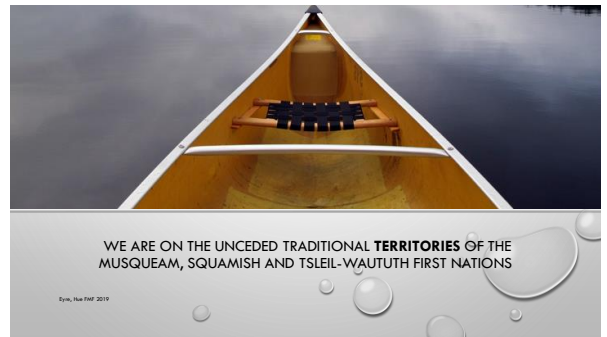


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INTRODUCTIONS

WHO ARE YOU?

Eppa, Hua PNF 2019

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COMMON CONFLICTS

Eppa, Hua PNF 2019

- "I'M DOING ALL THE WORK" – "IT'S NOT FAIR"
- "HE'S SO BURE" – NEVER ANSWERS HIS EMAILS / CALLS OR RESPONDS SO LATE THAT I'VE FIGURED OUT THE ISSUE ON MY OWN"
- "SHE ALWAYS HAS HER WAYS AT MEETINGS AND DOESN'T GIVE ANYONE A CHANCE TO VOICE THEIR OPINION – SHE THINKS SHE'S ALWAYS RIGHT"
- "HE'S ALWAYS LATE AND MAKES EVERYONE ELSE WAIT – HE IS DISRESPECTFUL OF OTHERS' VALUABLE TIME"
- "SHE DIDN'T DESERVE THAT POSITION BUT IS THE CLEAR PET – I'M ALWAYS OVERLOOKED"
- "I NEVER GET MY FIRST PREFERENCE FOR VACATION TIME YET SO AND SO SEEMS TO GET WHATEVER HE ASKS FOR"
- "SHE TREATS PEOPLE SO POORLY – ESPECIALLY THE MEDICAL STUDENTS AND ADMIN STAFF"

(ALMOST, 2006; RNAO 2012; RNAO 2013)

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WHAT IS A CONFLICT

Eppa, Hua PNF 2019

- A DISAGREEMENT
- DIFFERENCES OF IDEAS, PERCEPTIONS, DESIRES, NEEDS, GOALS, AND RESPONSIBILITIES
- INEVITABLE AND GLOBAL
- NOT INHERENTLY NEGATIVE

(ALMOST, 2006; RNAO 2012; RNAO 2013)

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The core process of conflict is **the behaviour** where individuals oppose or interfere with another's interests or goals.

(Barki & Hartwick, 2004)

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CONFLICT \neq

- Bullying
- Workplace violence
- Harassment
- Ostracism

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SETTING

TIME AND PLACE

- CLINICAL
- OFFICE
- HOME
- SOCIAL

POWER DYNAMICS

- COLLEAGUE TO COLLEAGUE
- EMPLOYEE TO MANAGER
- MANAGER WITH LEADERSHIP
- LEARNER TO PRECEPTOR/ADMINISTRATOR

Mode of communication

- Phone
- Email
- In person

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ARE YOU INVOLVED IN A CONFLICT?

- THINK OF A CONFLICT THAT YOU ARE CURRENTLY OR RECENTLY INVOLVED IN (2 MINUTES)
- SHARE THE CONFLICT WITH THE PERSON BESIDE YOU IN ONE LINE

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Translating to plain information is better and clearer in the service of people. In this course, it's essential.
Kathy Annan

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THE ANATOMY OF A CONFLICT CONTEXT

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- WHAT FACTORS ARE LEADING UP TO THE CONFLICT?
 - PEOPLE
 - ENVIRONMENT
 - SETTING
 - ISSUES

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**FACTOR:
PEOPLE**


- WHO IS INVOLVED?
- POWER DYNAMICS
- PERSONALITY: ENGAGEMENT IN THE PROCESS, INTROVERT/EXTROVERT, "CULTURAL" DIFFERENCES, INTENTION VS IMPACT
- WHERE DO YOU FIT?

