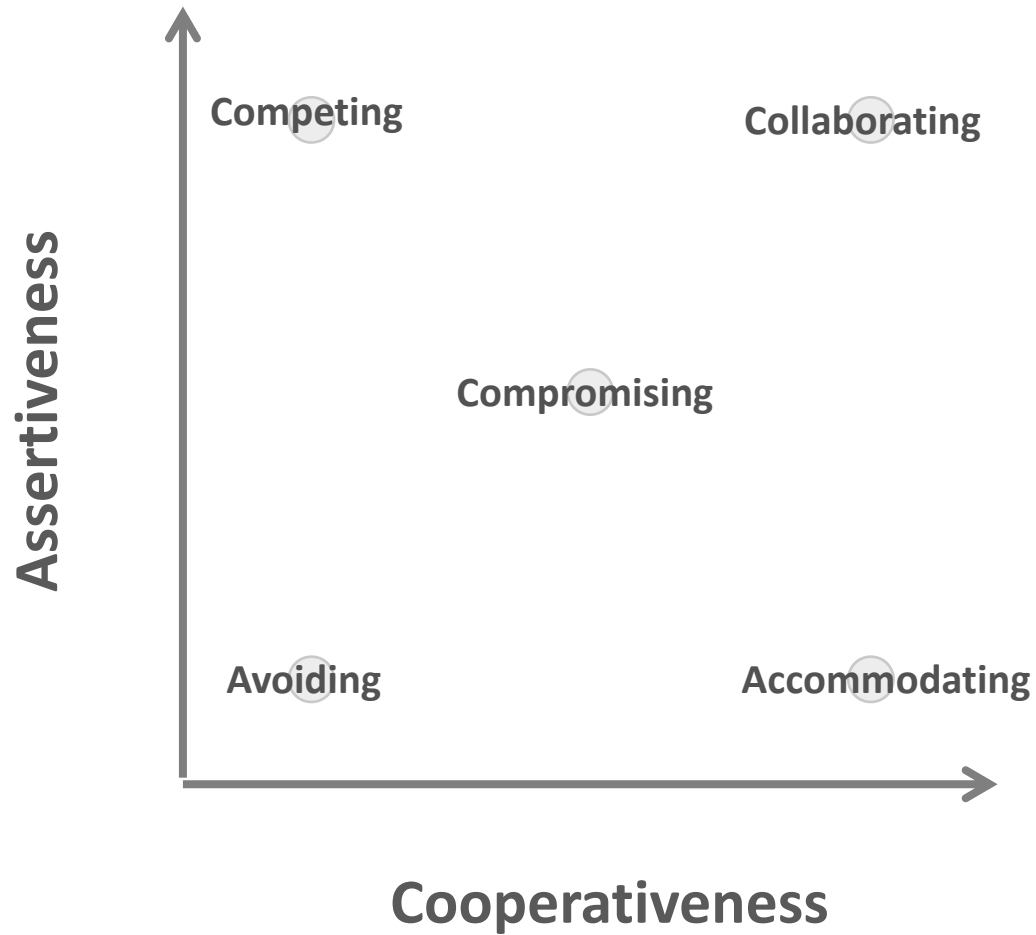


Strategy #2:

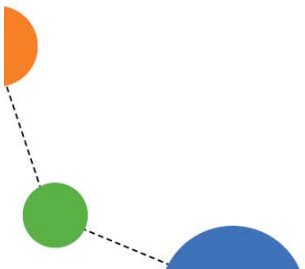
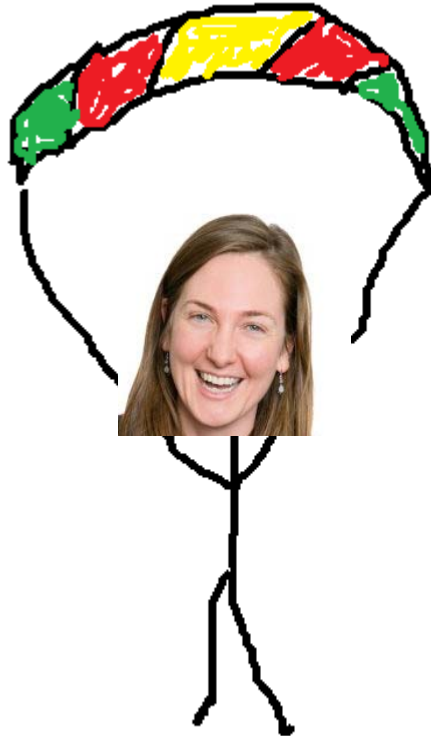
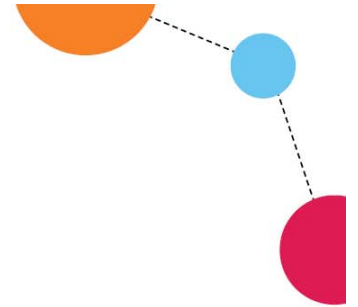
***Know yourself***

