



Navigating Conflict Effectively

Teamwork and Communication Action Series

Webinar Five

Thursday April 26, 2018



Welcome!

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Kathryn Proudfoot



This webinar is being recorded

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What we are covering today

A decorative graphic consisting of a dashed green line that starts with a large loop on the left, then forms two smaller circles, and finally extends as a horizontal line to the right edge of the slide.

Navigating Conflict Effectively

- 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

Guest Facilitators

Ryan Sidorchuk



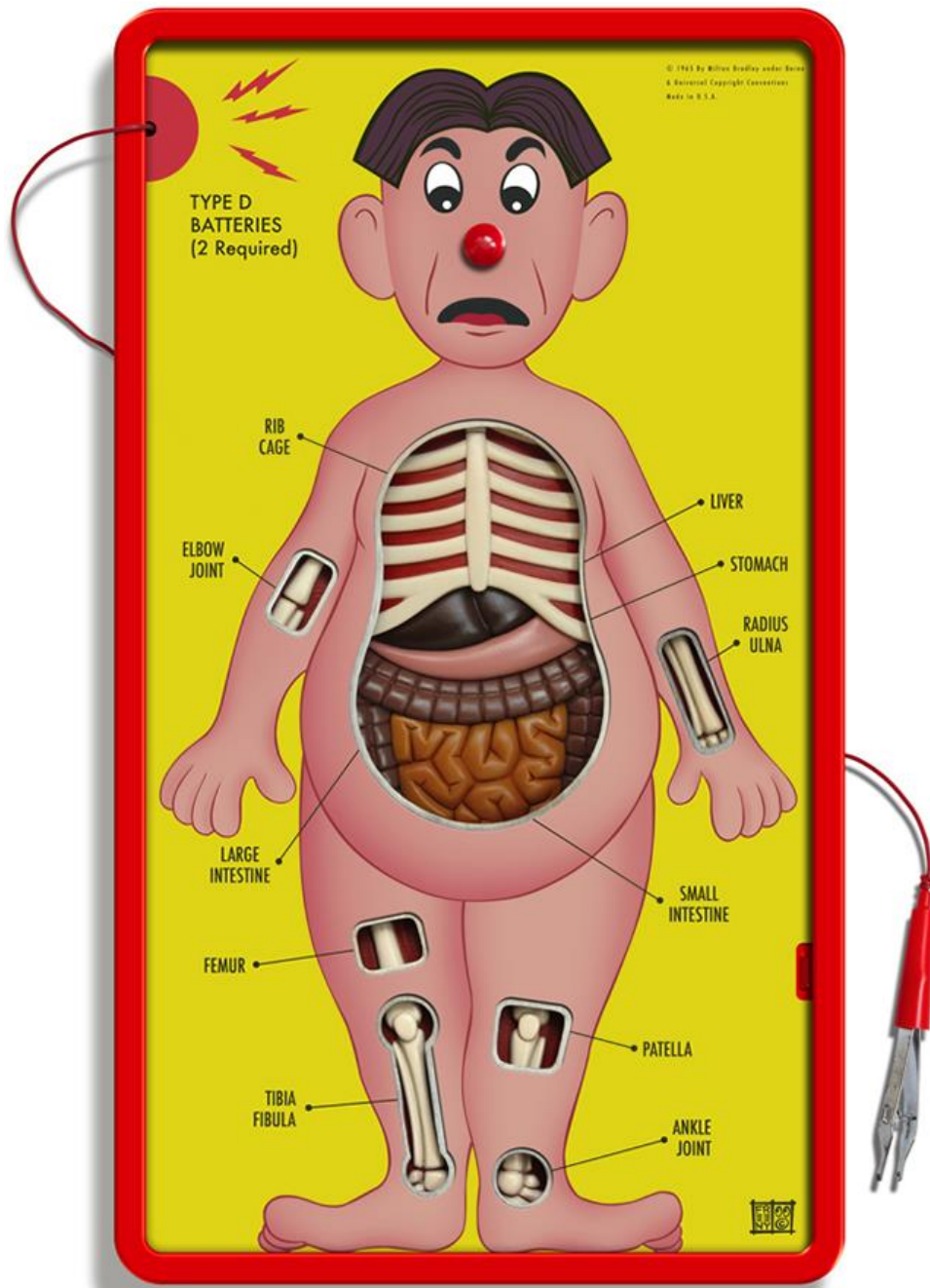
Geoff Schierbeck



Conflict

“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.”







