



Conflict to Mutual Goals: Foundational Mindset and Skills

AAPM Virtual Conference

July 14, 2020





Kristi Hendrickson, PhD, DABR, FAAPM
Associate Professor of Medical Physics
Medical Physics Residency Program Director
Department of Radiation Oncology
School of Medicine
University of Washington



Sara Kim, PhD
Research Professor, Surgery
George G.B. Bilsten Professor in the Art of
Communication with Peers and Patients
Associate Dean for Educational Quality
Improvement, School of Medicine
University of Washington



Outline of Session

Scope

1

What contributes to workplace conflict?



Must Knows

2

What must I know about engaging with conflicts?



Must Dos

3

What must I do when engaging with conflict?



Scope

1

**What
contributes to
workplace
conflict?**



- Definition
- Cost
- Triggers





© Eduardo Del Álamo



© Thomas  eschak



**“the perception by the parties
involved of differences,
discrepancies and
incompatible wishes”**

*Boulding, K.E. (1963) Conflict and defense:
A general theory. New York, NY: Harper & Row*

CONFLICT



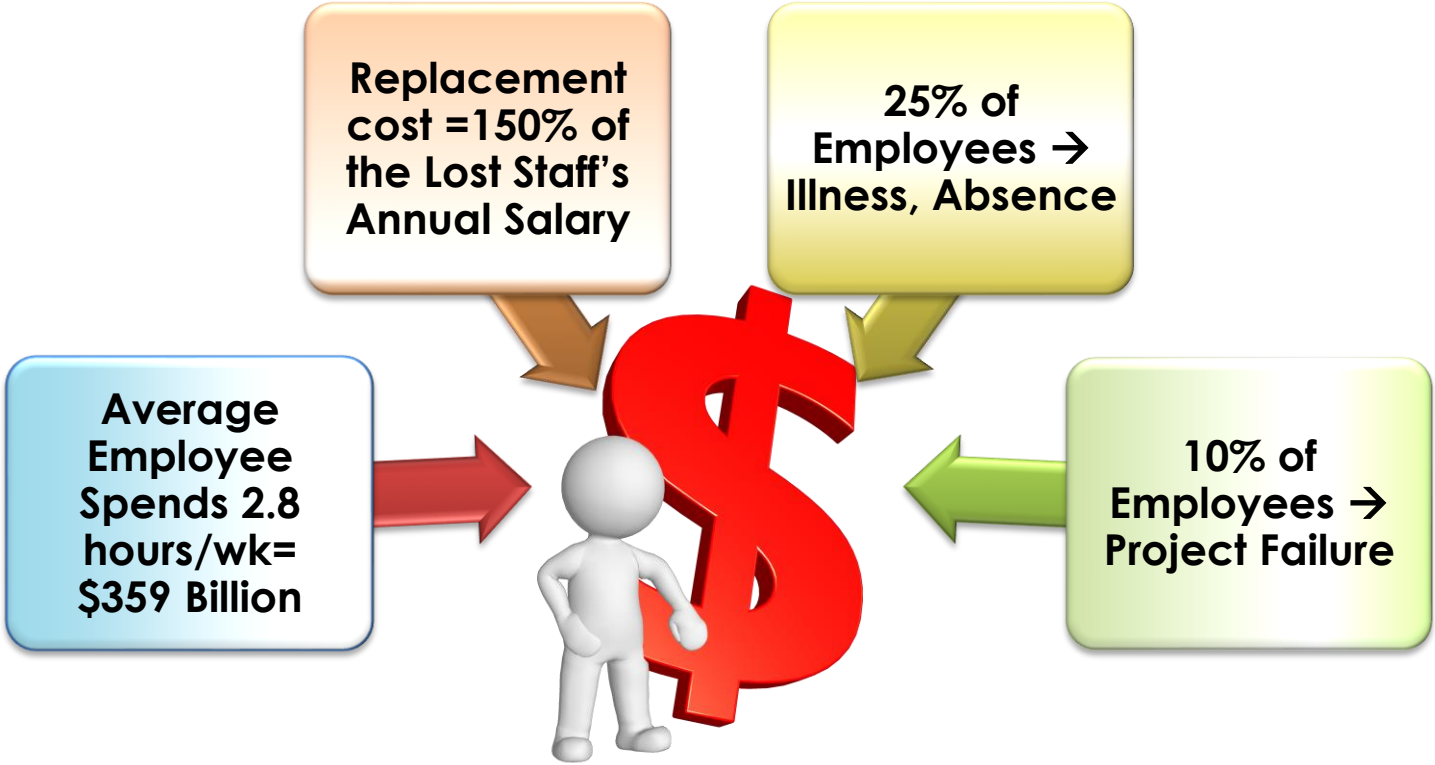
Conflict =

New Learning +

Relationship Building



Cost of Workplace Conflict



Data Source: Workplace Conflict And How Businesses Can Harness It To Thrive, CPP, July 2008; William G. Bliss—Bliss & Associates



