



T4. PRIME FACTORS^a TO PROMOTE UNDERSTANDING, MANAGE DIFFERENCES AND RESOLVE CONFLICT

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See *Collaborator Role teacher tips appendix* for this teaching tool

SAMPLE scenarios:

- Resident from another program calls you to do a consult for a patient. The patients' needs/priority do not match your program or priorities
- Scheduling conflict/needs
- Report from staff and you do not agree with their findings
- Resident/Fellow confrontations over cases or procedures
- Being on call and being (over) paged for follow up because other resident/service is not responding to inquiries

Completed by: _____

1. Choose one of the scenarios described above or describe your own experience where you and one or more colleagues experienced differences of opinion or a conflict.

2. What are the **PRIME** factors that contributed to or caused the misunderstanding, difference or conflict?

^a Richardson D, Wagner S. Collaborative Teams, Module 2, Educating health professionals in interprofessional care course (ehpic[®]), Module 2 – University of Toronto, 2013. Reproduced with permission.



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3. How would you solve the PRIME understanding, difference or conflict?

4. Complete the table below:

What are some difficult situations from day-to-day practice that you have seen, heard or been engaged in?	What is/are the PRIME factor(s) that contributed to or caused the situation(s)?	What is/are the PRIME SOLUTIONS to Promoting Understanding, Managing Differences or Resolving Conflict for the situation(s)?



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BACKGROUND CONTENT FOR LEARNERS

CONTENT: Examples of analyzing what the problem is/are re: understanding, difference, and conflict

- P**ersonal, professional and patient differences (i.e. different personal histories or experiences that influence ideas, perspectives, priorities, preferences, beliefs and values)
- R**ole incompatibility (i.e. ambiguity about roles, responsibilities and goals)
- I**nformational deficiencies (i.e. a lack of correct, clear, adequate or accessible information)
- M**ethods (i.e. differences in process and approach; ineffective or unacceptable methods)
- E**nvironmental stress (i.e. stresses and uncertainty concerning organizational structures and changes in work environment, and stresses concerning time pressure, pace, change and scarcity)

PROCESS: Examples of applying the steps to promote understanding, manage difference and resolve conflict

Step	Notes on behaviours or attitudes	Sample response that promotes effective collaboration
1. Identify and clarify the information and interests	<ul style="list-style-type: none"> • Focus on issues, not personalities. • Use "I" statements rather than "you" statements when identifying an issue or stating your position (e.g. "I am frustrated with the timeline being suggested"). • Concentrate on data, facts, and objective criteria. • Encourage the expression of concerns. • Use PRIME to sort out the content issues. • Share all relevant information that people need. • Ask for help when you need it or are unsure. • Be respectful in your tone and manner. • Focus on interests, not positions. 	<p>"Help me to understand how you see the problem?" "Tell me more about what your concerns are?"</p> <p>I want us to work more effectively (or constructively, efficiently).</p>
2. Listen actively	<ul style="list-style-type: none"> • Listen to understand different opinions and perspectives. • Do not interrupt when others are talking. • Respectfully acknowledge others' viewpoints. 	Use nonverbal communication, such as eye contact and nodding, to show the speaker you are engaged.
3. Acknowledge others' viewpoints	<ul style="list-style-type: none"> • Summarize your understanding of others' viewpoints before sharing your viewpoint or asking questions. 	"Let me see if I understand what you are saying..."
4. Seek common ground	<ul style="list-style-type: none"> • Take note of shared interests. • Look for potential solutions and possible barriers. • Confirm who/how decisions or directions will be made. • Be open to the possibility that you may be wrong. • Take time to reflect on your own actions and intentions. • Offer and accept apologies if appropriate. • There is always common ground; ask others to help find it if you are at an impasse. 	<p>"I think we can both agree that we are not happy with the current situation."</p> <p>"What can we agree to about this situation?"</p>
5. Reach agreement on next steps	<ul style="list-style-type: none"> • Determine what information is still needed to reach a solution. • Clarify who will develop and/or implement the move-forward plan and how and when this will be done. • Establish who is responsible for follow-up steps. 	<p>"So we've agreed that before making a final decision we need more information. John, you are going to..."</p> <p>"Let's recap where we are."</p>