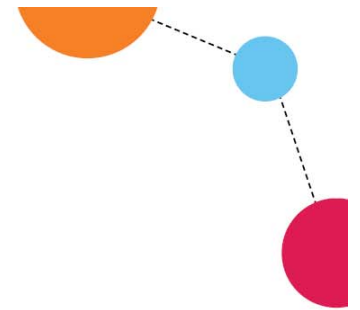
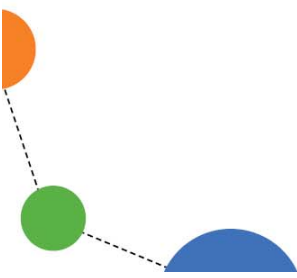
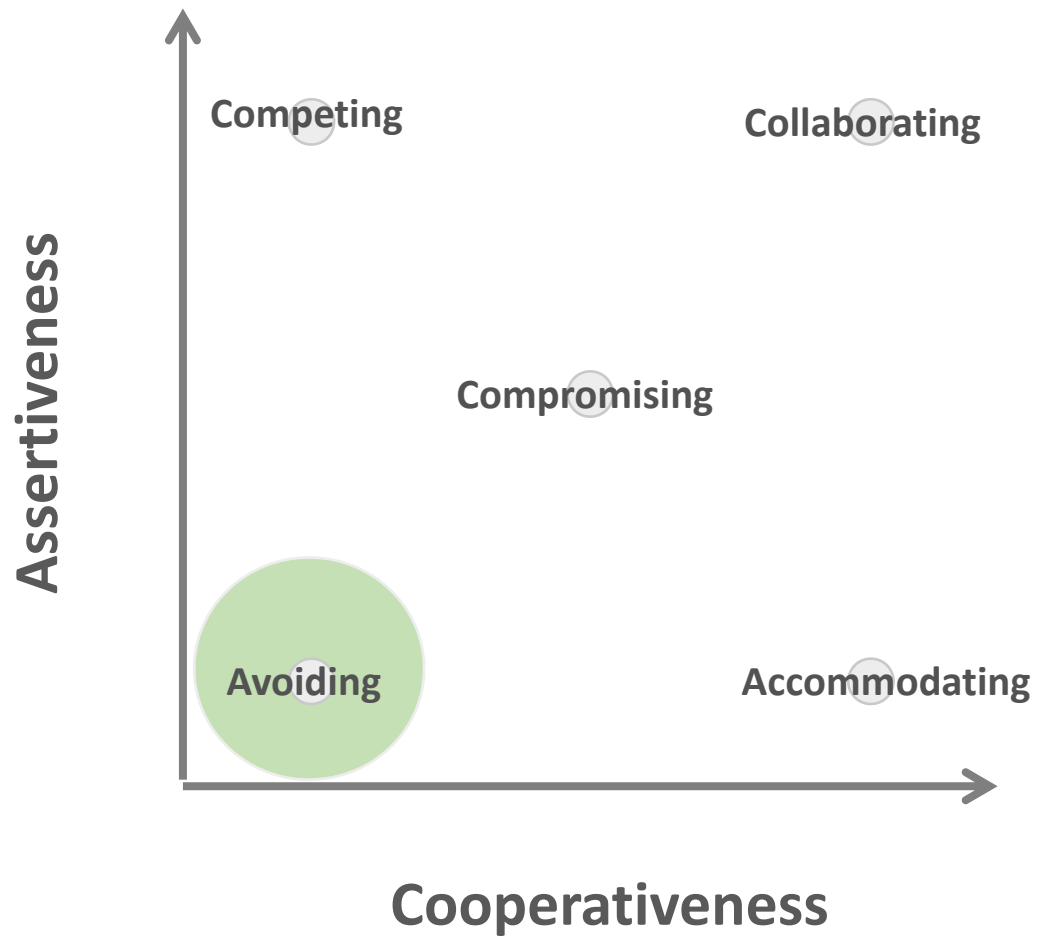


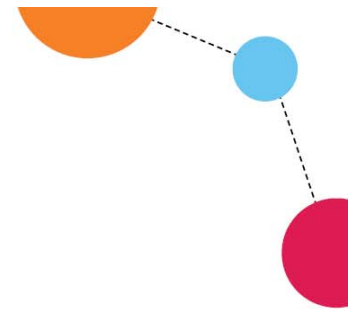
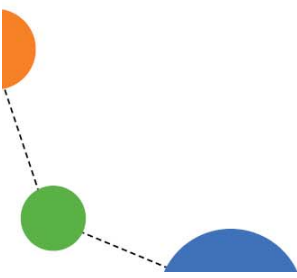
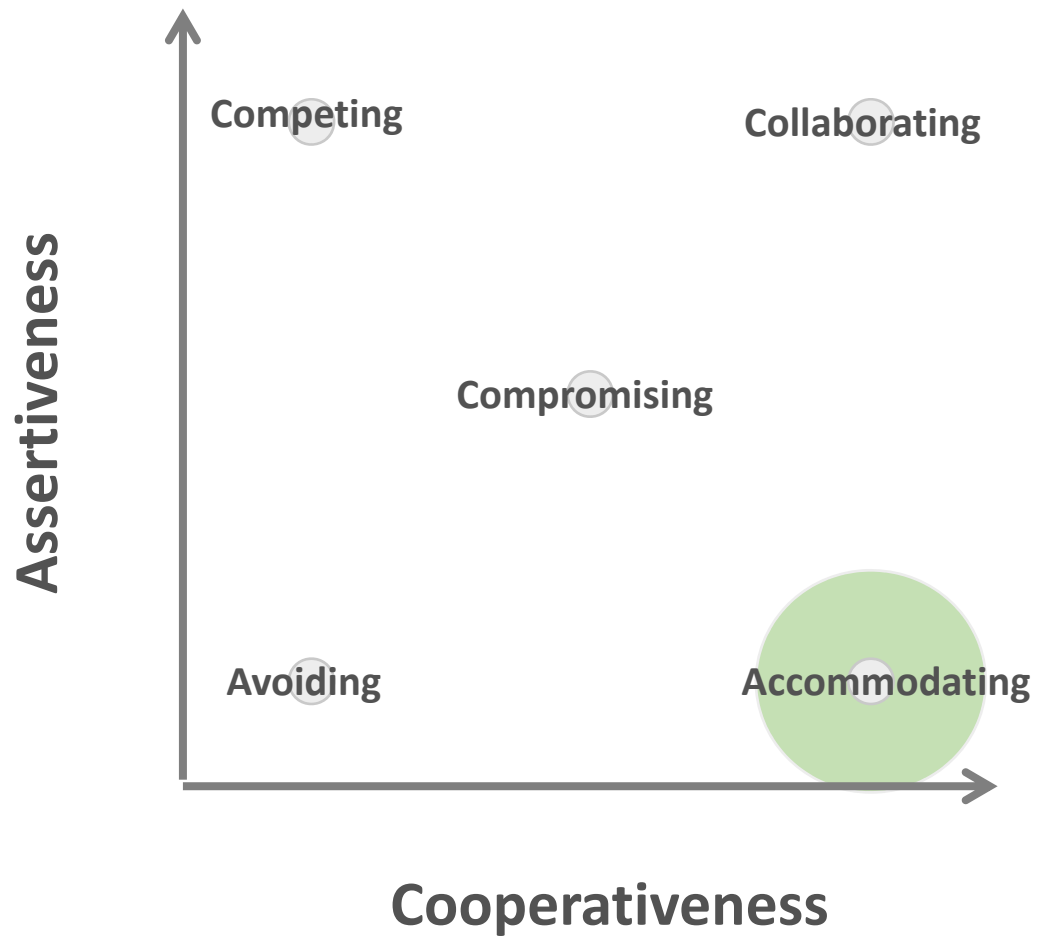
# Thomas-Kilmann Conflict Model



