

# Conflict Management

# Secrets of Effective Chief Residents who know how to collaborate!

**Presented by  
John Jacques**

**Saskatoon Health Region  
Practitioner Staff Affairs  
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# The facilitator's lens !



# Three tips for you to consider.

- **Understand the 5 types of conflict.**
- **Learn the Mechanics of Interest Based Negotiations.**
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- **Hone Your Skills in De-escalating Conflict and Reframing Toxic Conversations.**

# Do Not Get Comfortable as to your capacity to resolve conflict !

“That's sometimes the problem with people who receive the position they dreamed of or reached the goals they set for their organizations or earned the degrees they strived for. In their minds, they have reached their destinations. They get comfortable.”

**Learning** John C. Maxwell. Winning with People. Thomas Nelson Inc,  
Nashville Tennessee.



# Conflict

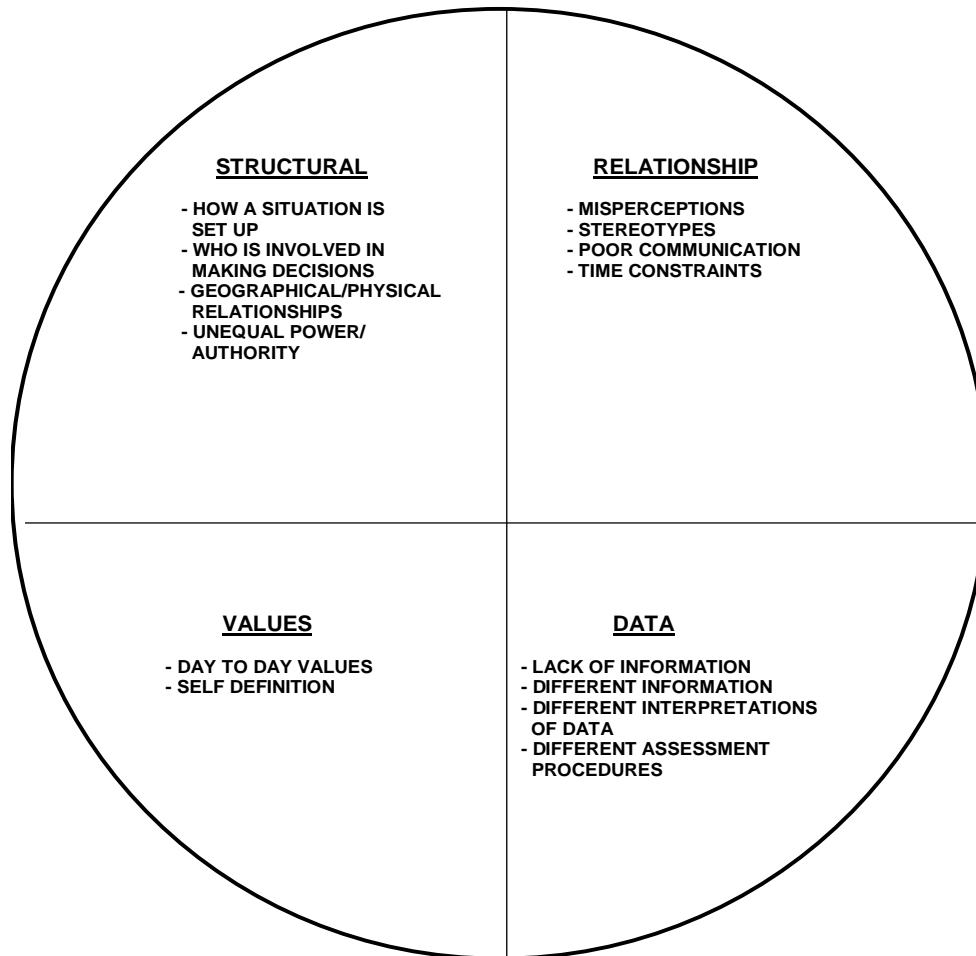


**"Every fight is one between different angles of vision, illuminating the same truth."**

***Mahatma Gandhi***



## TYPES OF CONFLICT



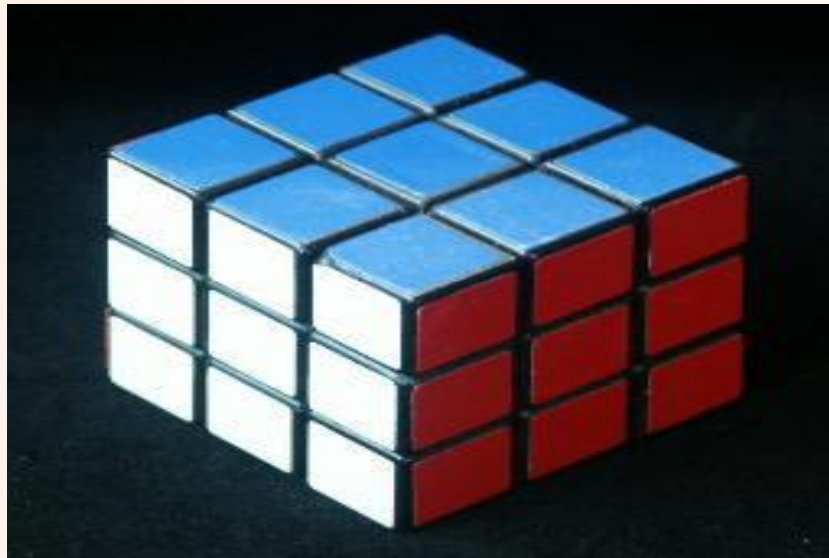
# What are Interests

- Hopes, expectations, assumptions, positions, beliefs, feelings, and values.
- The motivating force behind what is in dispute
- What it is you hope to achieve by taking a position.



# Interests are more complex than we think ?

- Conflict situations often arise when interests are misunderstood, not acknowledged or not met on a number of levels.



