

LEADERSHIP WORKSHOP PRECONFERENCE

CONFLICT MANAGEMENT 301

LEADER DEVELOPMENT COMMITTEE CONTRIBUTORS

- **Jeffrey Borkan, MD, PhD**
- **Peter Catinella, MD, MPH**
- **Alison Dobbie, MD**
- **Grant Greenberg, MD, MA, MHSA**
- **Jennifer Leiser, MD**
- **Tracy Shaub, DO**

2020 ADFM Annual Conference – New Orleans – Wednesday, February 12, 1 – 5pm



CONFLICT: AN EXPLORATION

Peter Catinella, MD, MPH

Chair and Associate Professor

Texas Tech University Health Sciences Center El Paso
at Transmountain

OBJECTIVES

By the end of this presentation, participants will be able to:

1. Define conflict
2. List sources of conflict in academic departments
3. Describe their own style of conflict management

WHAT IS CONFLICT?

DEFINITION

- Conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals.

-Wilmot & Hocker, 2001

METAPHORS

- War
- Trial
- Struggle
- Game
- Heroic adventure
- Dance
- Nature

SOURCES OF CONFLICT IN ACADEMIC DEPARTMENTS

1. Inner conflict (intrapersonal)
2. Employment or Academic related
3. Faculty or Group
4. Learner

“Conflict is the gadfly of thought. It stirs us to observation and memory. It instigates to invention. It shocks us out of sleeplike passivity and sets us noting and contriving.”

--John Dewey

Tucker, 1992



CONFLICT MANAGEMENT

- Rousseauian Attitude

“Whenever you’re in a conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it.”

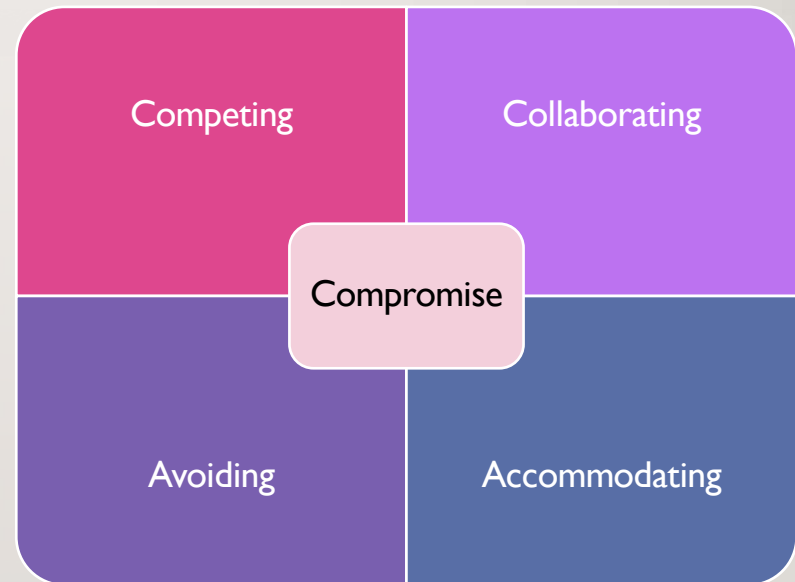
- Hobbesian Attitude

“That factor is attitude.”

--William Janes

INTERPERSONAL STYLES

- Assertiveness (Y-axis)
 - Satisfy own concerns
- Cooperativeness (X-Axis)
 - Satisfy other's concerns



Source: https://www.organizationimpact.com/wp-content/uploads/2016/08/TKI_Sample_Report.pdf