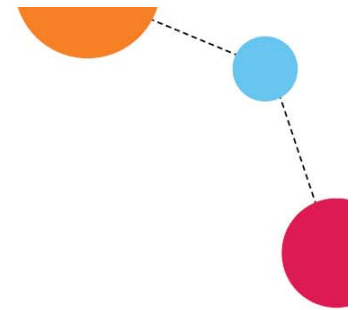
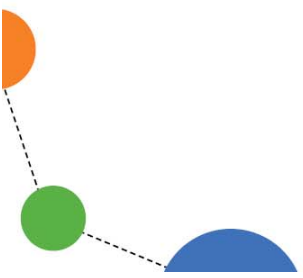
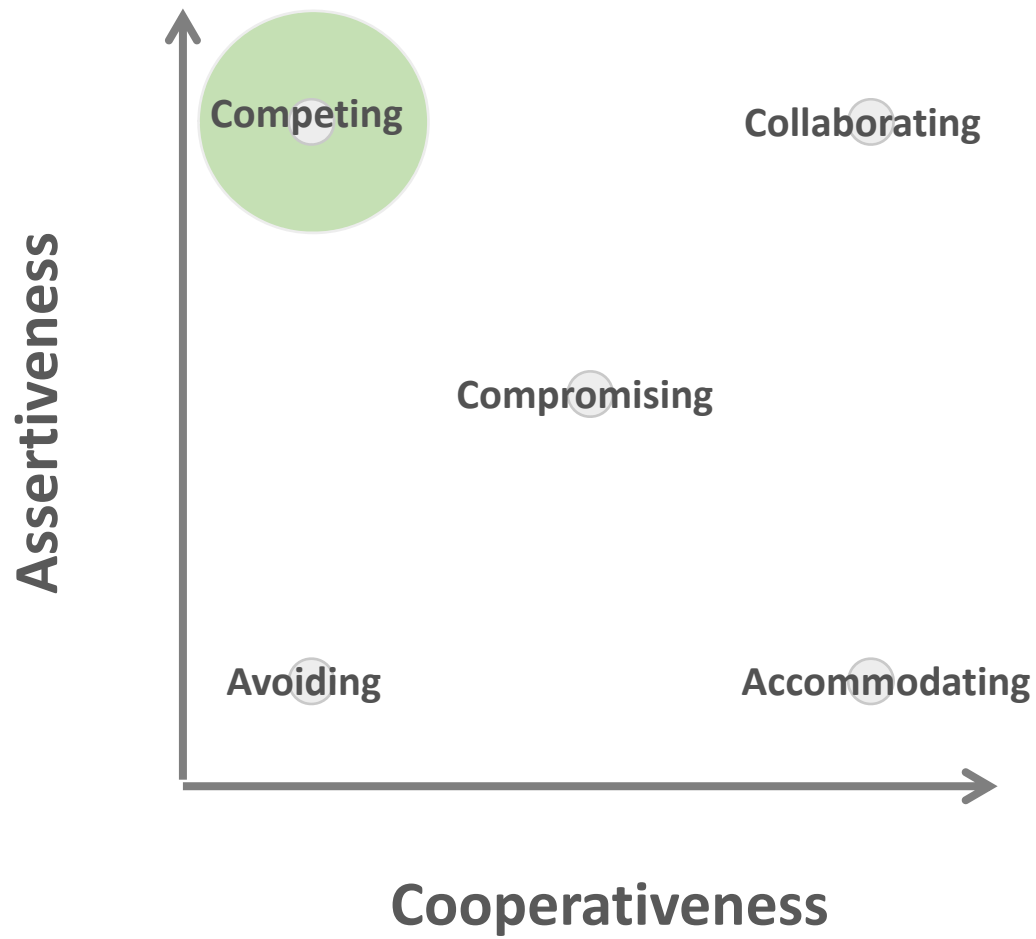
# Case Study: Vacation Blues

