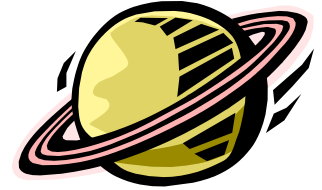


# **Conflict Resolution Workshop**

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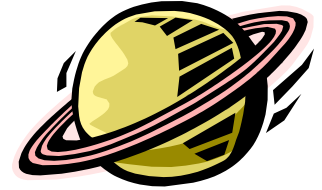
**Workshop Leader:**  
**Donna Schilder**  
**(562)938-1798**

# Workshop Topics



- ⌘ Understanding the Sources of Conflict
- ⌘ Conflict Modes
- ⌘ Being Confronted
- ⌘ Confronting Others
- ⌘ Steps to Conflict Resolution
- ⌘ Reducing the Emotional Impact of Conflict

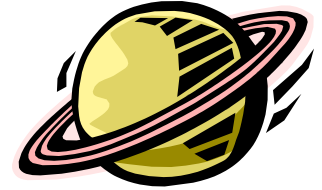
# Conflict



## ⌘ Conflict is not necessarily bad

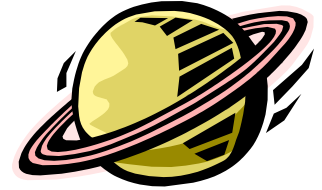
- ☑ It reduces tension by bringing issues to the forefront
- ☑ It clarifies goals and objectives
- ☑ It establishes group norms and boundaries
- ☑ It offers an opportunity to produce creative solutions

# Definition of Conflict



⌘ Conflict is a situation in which the wishes of one party are incompatible with that of another party.

# Preventing Conflict



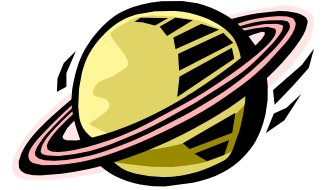
⌘ Sometimes the wishes are incompatible because they are just not known by the other party

- ☐ Unmet expectations

- ☒ Define expectations

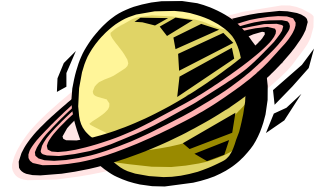
- ☒ Make a plan to meet expectations

# Sources of Conflict



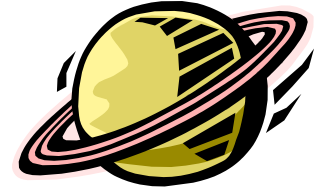
- ⌘ Goals
- ⌘ Methods
- ⌘ Facts
- ⌘ Values

# Skill Practice



- ⌘ Your supervisor or the physician you support is curt with you when you ask questions
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# Approaches to Conflict Types



## ⌘ Goals

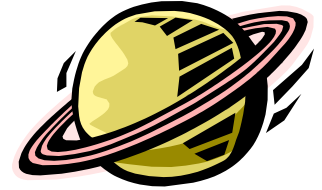
- ☑ Find the over-arching goal that is common
- ☑ Determine how to prioritize goals to best meet over-arching goal
- ☑ Look for a compromise or collaborative solution

## ⌘ Methods

- ☑ Focus on the end result
- ☑ Try both methods
- ☑ Look for compromises
- ☑ Look for alternative methods



# Sources of Conflict - Approaches



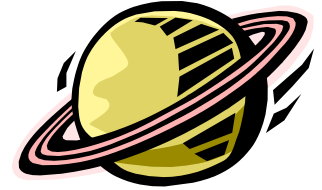
## ⌘ Facts

- ☑ Review the facts
- ☑ Verify the facts or data
- ☑ Gather additional data

## ⌘ Values

- ☑ Seek to understand the other person's values
- ☑ Clarify your values and true needs
- ☑ Know when to quit (agree to disagree)

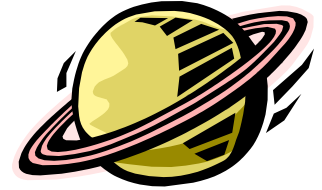
# Conflict Modes\*



- ⌘ Competing
- ⌘ Collaborating
- ⌘ Compromising
- ⌘ Avoiding
- ⌘ Accommodating

⌘ \*Reference: Thomas-Kilmann Conflict Mode Instrument

# Competing

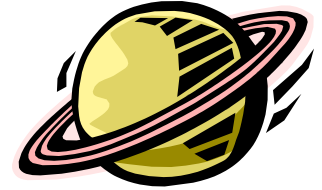


⌘ Assertive and uncooperative, the individual pursues their own concerns at the other person's expense. (Win-Lose)

⌘ Uses:

- ☑ In emergency situations
- ☑ On vital issues
- ☑ In one-shot situations (buying a car)

# Collaborating

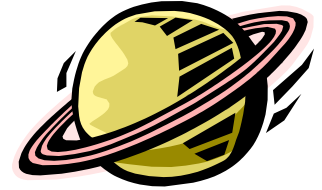


⌘ Assertive and cooperative, attempting to find a solution which satisfies the concerns of both parties. (True Win-Win)

