Welcome! We will start @ 9:35AM.
Please do the following:
1) Rename yourself to include your profession and pronoun
2) Today’s google slide link:
   https://tinyurl.com/UCSFConflict060221
3) Workshop Dashboard:
   http://tiny.ucsf.edu/UCSFJPE3

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Objectives

- Describe the major styles of conflict management and situational application of each.

- With awareness of one’s default style, apply appropriate strategies for negotiating conflict within a team as a team leader or member in a health professions education setting.

- Set personal goals for applying the skills learned in this workshop to one's own setting.

Workshop as part of Teach for UCSF Interprofessional Track and Leadership Track

Introductions

- Name/Profession/Pronouns
- Poll #1: Types of learners
- What do you hope to get out of today’s session?
- What comes to mind when you think of “Conflict”?

Google slide [https://tinyurl.com/UCSFConflict060221](https://tinyurl.com/UCSFConflict060221)
What about conflict?

- **Definition:** the condition in which people’s concerns — the things they care about — appear to be incompatible.

- Conflict is *normal*; it is a fact of life.

- It’s a mistake to view conflict as only *negative* since we can choose how to handle it to promote positive outcomes.

- We respond to the conflict process through our choices so that we can manage it constructively.

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The Big Six...

- **Communication**
- **Trust**
- **Style**
- **Respect**
- **Recognition**
- **Roles**
Conflict management instruments

Conflict Management Styles (TKI)
Conflict Management Styles

Competer
- COMPETING
  - Assertive and cooperative
  - You try to satisfy your own concerns at your teammate’s expense.

Problem Solver
- COLLABORATING
  - Assertive and cooperative
  - You try to find a win-win solution that completely satisfies both your concerns and your teammate’s concerns.

Compromiser
- COMPROMISING
  - Intermediate in both assertiveness and cooperativeness
  - You try to find an acceptable settle, ment that only partially satisfies your concern and those of your teammate.

Avoider
- AVOIDING
  - Unassertive and uncooperative
  - You sidestep the conflict without trying to satisfy your concerns or those of your teammates.

Accommodator
- ACCOMMODATING
  - Responsive and cooperative
  - You attempt to satisfy your teammate’s concerns at the expense of your own.

Key:
- TKI
- US Institute of Peace

Relationship with Team members

Breakout Activity #1

Poll #2 Default Style

- Based on your preferred conflict management style, join the breakout room with your preferred style (you can join on your own or ask host to put you in the room)

- Each group will discuss the following and record on google slide (10 min):
  - When and how do you exercise your conflict management style? What specific behaviors do you demonstrate?
  - How does your style impact your team?
  - How does your style work to your advantage?
  - When should you not use your preferred style?
- Large group share out (5 min)
Team Functioning

- Shaped by the styles of the leader and the team members
- Teams with a strong dominant preference tend to develop a culture based on that mode
- Both benefits and challenges exist with each style -> impact on team effectiveness and dynamic
- Adopt a situational approach

Refer to Handout #2

Time for a stretch break
3-Step Framework for Conflict Management

1. **Cool down** (Emotional self-regulation skills) – Ladder of Inference
   - Who’s involved? Consider power and hierarchy
   - What's really going on?
   - What are my goals?
   - Consider positions vs interests

2. **Slow down** (Cognitive skills)
   - Who’s involved? Consider power and hierarchy
   - What’s really going on?
   - What are my goals?
   - Consider positions vs interests

3. **Engage constructively** (Behavioral skills)
   - When both the issue and relationship are important, and if time allows, strive for a collaborative or problem-solving conflict management approach.

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Step 3 - Engage Constructively: Behavioral Skills for Collaborating

1. Set the right **climate** for raising the issue—consider time and place.
2. Your **manner or style** of communication, both verbally and non-verbally, is the most critical element that will affect the outcome of the conversation.
   - Non-verbal communication is even more important than verbal communication, carrying more than 50% of your message.
3. Identify both parties’ **underlying concerns**.
4. State the conflict as a **mutual problem**.
5. Spend as much time **listening** as speaking.
More Behavioral Skills…

6. Be proactive and forward-looking: Your non-threatening and non-defensive manner will facilitate a forward-looking (future-oriented) plan of action.

7. Build on any guiding principles to help you resolve the conflict, such as “respectful relationship” or “patient safety” or build on agreements that emerge during the conversation; for example, “workload balance.”

8. Other skills?

“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

--Viktor Frankl

Tips for Addressing DEI issues

• Intentional communication and conflict management skills are especially important when addressing issues of diversity, equity and inclusion.

• Consider ways to recognize and address implicit bias, stereotypes, and microaggressions

• Apply the 3-step framework:
  1. Emotional self-regulation; take thoughtful risks
  2. Think and reflect on issues of power, identity and privilege, including your own, and how the dynamics contribute to a challenge or conflict
  3. Prepare to engage with both clarity and humility regarding your goals for the conversation
Example
Interprofessional simulation huddle
• Watch for non-verbal behavior and communication style that maps to their conflict handling styles
• How would you intervene as faculty?

Breakout Activity #2

In groups of 4

1. Review the sample cases - select one for your group
2. May use your own with the prompts
3. Each participant chooses a role and work towards managing the conflict using a collaborative/problem solving style
4. Observer to record on google slide
5. Debrief in your own group (5 min) to give feedback to each other
6. Observations can be used for your skills assessment form (on dashboard)
Prompts for your own case…(brief answers)

- Who are the people involved in the conflict
- Setting
- What is the conflict about
- What are each person’s intent vs. impact
- What styles did each person utilize
- How was it originally managed
- What would be a more productive or collaborative way using the 3-step framework? Try that in the role play

Group debrief/discussion

- What did you see?
- Was there a dominate style?
- How did each member respond to styles of the other members?
- How did each team member exercise style flexibility?
- What did the faculty do that was supportive and/or empowering of the team members?
- What was it like to practice collaborative style?
Take away and personal goal

- What is one strategy you learned today that you will adopt or practice in the future?

Questions?

Please feel free to email us at:

Maureen.Brodie@ucsf.edu or Angel.Kuo@ucsf.edu

To practice these skills in a conflict scenario you've experienced or anticipate, you are welcome to schedule a 1:1 coaching session with Maureen.