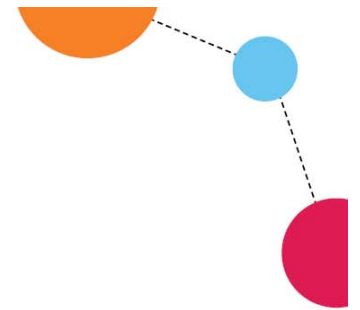
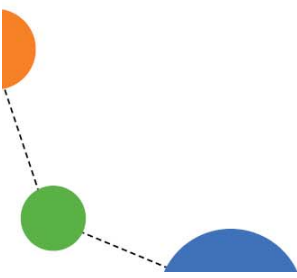
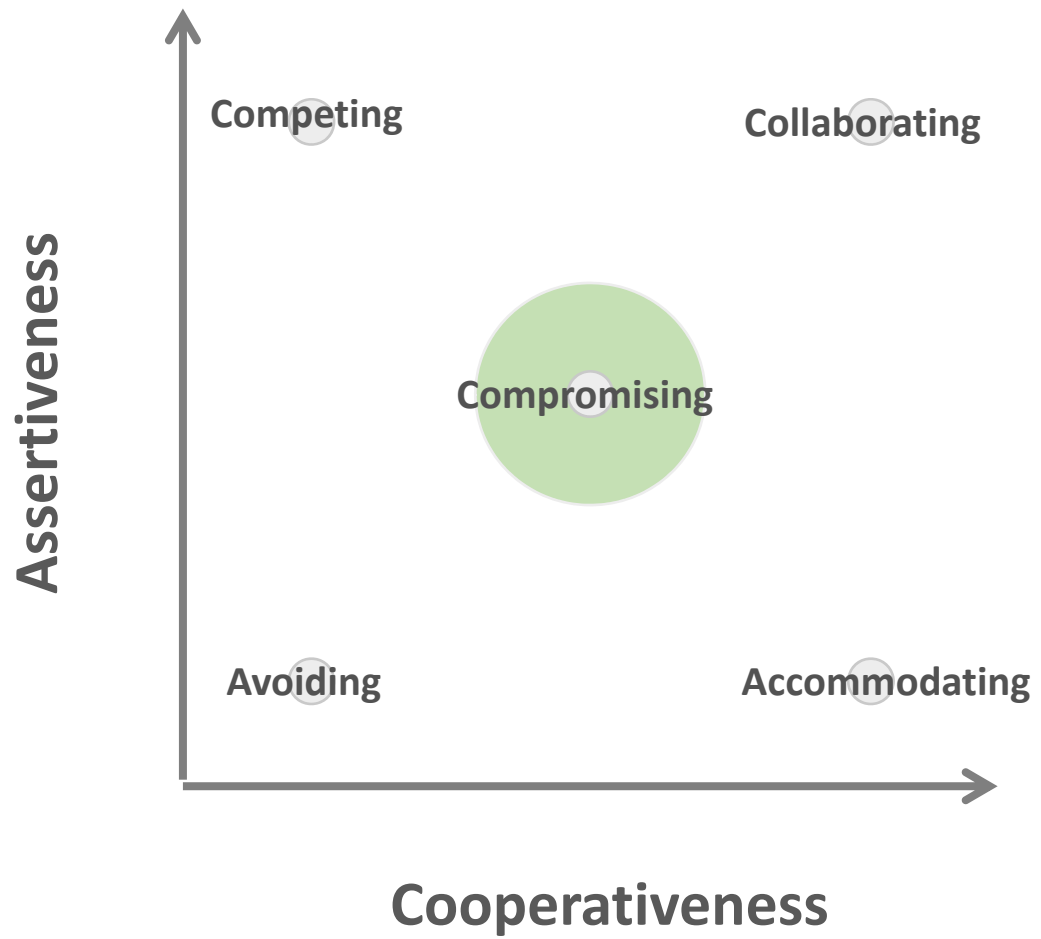