Job satisfaction plummets
& turnover increases



Operational effectiveness
declines



Stress & health problems



We over compromise rather than work through conflict, and sometimes it would be constructive if we examined conflict issues thoroughly rather than people jumping to find an immediate compromise that satisfies no one.

We do anything possible to avoid admitting there is conflict. Negative behaviours have existed for a long time and it gets accepted that "things just get done like that" (that's just how she is, don't make her uncomfortable by talking about it)

We are unable to engage in healthy/active disagreements. There is conflict within the team that has not been resolved and can be stressful to be around those team members. .

I find team members become ineffective listeners and ideologically dug in during discussions around difficult clients/situations. I see people not willing to express themselves, in part, due to many of the dominant voices in the room.



How is conflict manifested on your team?



Silence (walking on eggshells)



Triangulation (gossip and building camps)



Passive aggression (sabotage)

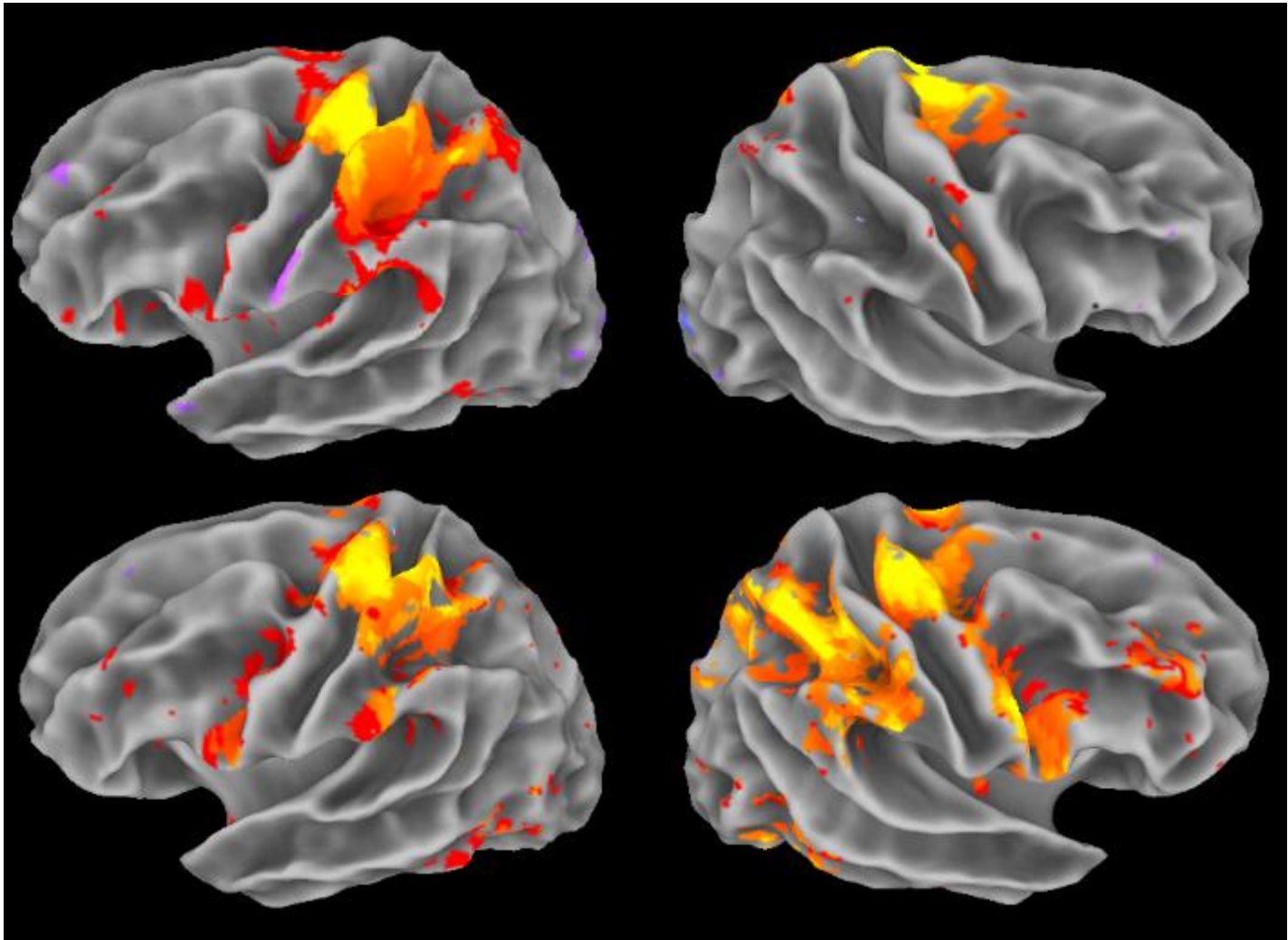


Confrontation (yelling)



But why is it so HARD?!