⌘ Uses:

- ☑ To merge the insights from both parties (finding creative solutions)
- ☑ To work through hard feelings (when the relationship is ongoing)
- ☑ To ensure consensus on the decision so that both parties support it and do not sabotage it

# Compromising

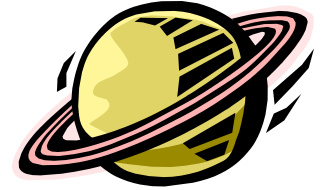


⌘ Intermediate level of assertiveness and cooperation, seeking a solution that satisfies both parties, where one or both give up some concessions. (Almost Win-Win)

⌘ Uses:

- ☑ To arrive at a solution quickly
- ☑ When goals are moderately important
- ☑ When two opponents have equal power

# Avoiding

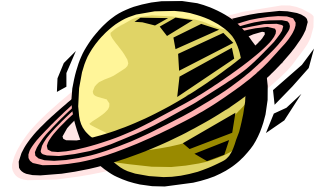


⌘ Unassertive, uncooperative, and sometimes passive aggressive approach, the individual avoids the conflict and does not address the other's needs. (Win-Lose or Lose-Lose)

⌘ Uses:

- ☑ When the issue is trivial
- ☑ When you perceive no chance of satisfying your concerns
- ☑ When the damage from confrontation outweighs the benefits of resolution

# Accommodating

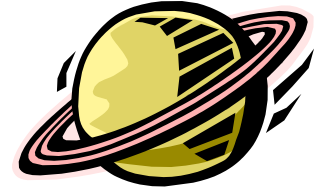


⌘ Unassertive and cooperative, the individual neglects their own concerns to satisfy the concerns of the other. (Lose-Win)

⌘ Uses:

- ☑ When the issue is more important to the other person
- ☑ To build up social credit for later use on issues that are more important to you
- ☑ When preserving harmony is important

# Conflict Modes\*

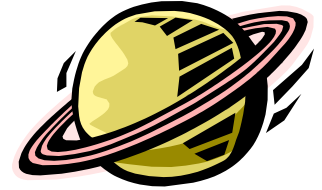


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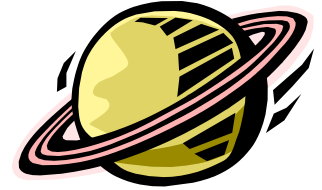


# Skill Practice



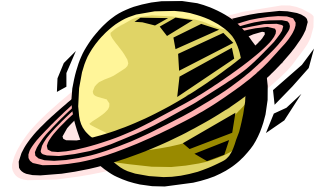
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# Being Confronted



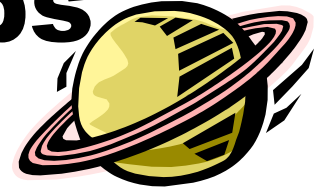
- ⌘ Actively listen (Listen before you speak)
- ⌘ Try to understand the confronter's viewpoint
- ⌘ Avoid explaining or making excuses
- ⌘ Empathize
- ⌘ Explore how to make the confronter feel better
- ⌘ Don't accept all confrontations as truth
- ⌘ Don't dismiss all confrontations as worthless
- ⌘ Be open to how others view you, even if it's painful
- ⌘ Look for personal growth opportunities

# Confronting Conflict - The Win Win Walk



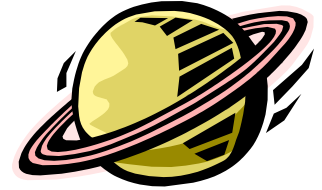
- ⌘ We have a conflict
- ⌘ Let me look at it from your point of view
- ⌘ How can we find a way to meet your needs, Joe, and my needs?

# Confronting Others - Steps to Conflict Resolution



- ⌘ Pre-plan Your Approach
- ⌘ Get Agreement to Meet
- ⌘ Set the Stage
- ⌘ Open the Communication with Active Listening
- ⌘ Check for Understanding
- ⌘ State Your Needs
- ⌘ Reach Agreement

# Pre-planning



## ⌘ Ask yourself questions

- ☒ Is this a real problem?
- ☒ What are the consequences of dealing with the conflict?
- ☒ What are the benefits of dealing with the conflict?
- ☒ What is the best approach to this conflict (which conflict mode)?
- ☒ What is my goal in resolving this conflict?