We judge others by their actions and ourselves by our intent!





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# Types of Interests

## Substantive:

- Money, time and resources.

## Procedural:

- Process being used or approach being taken.

## Psychological:

- Needs regarding how one feels about the problem and solution.



# Psychological Interests

- 1. Recognition**
- 2. Acknowledgement**
- 3. Acceptance**
- 4. Remorse**
- 5. Fairness:**



# Procedural Interests

- 1. Participation**
- 2. Authority**
- 3. Legitimacy**
- 4. Representation**
- 5. Informed Choices**



# Substantive Interests

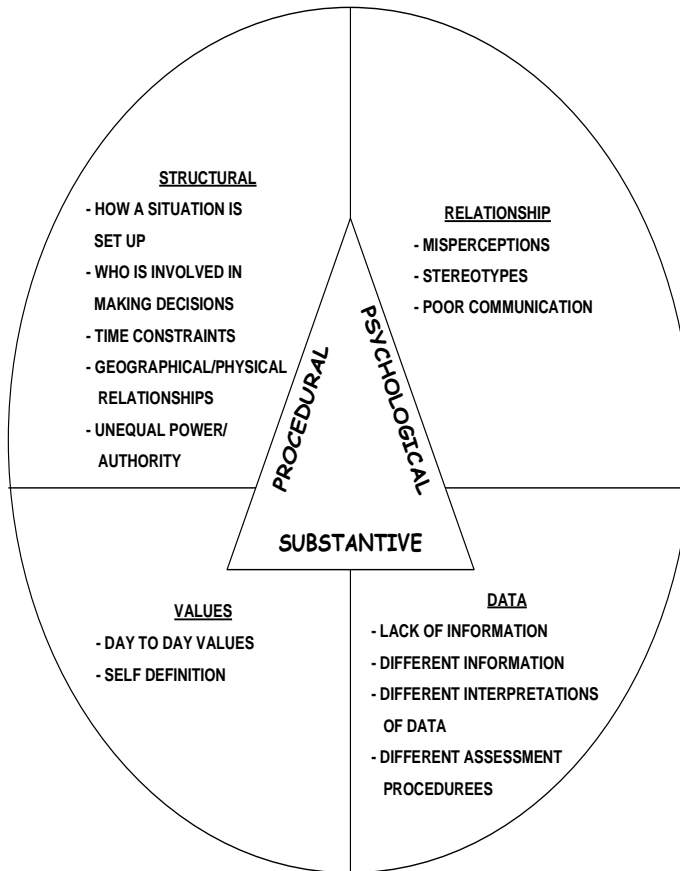
## 1. Money and Resources:

- How resources are divided or distributed
- Is it possible to expand the level of resources or improve efficiency of use of resources?

## 2. Time



## RELATIONSHIP BETWEEN TYPES OF CONFLICT AND THE SATISFACTION TRIANGLE





# Conflict Escalation !



# How Conflict Escalates

## Mutual Self Destruction

• Become Moralistic

Hurt before being hurt

Personalize  
/Stereotype

Believes feed  
observations

Group Think

Rely on assumptions

Attribute Motives

Look for support  
Get Defensive

Assume  
deliberate  
actions

Competition  
Cooperation



# Conflict Escalation Phenomena

- Potential for disputes have critical intersections.
- Choosing or reacting to some intersections can escalate the problem.
- Escalated Conflict takes its own energy on.
- Effective pathways can be taken that will significantly de-escalate the situation.