Power-distance index



System stress



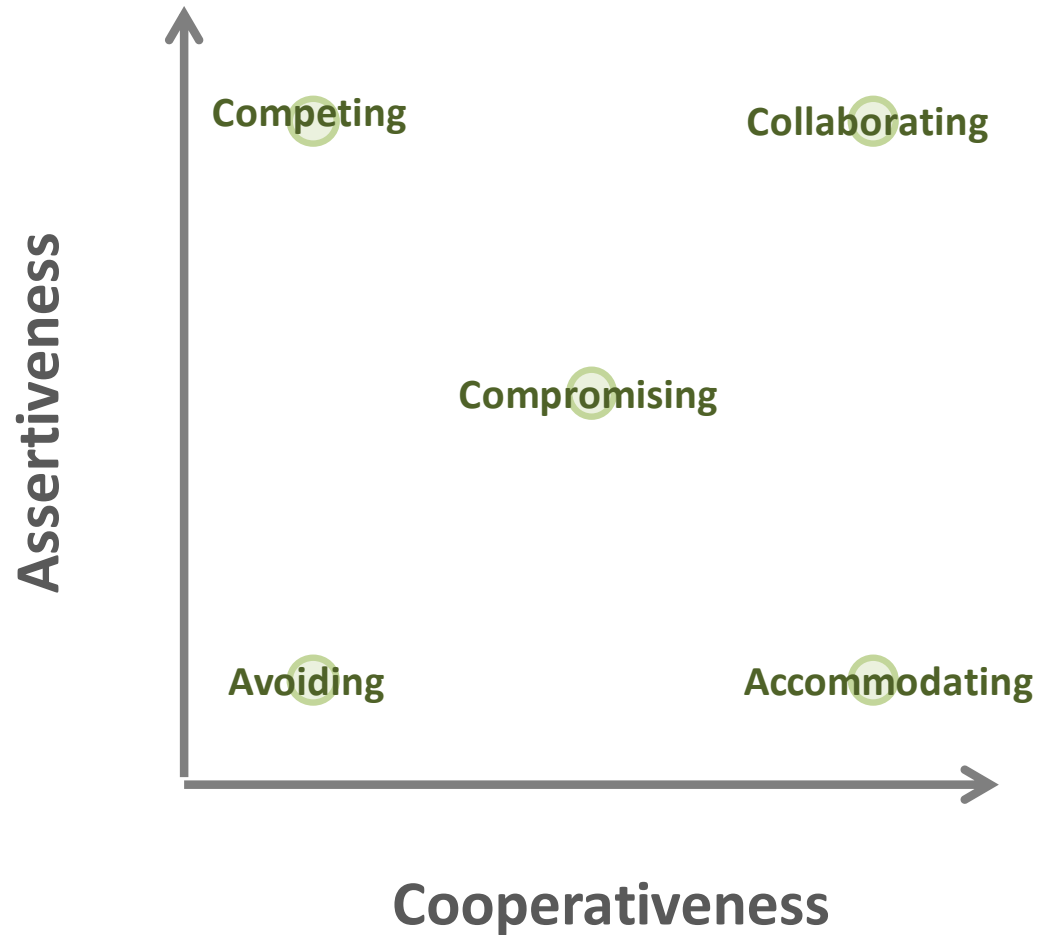


Strategy #1:

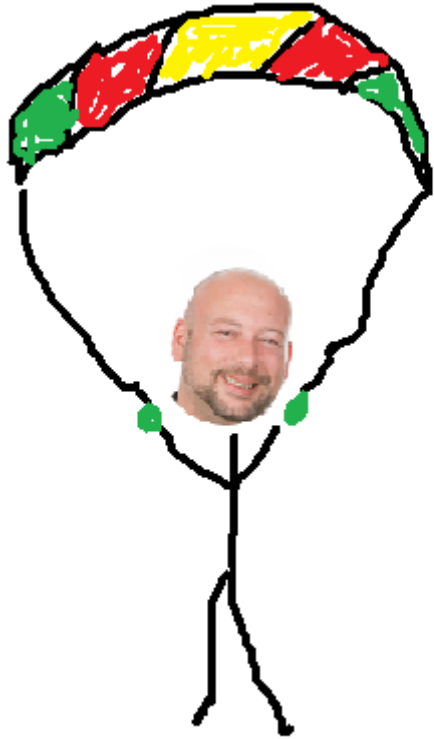
Know yourself

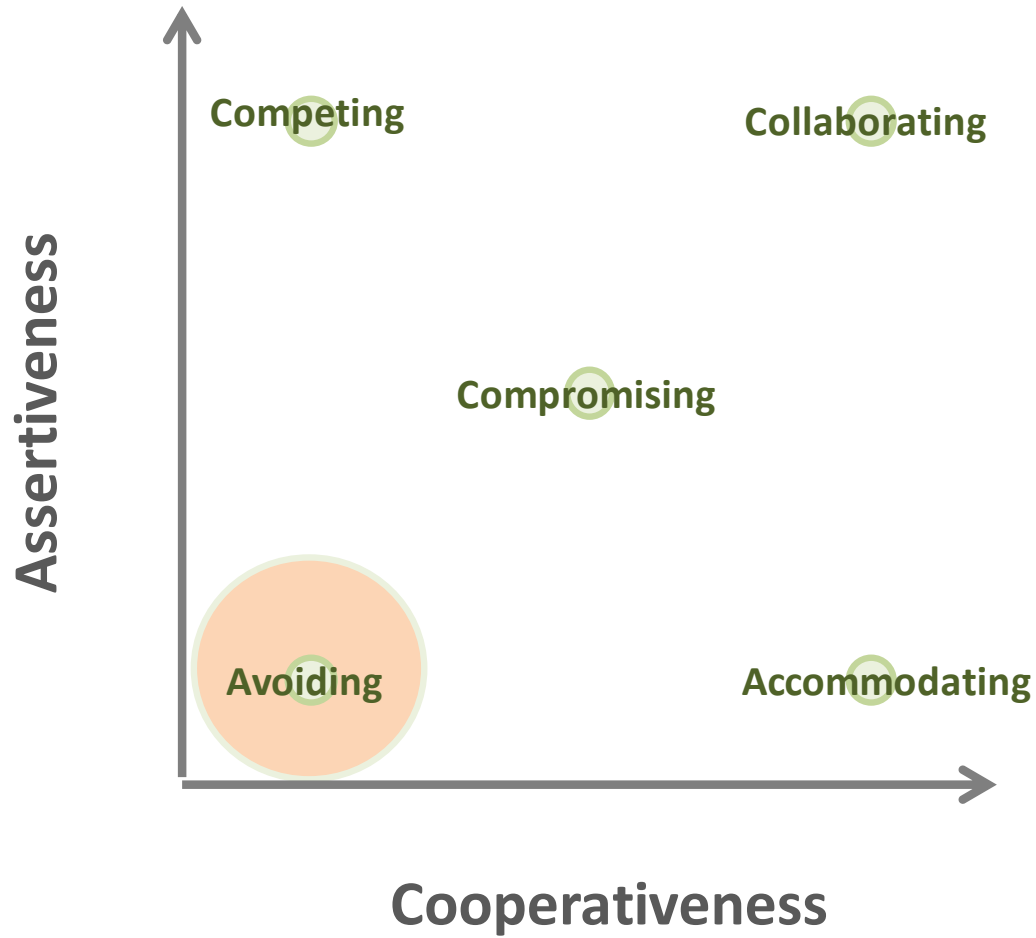


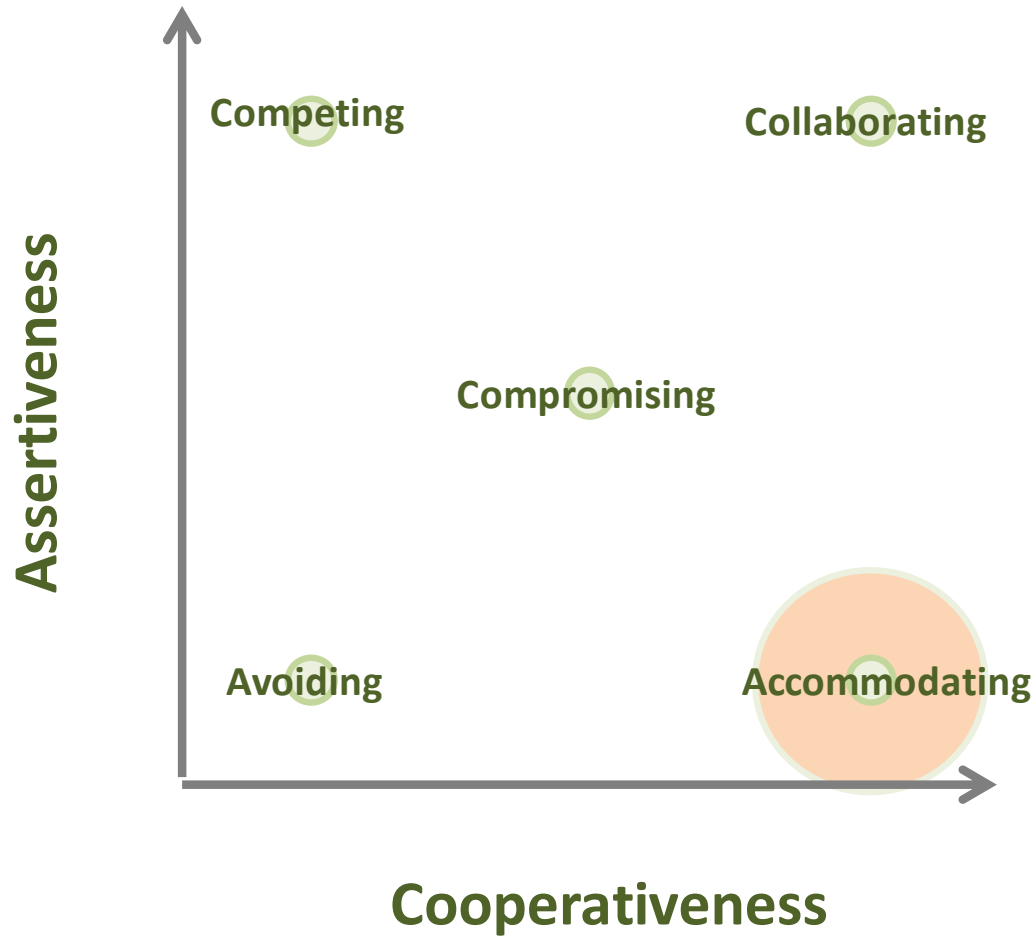
Thomas-Kilmann Conflict Model