RECOMMENDED READING AND SOURCES

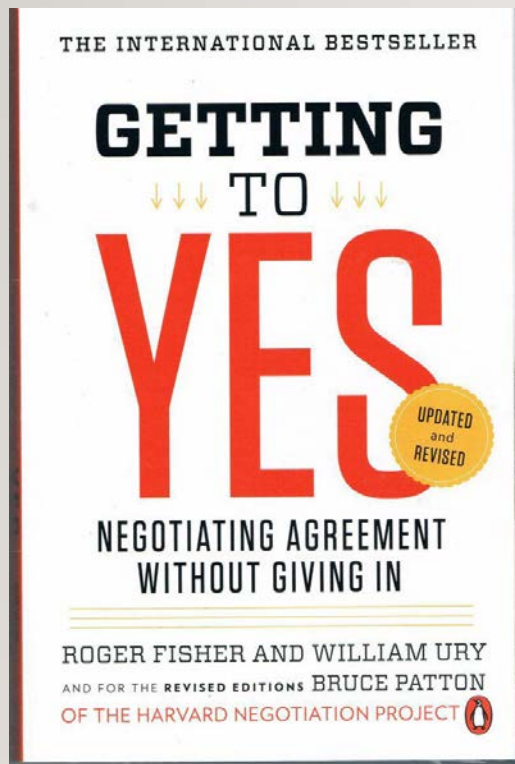
READINGS

- Allan Tucker (1992) *Chairing the Academic Department: Leadership Among Peers*, 3rd ed.. New York: MacMillian Publ.
- William W. Wilmot & Joyce L. Hocker (2001). *Interpersonal Conflict*, 6th ed. Boston: McGraw Hill.
- Amason, Allen C., Wayne A Hochwarter, Kenneth R. Thompson, and Allison W. Harrison. "Conflict: An Important Dimension in Successful Management Team." *Organizational Dynamics* (1995): 20-35.
- Curnow-Chavez, Abby. "4 Ways to Deal with a Toxic Coworker." *Harvard Business Review Digital Articles* (2018): 2-5.
- Edmondson, Amy C., and Diana McLain Smith. "Too Hot to Handle? How to Manage Relationship Conflict." *California Management Review* 49, no. 1 (Fall2006 2006): 6-31.
- Eichbaum, Quentin. "Collaboration and Teamwork in the Health Professions: Rethinking the Role of Conflict." *Academic Medicine* 93, no. 4 (2018): 574-80.
- Kish-Gephart, J. J., J. R. Detert, L. K. Trevino, and A. C. Edmondson. "Silenced by Fear: The Nature, Sources, and Consequences of Fear at Work." [In English]. *Research in Organizational Behavior*, Vol 29 29 (2009): 163-93.
- Magill, M K, A P Catinella, L Haas, and C C Hughes. "Cultures in Conflict: A Challenge to Faculty of Academic Health Centers." *Academic Medicine* 73, no. 8 (1998): 871-5.
- Perlow, L. A., and N. P. Repenning. "The Dynamics of Silencing Conflict." [In English]. *Research in Organizational Behavior*, Vol 29 29 (2009): 195-223.
- Tannenbaum, Robert, and Warren H. Schmidt. "How to Choose a Leadership Pattern." *Harvard Business Review* 36, no. 2 (1958): 95-101.
- Vroom, Victor H. "Leadership and the Decision-Making Process." *Organizational Dynamics* 28, no. 4 (2000): 82-94.

VIDEOS

- <https://youtu.be/o97fVGTjE4w>





PRINCIPLE-BASED NEGOTIATION

Alison Dobbie, MB, CHB

Chair, Family and Community Medicine
Eastern Virginia Medical School

SESSION OBJECTIVES

- Define the principles behind “principle-based negotiation”.
- Practice principle-based negotiation using case studies
- Apply principle-based negotiation techniques in their home settings

Please be thinking about a case study from your own experience that you are prepared to share, otherwise we'll use prepared cases

Vegas Rules please and no identifiers!

TYPES OF NEGOTIATION – HARD, SOFT AND PRINCIPLED

Problem

Positional Negotiation / Bargaining:

Which Game Should You Play?

Soft

Participants are friends.

VS

The goal is agreement.

Hard

Participants are Competitors.

The goal is victory.

Solution

Change the Game – Negotiate on the Merits.

Principled

Participants are problem-solvers.

The goal is a wise outcome reached efficiently and amicably.

THE SIX-STEP NEGOTIATION PROCESS

1. Identify / State the issue/problem.
2. Identify real needs
3. Restate the issue/problem.
4. Identify possible options.
5. Decide on the best solutions.
6. Reach consensus.

4 PRINCIPLES OF PRINCIPLED NEGOTIATION

- Principle 1 – **Separate the people from the problem**
 - Be soft on the people, hard on the problem
 - Focus on issues, not personalities
 - Proceed independent of trust
- Principle 2 – **Focus on issues, not positions**
 - Explore interests
 - Try to avoid having a bottom line
 - Have a Best Alternative to a Negotiated Agreement (BATNA)

Principle 3 – SEEK OPTIONS FOR MUTUAL GAIN

- Develop multiple options and offer choice
- Avoid premature judgment
- Avoid assuming that the pie is fixed (although sometimes it is)
- Avoid thinking that “solving their problem IS their problem”
- “Leave your enemy a way of escape” *Sun Tzu*

Principle 4 - **INSIST ON USING OBJECTIVE CRITERIA**

- Try to reach a result based on fair standards independent of will. “One cuts; the other chooses”
- Reason, and be open to reasons; yield to principle, not pressure

AND IF ALL THAT DOESN'T WORK - ADVICE FOR “HARD” NEGOTIATING...

- Don't do it unless you must
- Don't be the first one to talk.
- Don't be the first one to make an offer.
- Always have a BATNA (Best Alternative To a Negotiated Agreement)

CRUCIAL CONVERSATIONS

Jennifer Leiser, MD

Chief, Division of Family Medicine

University of Utah School of Medicine

PATTERSON ET AL

- “Crucial Conversations: Tools for Talking when Stakes are High”
- Published 2002
- Training materials at:

<https://www.vitalsmarts.com/>

CRUCIAL CONVERSATION DEFINITION

- Stakes are high
- Opinions vary
- Emotions are strong

POOL OF SHARED MEANING



- Silence: any behavior that prevents ideas from entering the pool
- Violence: any behavior that forces ideas into the pool
- Shared meaning forms the basis for engagement and committed action

SKILLS AND ATTITUDES

- Assessing and increasing safety
- Focus on your own true purpose
- Centering on facts as basis for discussion
- Defusing anger and negative emotions
- Deciding on action