Sources of Workplace Conflict

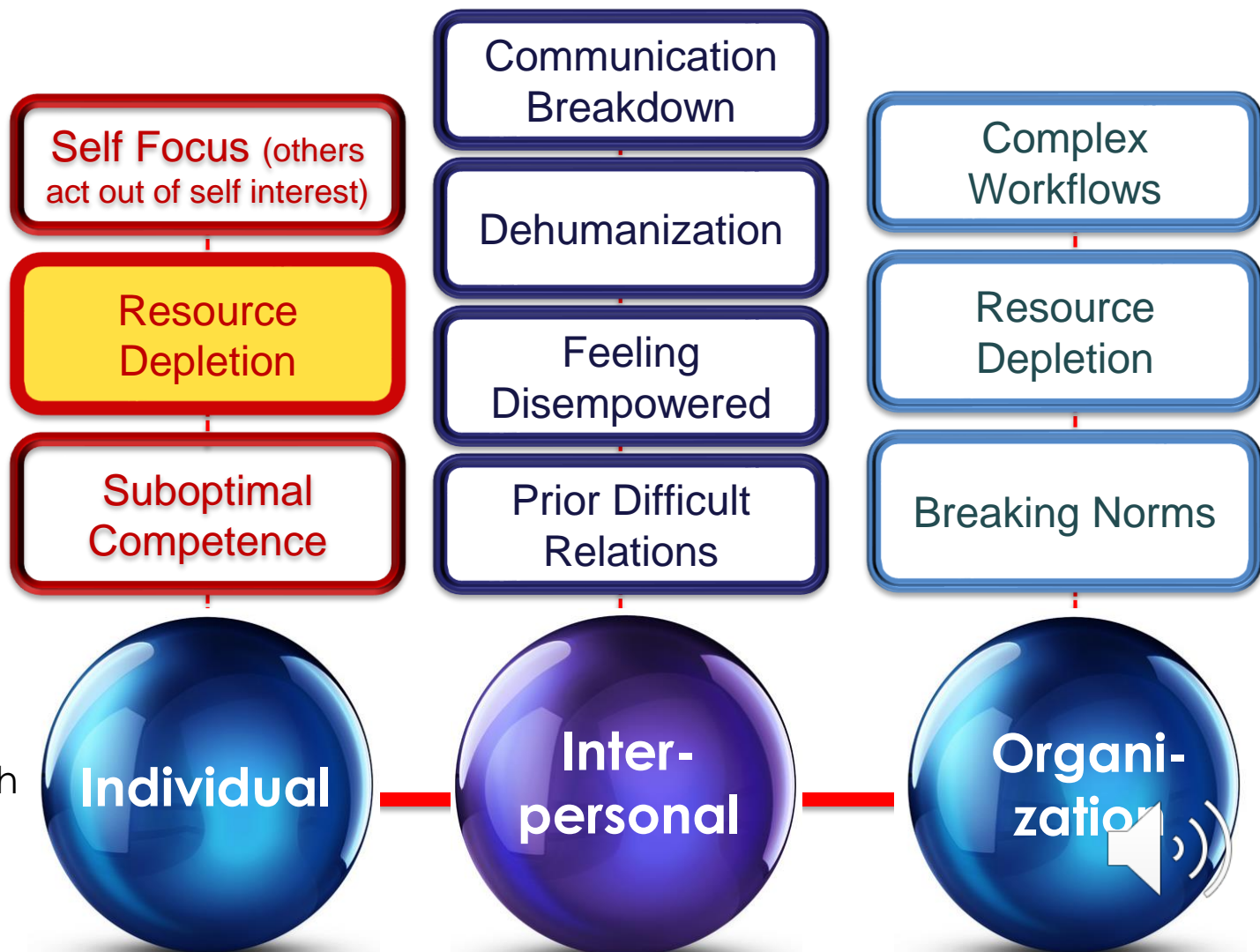
Kim S, Bochatay N, Relyea-Chew A....Fehr R, Lee YM. Individual, interpersonal, and organisational factors of healthcare conflict: a scoping review. *Journal of interprofessional care*. 2017 May 4;31(3):282-90.