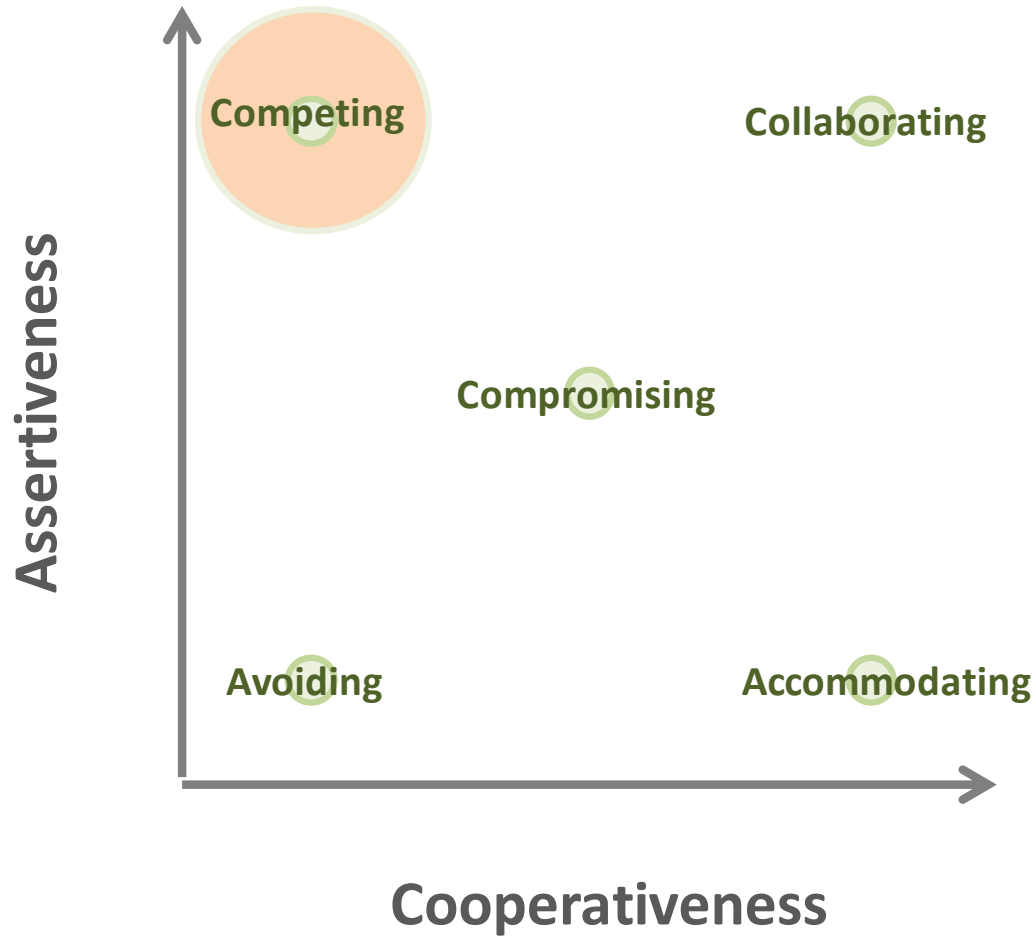


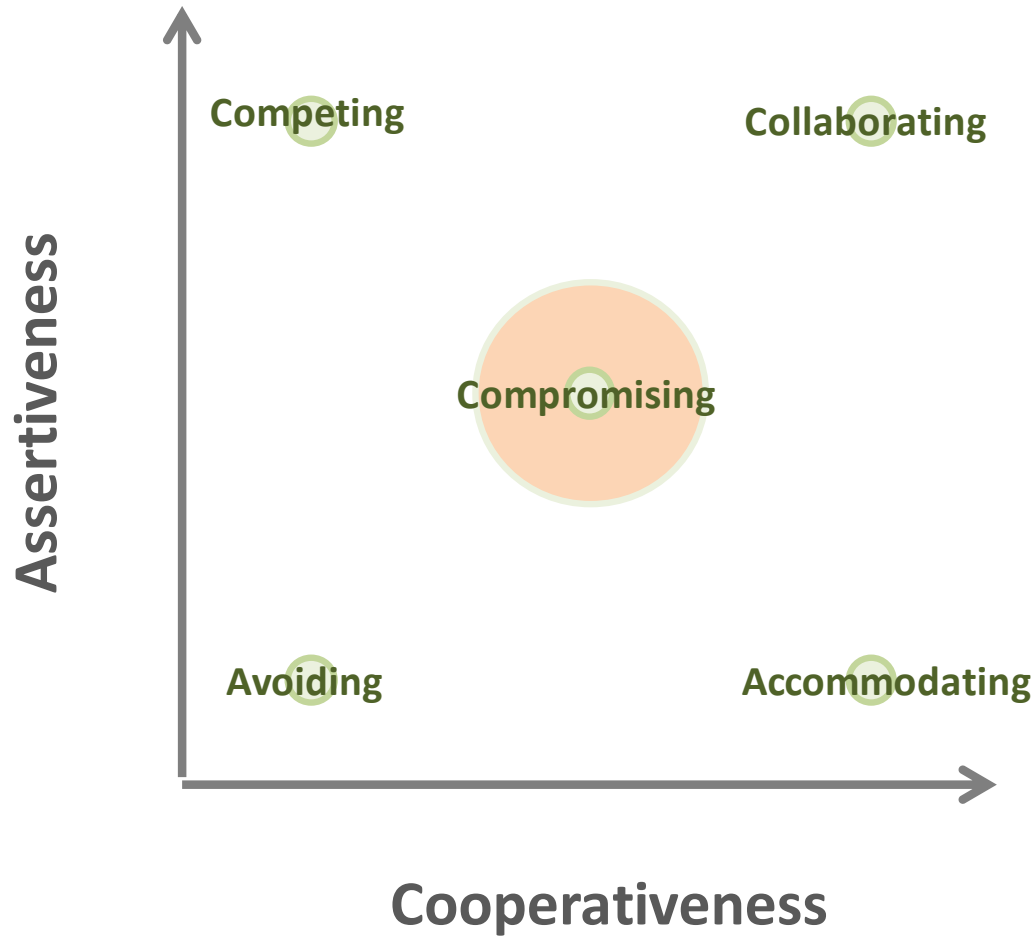
Case Study: Vacation Blues

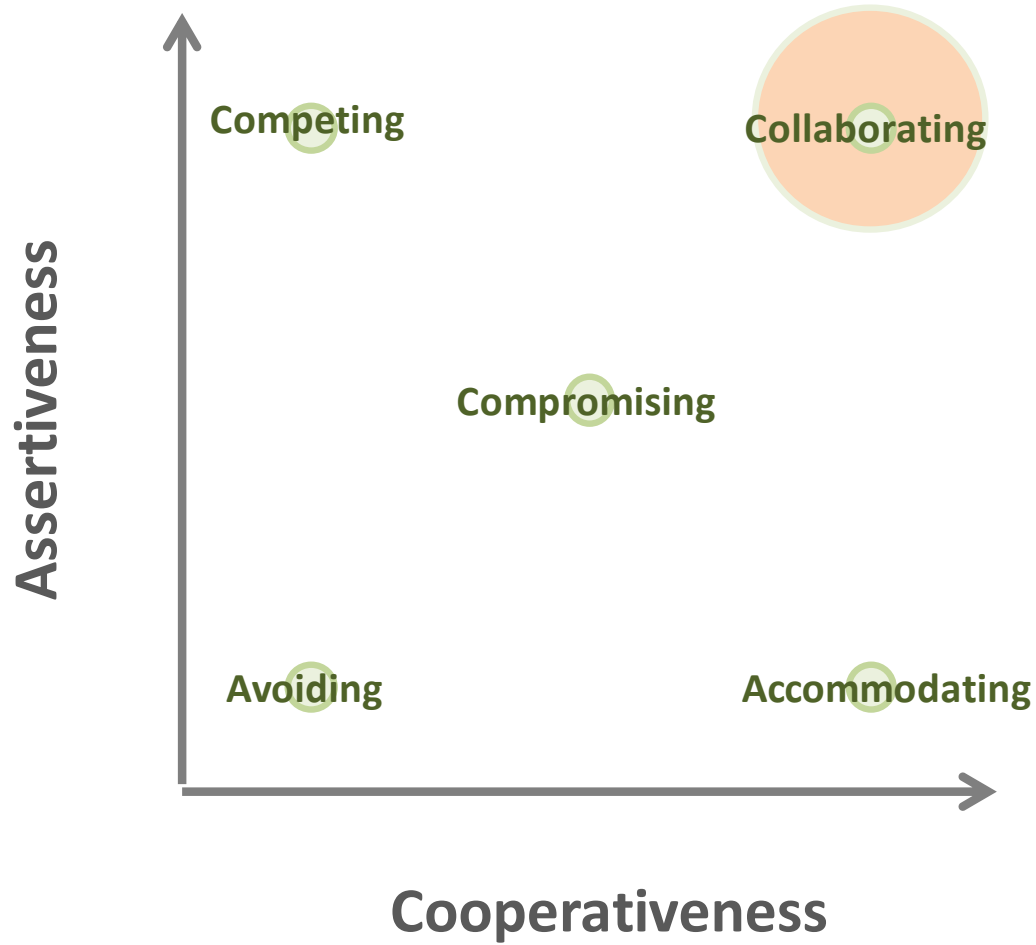












“We basically avoid conflict”

“I think we try to avoid it.”

“I think it is natural that people don't deal well with negativity. Frustrations arise when one team member is consistently negative.”

“90% of the staff avoid conflict and expect the supervisor to fix everything. 10% will deal with it head on but maybe not always in a constructive way.”