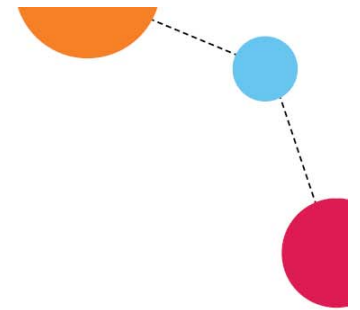
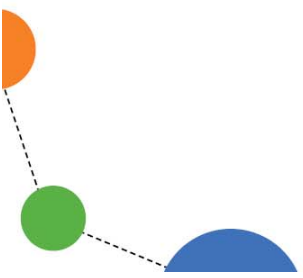
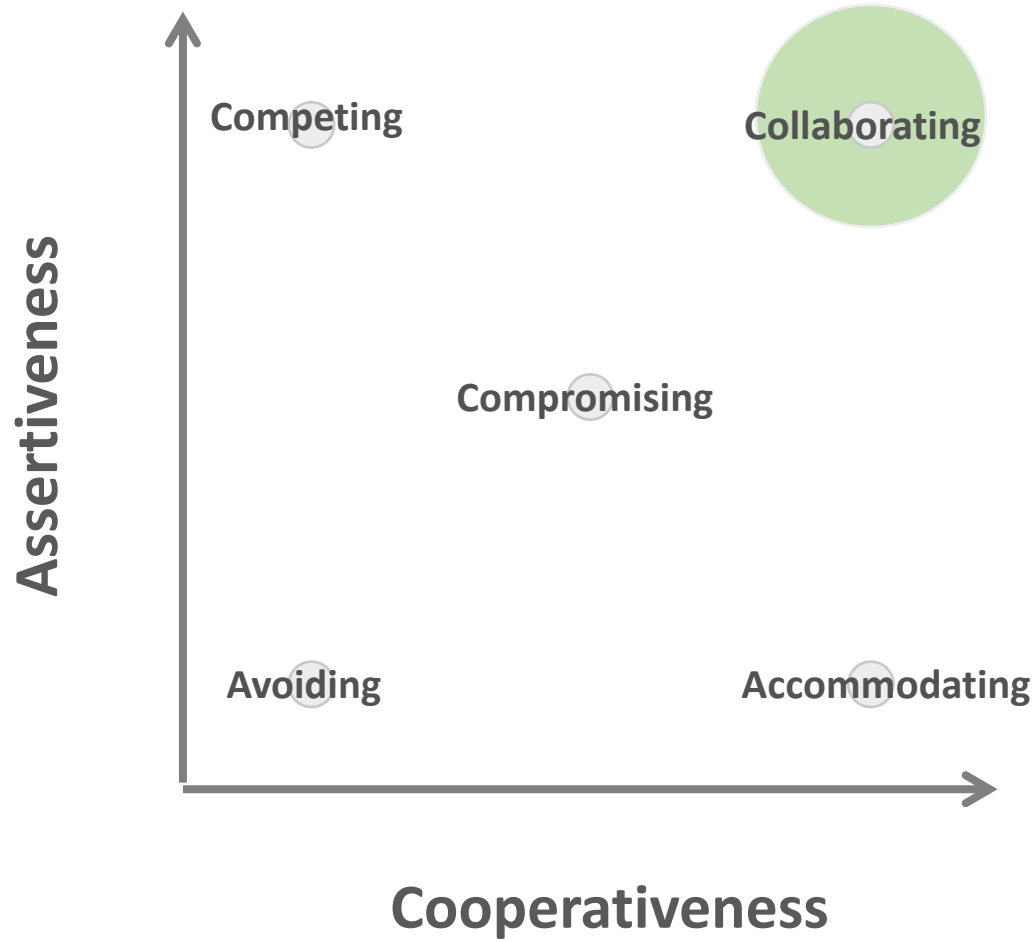








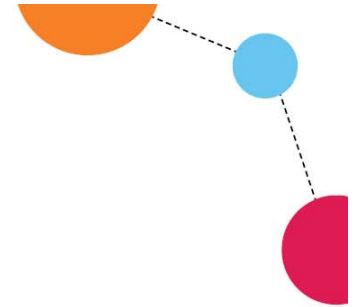




# How does your team generally handle conflict?

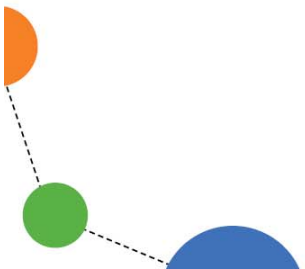
- A** Avoiding (no way)
- B** Accommodating (your way)
- C** Competing (my way)
- D** Compromise (half way)
- E** Collaborate (our way)



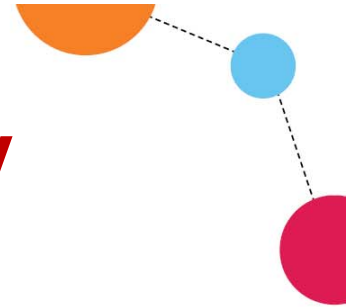
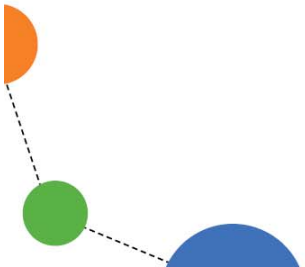
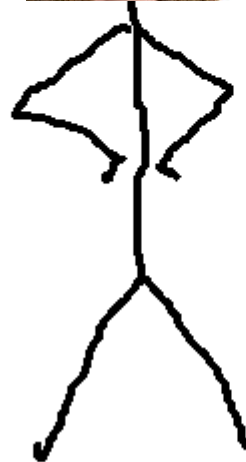


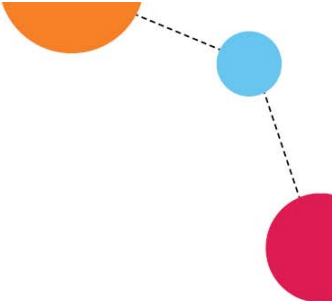
Strategy #3:

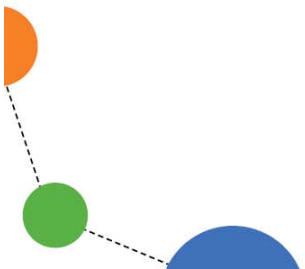
***Curiosity, not conclusions***

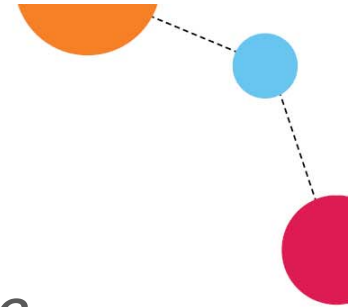


# Case Study: Cancellation Crazy



- 
- 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

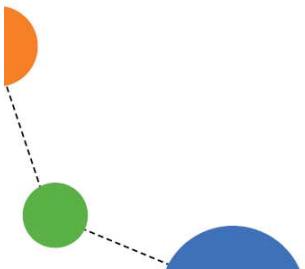
## What are my **expectations**?