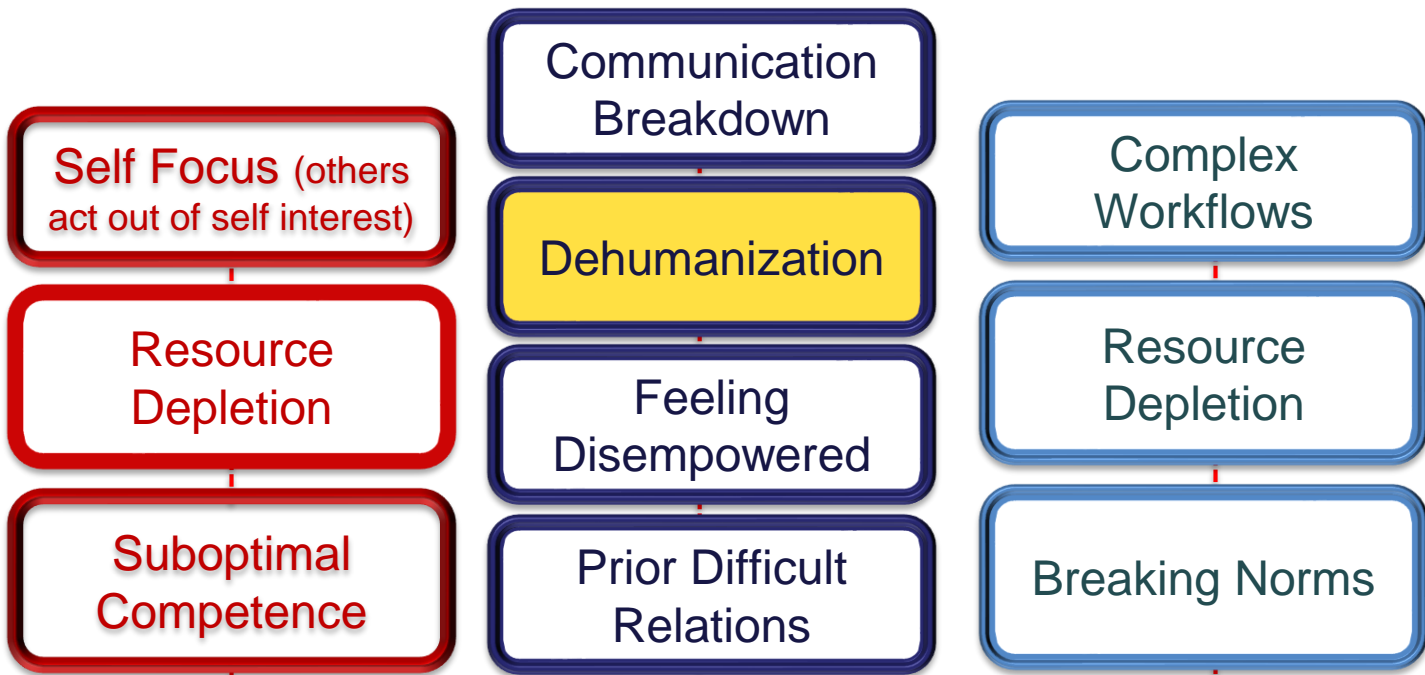


Resource Depletion

- I am exhausted.
- I am going through a personal crisis.
- I haven't taken time off.







Dehumanization

- My dignity and humanity were trampled upon.
- They ganged up on me.
- I was bullied.



Feeling Disempowered

- I spoke up but no one listened.
- The physician yelled at me in front of everyone.
- I had no voice in the decision.



WHAT'S YOUR STORY

What was the conflict about?
Who was involved?
Has the conflict been resolved or is it still ongoing?
What one word comes to mind when you think about this conflict?