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)



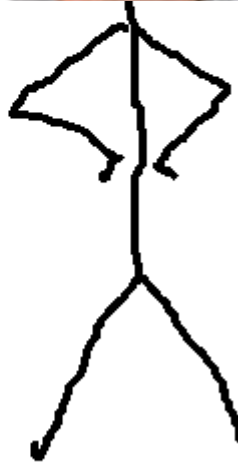


Strategy #2:

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 Ryan'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*



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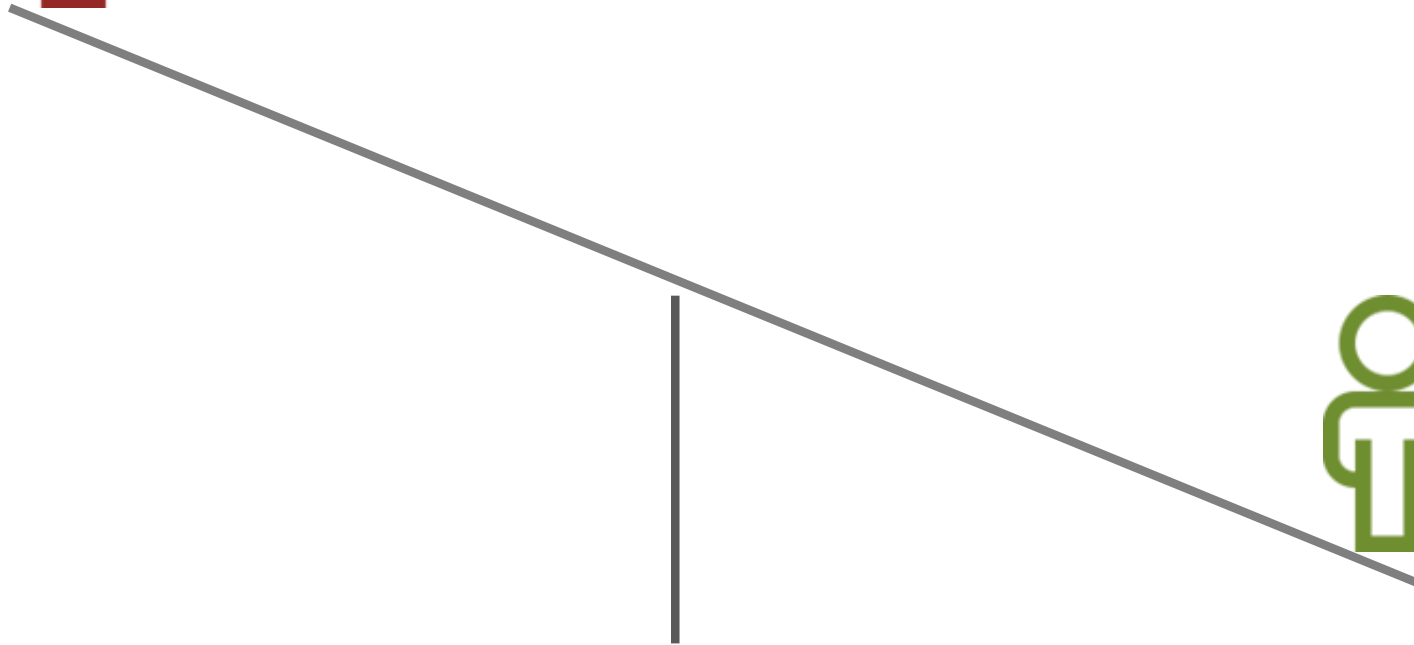




Strategy #3:

Balance the power







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.



He'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!



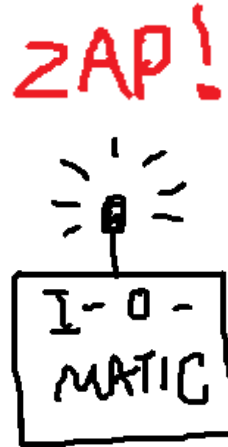
In the last few months, over half of our 1:1s have been cancelled. I'm pretty worried about the prospects of successfully completing our work. Is this something you can shed light on for me?



He's unreliable and can't keep his 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?





Your new tools & strategies



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



What did we cover today

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Action period challenge!

1. Self-reflection (required)
2. Complete and discuss the conflict style assessment (required)
3. Applied learning activities – pick at least one
 - There are 3 to choose from
 - Working through them as a team
 - Feel free to share your experience at our next informal webinar



“Great
practical
solutions!”

Informal Webinar

May 10, 2018

1400-1500

Send us your
questions in
advance!

culture@bcpsqc.ca

“Opportunity to
ask questions
and hear
responses from
a coach expert
and others in
the group.”





Don't forget webinar evaluations!!