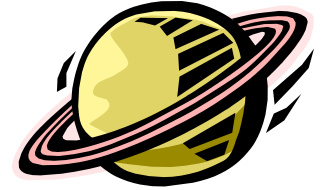
## ⌘ Confirm the Facts

## ⌘ Come up with specific examples

## ⌘ Brainstorm possible solutions

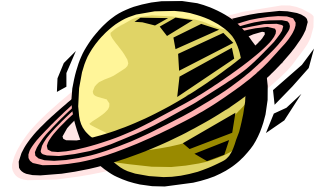
## ⌘ Plan the discussion (notes or an agenda)

# Get Agreement to Meet



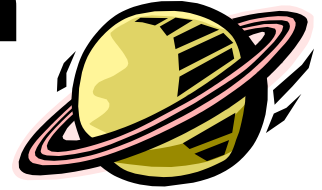
- ⌘ Offer options for when to meet
- ⌘ Choose a time when you'll be fresh
- ⌘ Choose a place
  - ☑ Where there will be no distractions
  - ☑ That is conducive to open discussion
- ⌘ Wait until you have control of your emotions

# Set the Stage



- ⌘ Start with friendly conversation
- ⌘ Show you care
- ⌘ Let them know you want to understand the problem and find a solution
- ⌘ Set ground rules - no accusations, name calling, labeling, interrupting
- ⌘ Keep your emotions in check
- ⌘ Focus on the present, not the past
- ⌘ Be ready to look for the win-win solution

# Open the Communication with Active Listening



⌘ Let me look at it from your point of view  
(Win-Win Walk)

- ☑ Actively listen, do not interrupt by defending/excusing/explaining

- ☑ Ask questions then be silent

  - ☑ Can you describe the conflict we have?

  - ☑ Please describe what you want in this situation

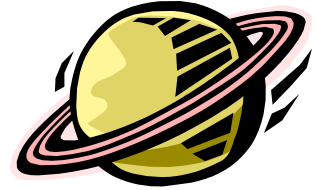
  - ☑ Ask for specifics: when, how, how many

- ☑ Work to understand the other person's viewpoint

⌘ Empathize: acknowledge the person's feelings, even if you don't agree

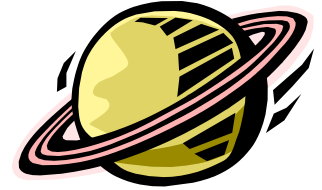


# Check for Understanding



- ⌘ Reflect or paraphrase the message to ensure you've understood
  - ☑ Include facts and feelings
- ⌘ Summarize key points
- ⌘ Value what they have said
  - ☑ I can see how you might feel that way
  - ☑ I don't agree but I value you, so let's exchange ideas
- ⌘ Check non-verbal cues to see if you are being understood

# State Your Needs



## ⌘ Use I-Messages

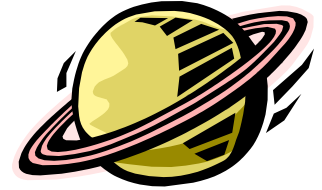
- ☑ I need help with this task
- ☑ I need more lead time to do this work
- ☑ Maybe I didn't explain it clearly

## ⌘ Never use You-messages

- ☑ You're not giving me the help I need to do this task
- ☑ You need to give me my assignments earlier
- ☑ You didn't understand me

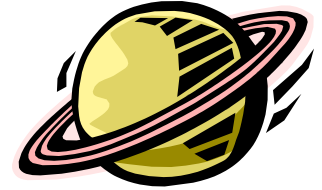
## ⌘ Use the Constructive Feedback Model

# State Your Needs - Constructive Feedback



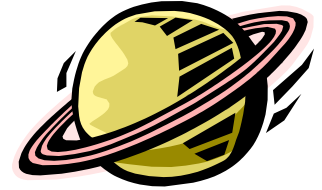
- ⌘ When you (behavior)
- ⌘ I feel
- ⌘ Because I (consequences)
- ⌘ (Pause)
- ⌘ I would like (desired behavior)
- ⌘ Because
- ⌘ What do you think? (seek agreement)

# Skill Practice



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# Reach Agreement



## ⌘ Seek a Win-Win Solution (Collaborate)

☑ How can we find a way to meet your needs and my needs? (Win-Win Walk)

## ⌘ Ask questions

☑ What can I do to make the situation better?

☑ What will you do to make the situation better?

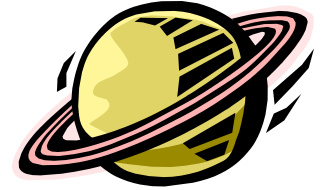
## ⌘ Offer your help

## ⌘ Delay if they aren't receptive (cool off time)

## ⌘ Write down agreements

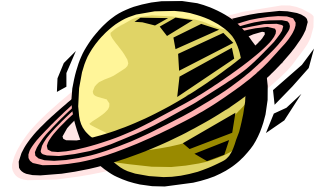
## ⌘ Follow Up

# Reducing the Emotional Impact of Conflict



- ⌘ Take a deep breath
- ⌘ Take time to cool off
- ⌘ Acknowledge your emotions
- ⌘ Accept your emotions
- ⌘ Give yourself time to process your emotions
- ⌘ Forgive yourself for having emotions and for any perceived shortcomings
- ⌘ Don't blame yourself for conflict and the emotions it creates in others
- ⌘ Embrace conflict as a way to generate creative solutions, to understand the needs of team members, and to make personal growth

# Workshop Summary



- ⌘ Understanding the Sources of Conflict
- ⌘ Conflict Modes
- ⌘ Being Confronted
- ⌘ Confronting Others
- ⌘ Steps to Conflict Resolution
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