- *Everyone involved should feel as committed & driven as I do*

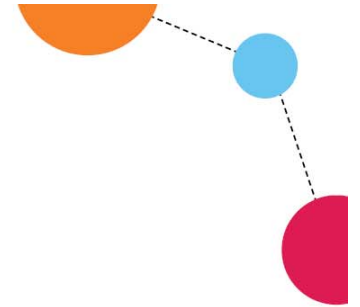
A

## What are my **assumptions**?

- *Cancelling meetings indicates a lack of interest and support*







C

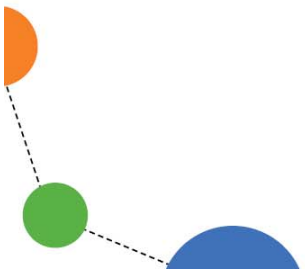
What are my **concerns**?

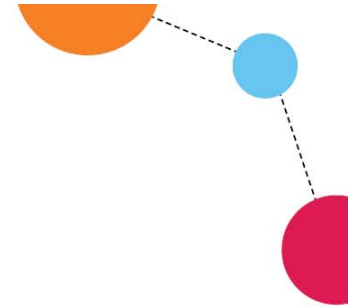
- *My work will look bad*

H

What are my **hopes**?

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





**B**      **What are my *beliefs*?**

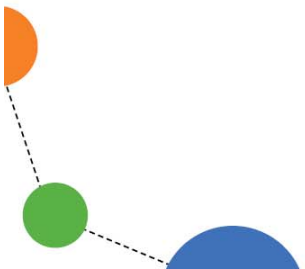
- *I need Kate's input to do this project properly*

**F**      **What are my *fears*?**

- *If I talk about this, I'll be seen as making a big deal out of nothing*

**V**      **What *values* might be undermined here?**

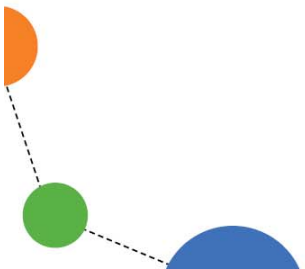
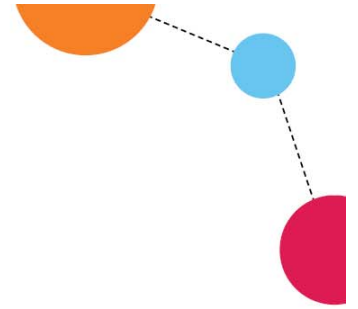
- *Respect*
- *Equity*

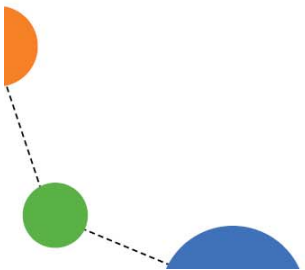
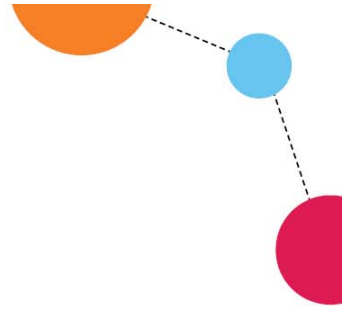
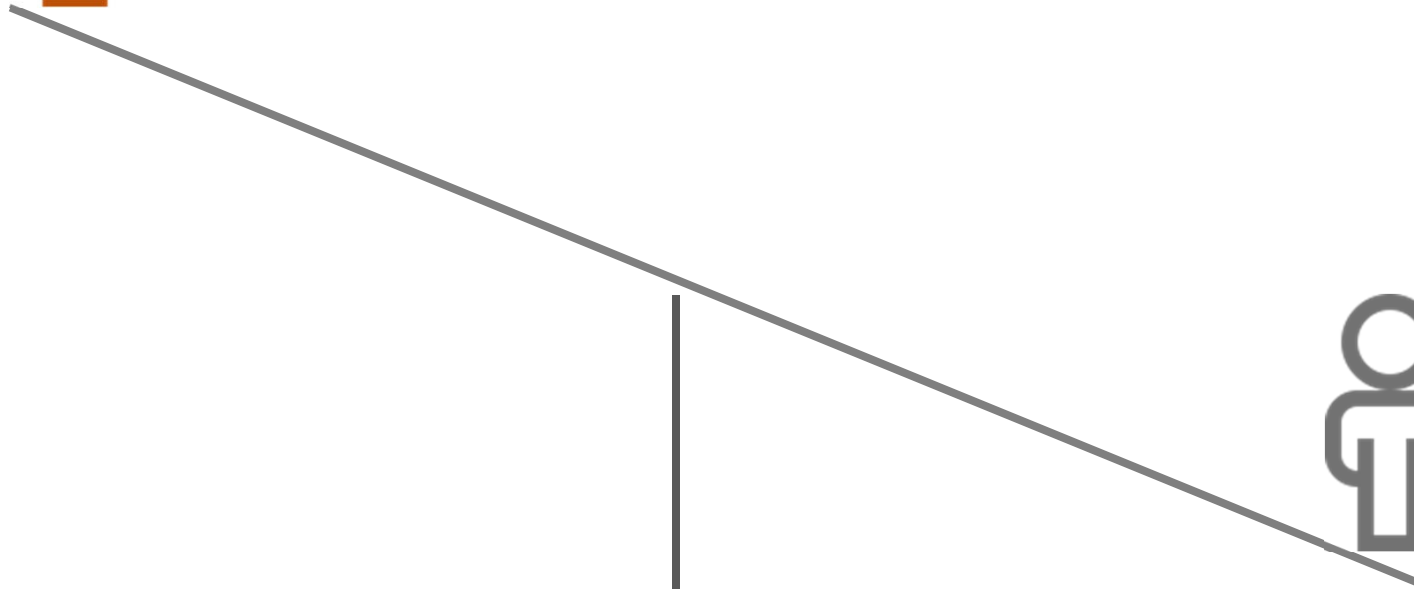