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**FACTOR:
PEOPLE**

WHAT BEHAVIOURS DO YOU SEE?
Silence vs violence



Crucial Conversations, Patterson, Grenny, McMillan, Switzler 2002

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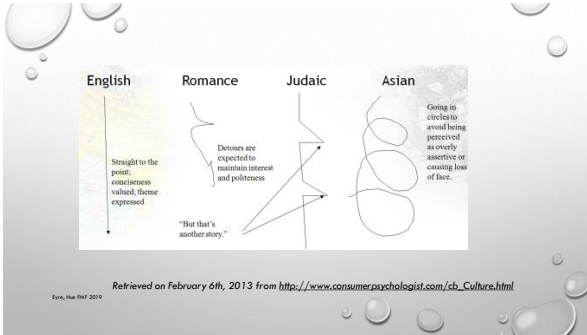
Thinking Styles, Language, Ethnicity, Religion, Perspectives, Experiences, Nationality, Job Level, Race, Culture, Skills, Gender, Physical Abilities, Sexual Orientation, Age

Johnson, 2008a; Hyland & Daniels, 2009; Kocubov & Daniels, 2012; Flores et al., 2011; BHAG, 2012

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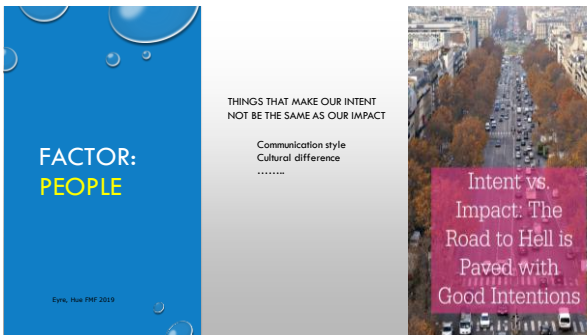
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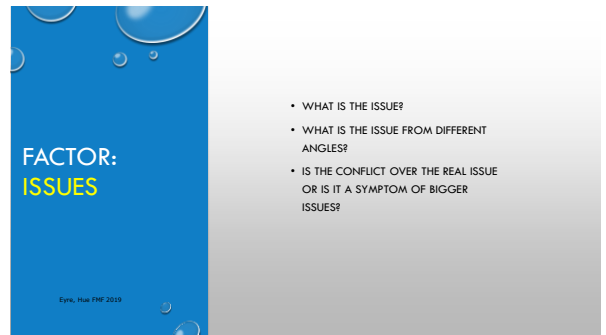
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UNBUNDLE ISSUES WITH CPR

C = CONTENT: A SINGLE INSTANCE OF A PROBLEM

P = PATTERN: A PATTERN OF BEHAVIOUR OVER TIME


R = RELATIONSHIP: HOW THE PROBLEM IS AFFECTING YOUR RELATIONSHIP.

Crucial Conversations, Patterson, Grenny, McMillan, Switzler 2002

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RECOGNIZING A CONFLICT

- IDENTIFY WHERE YOU'RE STUCK
- WHAT IS THE ISSUE?



Epin, Plus FHF 2019

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WHAT COULD POSSIBLY GO WRONG.....

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CONFLICT MANAGEMENT STYLES

Take 2 mins to discuss with your partner the following:

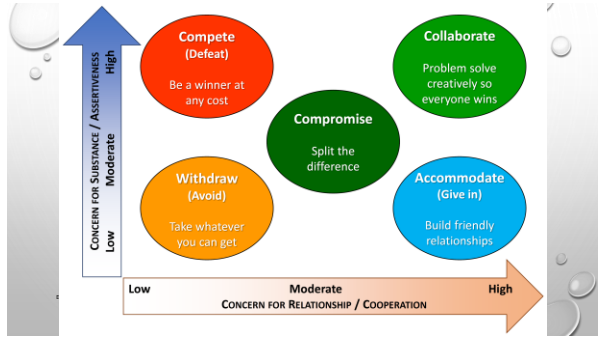
- Your response to conflict?
- Your comfort level in responding to conflict?
- Challenge in using 'best' or "better" response?

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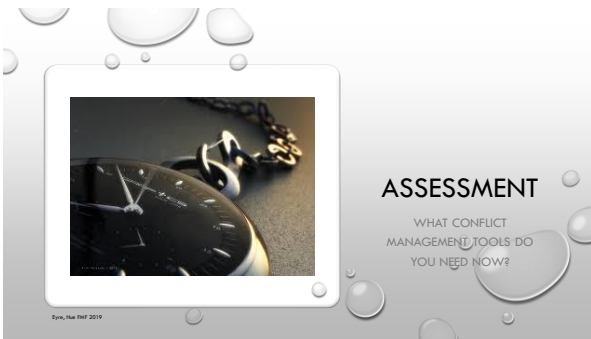
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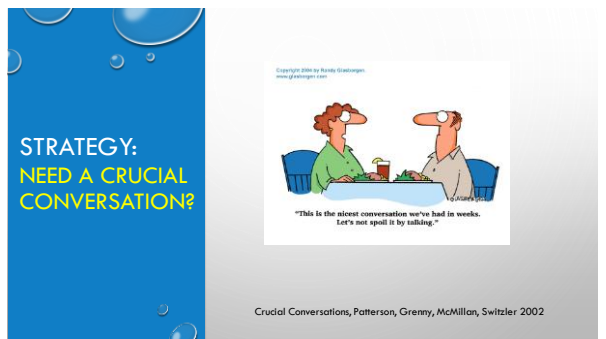
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**STRATEGY:
HAVE A CRUCIAL
CONVERSATION**