APPLICABILITY

- Good basic platform for training communication skills
- Useful to people at all levels of an organization
- Forms common language and culture around communication
- Method may not be totally effective for severe situations

TOOLS FOR MEDIATION



JEFFREY BORKAN, MD, PHD

CHAIR AND ASSISTANT DEAN, WARREN ALPERT MEDICAL SCHOOL OF BROWN
UNIVERSITY

GRANT GREENBERG, MD, MA, MHSA

CHAIR OF THE DEPARTMENT OF FAMILY MEDICINE AT LEHIGH VALLEY HEALTH
NETWORK

LEARNING OBJECTIVES

- Gain familiarity with the basic principles, tools, and phases of conflict mediation
- Apply these tools and phases to a case that you are experiencing, have experienced, or might experience
- Take mediation tools back with you for application to your department

MEDIATION

A process whereby 2 people or groups of people who have a dispute with each other come together to find a mutual agreement, aided by a process manager (mediator) who guides both parties through each step of the way without influencing any of the decision making.

When Mediation could have helped if only it was available....



<https://www.youtube.com/watch?v=LaQXOrbqAbM&list=PLj84cYrC9lfg79fv06NDobkyir4SqWfs3>

MEDIATION LEGAL DISPUTE

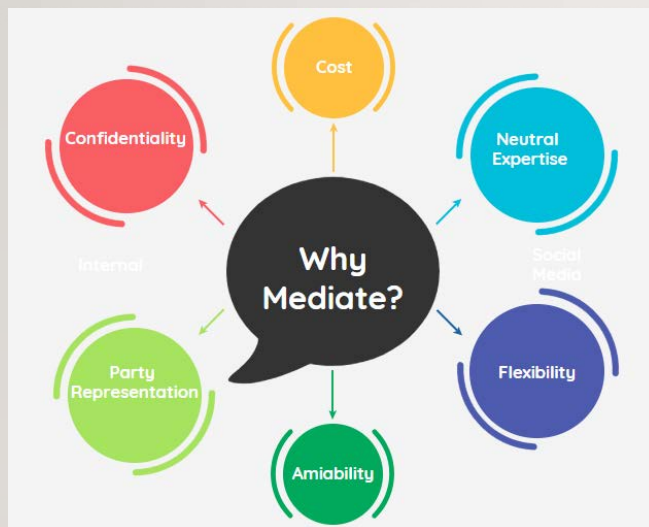
LEGAL DISPUTE

- Formal, follow fixed rules/protocol
- Judge/Jury in charge of decisions
- Focus is on the past
- Verdict determines winner/loser

MEDIATION

- Informal, tailored to needs of case
- Conflicted parties are in charge of decision making
- Focus is on future
- Solution developed and agreed upon by both parties

WHY MEDIATE A CONFLICT?



- Enables **finding a solution** both parties are satisfied with
- Leads to “**win-win**” rather than “win-lose”
- Helpful when **direct negotiation breaks down**
- **Less expensive** and **less contentious** than a legal battle
- Can **depersonalize** by focusing on issues
- **Models behavior** that all parties can utilize in other settings

PRINCIPLES OF MEDIATION

- Respect and Equality
- Empowerment
- Ownership and Responsibility
- Voluntarism
- Confidentiality
- Impartiality
- Future-focused

<https://mediationinternational.eu/index.php/blog/145-principles-of-mediation>

PHASES OF MEDIATION

1. Preparation

Detect conflict, acknowledge problem, set up and communicate process

2. Opening Phase

Mediator explains process, role, and guidelines

3. Exploration Phase

Mediator helps parties surface underlying interests

4. Problem Solving Phase

Both parties appreciate interests of other side and find livable solution

5. Concluding Phase

Upon agreeing on viable solution, mediator documents follow-up actions, responsibilities, and time frame

6. Follow-up Phase

Plan regular follow-up meetings to ensure enduring success.

SELECTED TOOLS FOR MEDIATION

- Negotiation (with the addition of a third neutral party)
- Review Best Alternative/Worst Alternative to a Negotiated Agreement
- Keep focus on future
- Reframe negatives to positives
- Ask “Why”
- Separate People from the Problem
- Get agreements in writing
- Active Listening
- Double Blind
<https://www.youtube.com/watch?v=S0qjK3TWZE8>
- Do not Give Up

<http://www.markspowers.com/pg3.cfm>

CASES TO MEDIATE AT EACH TABLE

One of ours

- Division heads squabble over their share of faculty time
- Faculty who wants to “cut-back” and the medical director who wants them fired
- FM-OB faculty member blocked by OB Department – who have their own concerns

One of your own

- Either that you have faced, are facing, or will face

***Must be at least 2 parties in conflict and someone in the role of mediator
PLEASE UTILIZE ALL THE PHASES AND TOOLS OF MEDIATION YOU CAN***



SHARE-OUT ON MEDIATION



- Share out - one quick example of something learned that can be applied at your Department

QUESTIONS



FEEDBACK PLEASE AND THANKS!