Strategy #4:

***Balance the power***

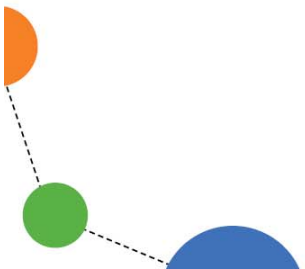
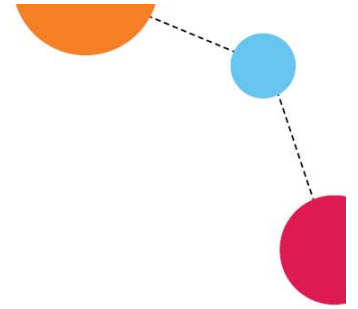




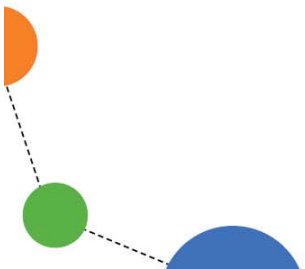
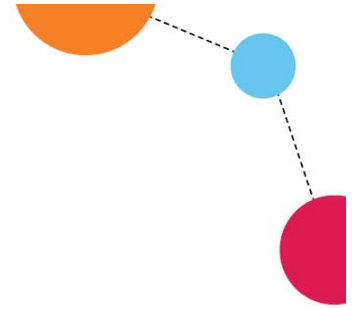


Strategy #5:

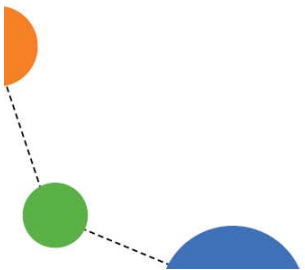
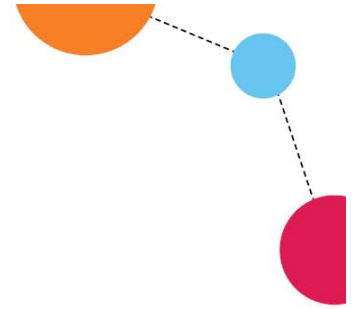
***Focus on the problem, not the person***



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.

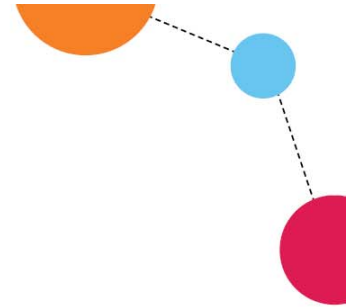
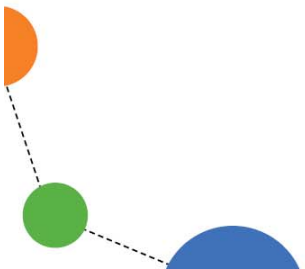


He's so selfish and clearly don't care about me or my work.

ZAP!

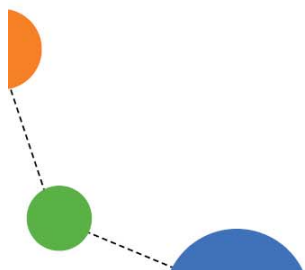
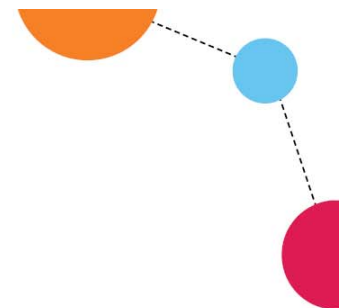


In the last few months, over half of our 1:1s have been cancelled. I'm pretty worried about the prospects of successfully completing our work. Is this something you can shed light on for me?

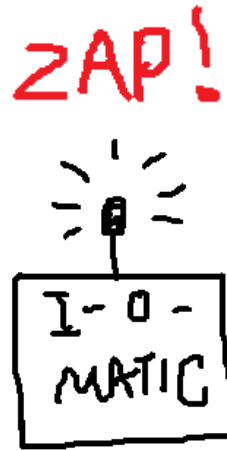




She's unreliable and can't keep her commitments.

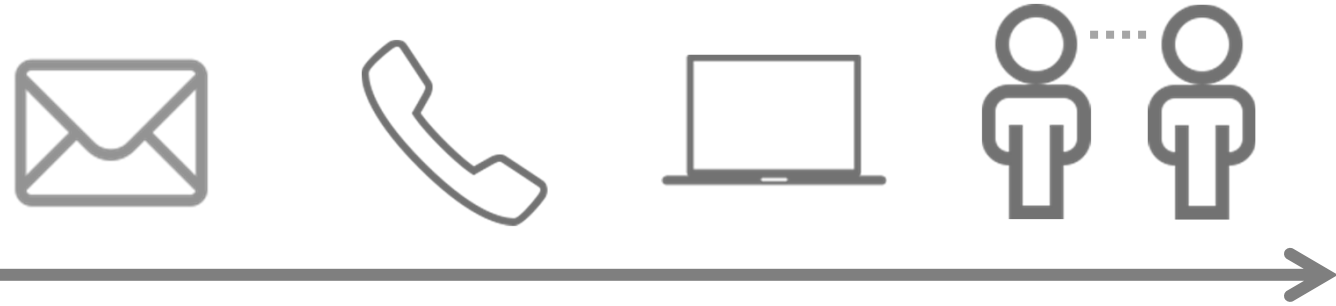


He's unreliable and can't keep his commitments.