Crucial Conversations, Patterson, Grenny, McMillan, Switzler 2002

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CONTROLLING SETTING

- EMAILS
 - IF TO COMPLICATED, PICK UP THE PHONE OR SET A MEETING
 - NEVER SET IN WRITING WHAT YOU DO NOT WANT TO SEE IN THE PAGES OF THE LOCAL PAPER
 - DO NOT NEED TO BE ANSWERED IMMEDIATELY
- PHONE
 - YOU DO NOT NEED TO DO THE CALL WHEN YOU ARE NOT READY
 - IF ON SPEAKER, BE AWARE OF WHO IS IN THE ROOM, LET THE OTHER PERSON KNOW WHO IS IN YOUR ROOM
- PHONE OR MEETING
 - A SUMMARY EMAIL TO REITERATE COMMON GROUNDS CAN BE HELPFUL

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**STRATEGY:
FIND SHARED
MEANING**



Crucial Conversations, Patterson, Grenny, McMillan, Switzler 2002

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**STRATEGY:
FIND
SHARED
MEANING**

SHIFT FROM FACT ARGUMENT -> LEARNING CONVERSATION

- STOP ARGUING ABOUT WHO IS RIGHT
- DON'T ASSUME THEY MEANT IT
- ABANDON BLAME

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**SUMMARY
OF
STRATEGY**

- UNDERSTAND THE CONTEXT
- IDENTIFY THE ISSUE (S)
- WHAT IS THE REAL PROBLEM?
- IS YOUR PERCEPTION OF THE PROBLEM DIFFERENT THAN THE OTHER PERSON (S) INVOLVED?
- ALLOW THE OTHER PERSON TO EXPRESS THEIR CONCERN
- ACCEPT RESPONSIBILITY IF YOU ARE AT FAULT AND REFRAME EMOTIONS
- APOLOGIZE FOR YOUR PART IN THE CONFLICT

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SOME OTHER IDEAS

- DO THE UNEXPECTED
- TRY TO SOLVE A DIFFERENT PROBLEM TO GIVE THE PARTICIPANTS PRACTICE ON PRODUCING JOINT SOLUTIONS
- TEAM BUILDING



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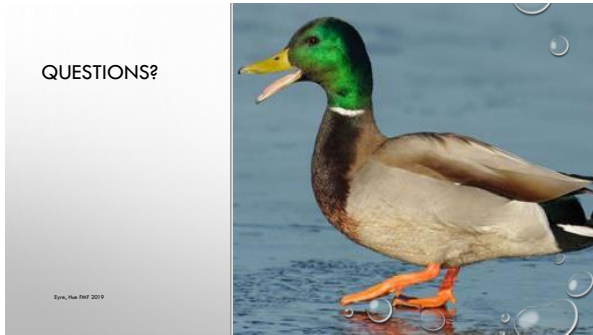
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**DO ANY OF
THESE TOOLS
OR
PERSPECTIVE
HELP?**



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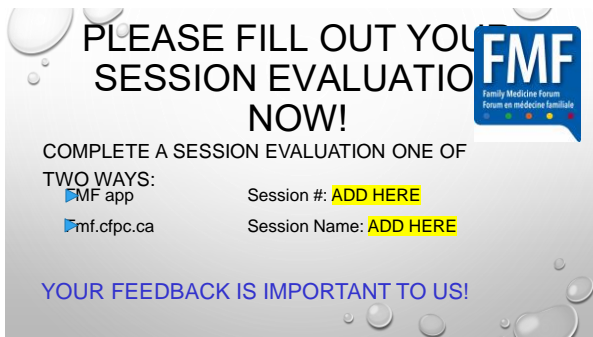
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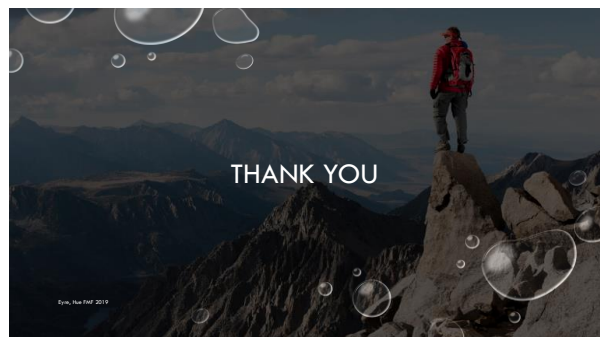
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