# We feel before we think.

- **"People will forget what you said**
- **people will forget what you did**
- **but people will never forget**
- **.....how you made them feel."**

Author: Bonnie Jean Wasmund



## Communication tools.

- Raising Difficult Issues Constructively.
- Active Listening
- Self awareness of our non verbal skills
- Effective Questioning Techniques
- The ability to effectively Reframing issues.
- Being an effective sounding Board



# Raising Issues

- Some avoid raising issues and internalize it.
- Others look at the issue and decide it's the bosses responsibility.
- Others accommodate and say it does not matter.
- Others confront the situation with great confidence and no fear.
- Unless intentionally employed all of these approaches will usually cause an unintended negative impact.



# Raising Issues Non-Constructively!





# Raising Issues Constructively

- **Step #1:** State the actions you see from your perspective.
- **Step #2:** Describe the impact that this situation has on you in your role as chief resident.
- **Step #3:** Ask if there is a willingness to discuss and develop positive actions to resolve this in the future.

**Private**

**Public**

Intent  
(Motives)

**ACTION**

Effect  
(Impact)

Party 1 (raising issue)

This is the action I saw

This is the intent I assume

This is the effect it had on me



# Blockers: what are they ?

Any response to an issue or concern raised that shuts down or diminishes your ability to continue working toward understanding and resolution.



# “Blockers”

- **Blockers** take many forms.
  - denial, anger and blaming.
- Blockers may arise from intentional strategies
  - "if I get really mad she'll go away"
- Regardless of the source, blockers will diminish your efforts to
  - promote understanding
  - resolve issues



# Strategies to Deal with Blockers

- Anticipate responses and consider in advance how you will handle this.
- Create or chose an optimal environment
- Know your limits and be able to explain your alternative path in a non threatening manner.



# Ten Secrets of the Collaborative Practitioners!

- They understand basic conflict theory.
- They are acutely aware of the problem solving environment and adopt the correct problem solving approach. (They can do all 5 ranges of conflict styles )
- They have excellent skills in de-escalation, reframing and agenda setting. / builds trust and respect.
- They seek to understand before being understood.
- They are masters at understanding multiple interests on all levels.

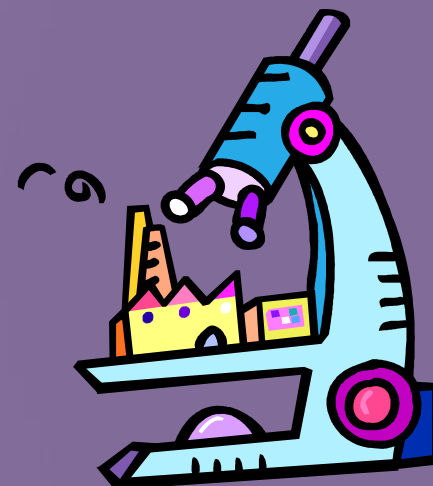
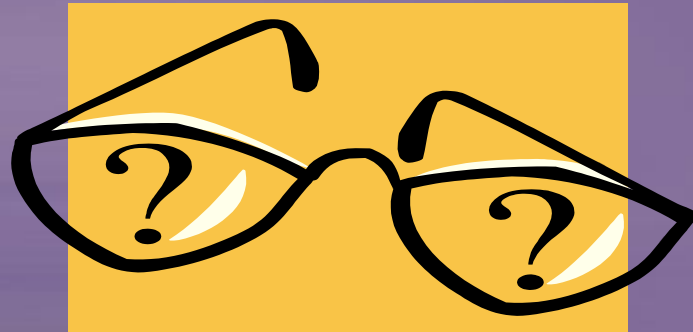
# “Secrets” page 2

- They raise issues in a constructive and empowering manner working through “blockers”.
- Once issues are raised they use “with skills” rather than “to skills” to work through a problem solving process.
- They do not rescue ...rather facilitate.
- They do not frame problems in a solution based context.
- They never get comfortable as to building more collaborative capacity.

# Always take “Care” along your journey

- **C**ollaborate effectively with others interests.
- **A**rticulate your own interests as well.
- **R**espect your self and those you work with.
- **E**ngage others using appropriate processes.





A sincere thank you for being a positive part of this session  
in both learning and sharing !



[jdj@sasktel.net](mailto:jdj@sasktel.net)