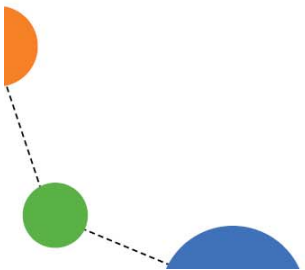
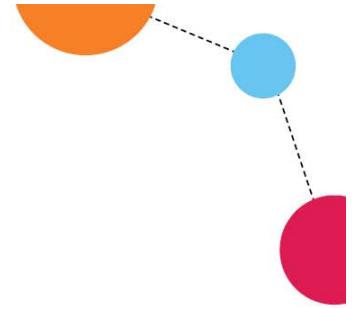


I was really looking forward to our 1:1 and had prepared a lot of things to go over because I've been feeling stressed about some decisions I need your input on. This has happened four times in six weeks, so I wanted to make sure... are we on the same page on the purpose of these meetings?





Chances of success



# Your new tools



Focus on interests (Interest-Based Negotiation)



Know yourself (Thomas-Killman Model)



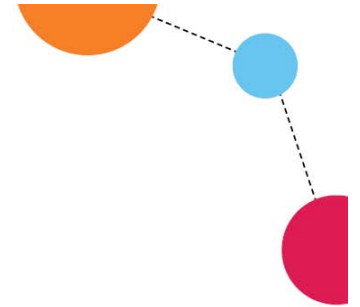
Curiosity, not conclusions (PEACH-BFV)

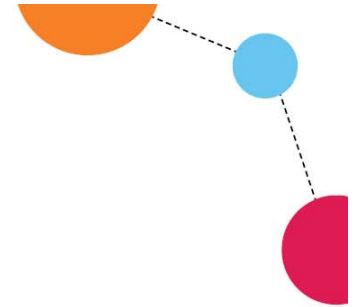


Balance the power (strategic air-time)



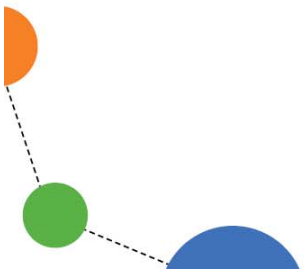
Focus on the problem, not the person  
(I-statements)





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

- Terry McMillan



# Teamwork and Communication Action Series



## Team Level Report #2

Team Name: \_\_\_\_\_

Response Rate (1): 77%

Response Rate (2): 92%

This is the second of five team-level reports you will receive as part of the Action Series. The information below is based on individual responses to the needs assessment and recent survey; be sure to check your response rate to see if it is representative of your whole team. This report is intended to inform conversations with your team about culture, teamwork and communication. For discussion ideas, check out Action Period Guide # 4.

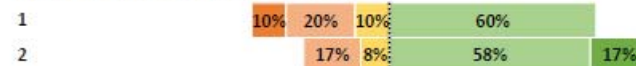
Note: (1) is the baseline report and (2) is the current report.

### LEGEND

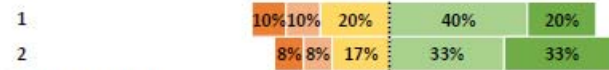


#### TEAMWORK

We work together as a well-coordinated team.

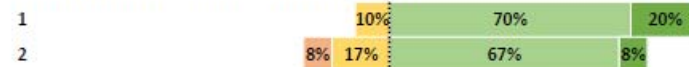


People at work show sincere respect for others' ideas, values and beliefs.

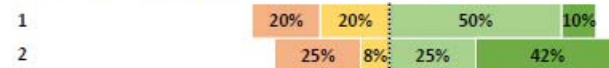


#### COMMUNICATION

Communication breakdowns are common on this team.

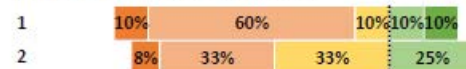


It is easy for personnel here to ask questions when there is something that they do not understand.



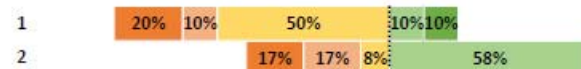
#### TRUST

There is a high level of trust on this team.

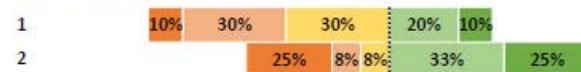


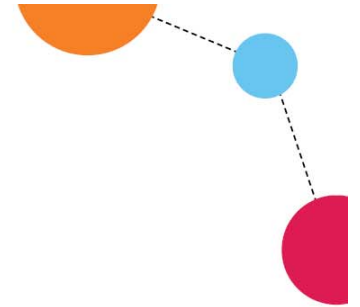
#### CONFLICT

Our team constructively deals with a problem.



Unnecessary conflict is kept to a minimum in our workplace.

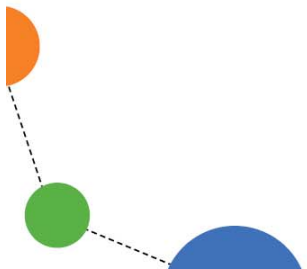




# Next Coaching Webinar

June 6<sup>th</sup> from 2:00-3:00pm

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

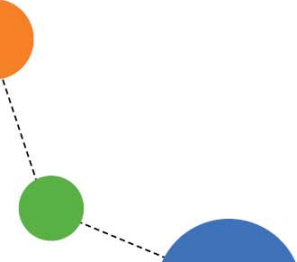


# Next Teaching Webinar



## Fostering Trust and Leadership Webinar

Thursday, June 13  
14:00-15:00





**Don't forget webinar evaluations!!**