Must Knows

2

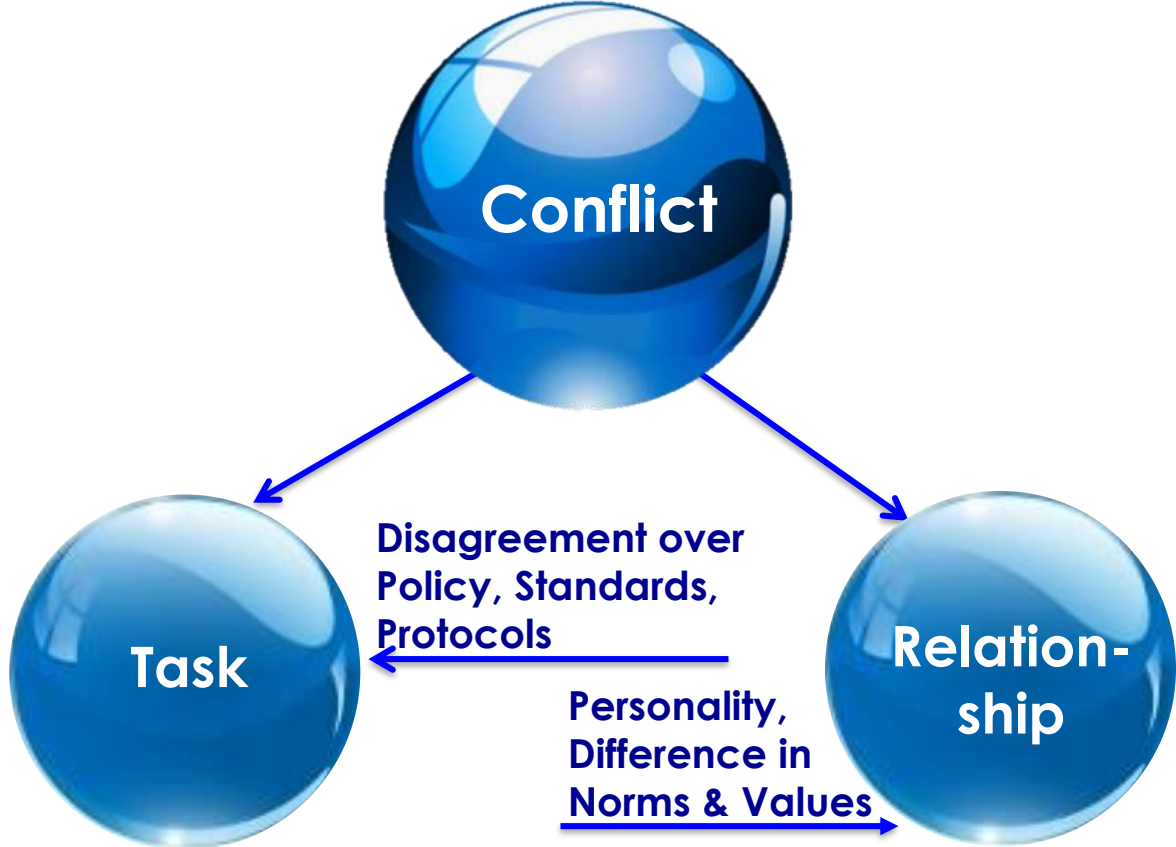
**What must I
know about
managing
conflicts?**



- Types of Conflict
- Role of Emotions
- Impact of Bias



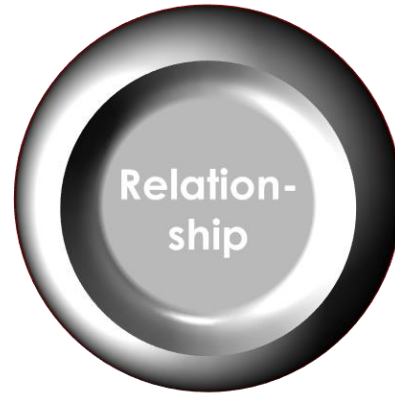
Know Your Conflict



de Wit FC, Greer LL, Jehn KA. The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*. 2012; 97(2), 360-390.



Workplace Conflict: Task



Workplace Conflict: Task

Task-
Based

Relation-
ship

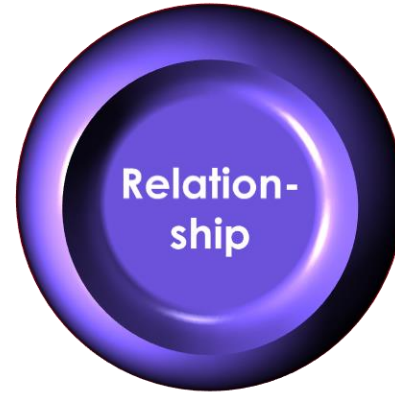
I didn't know
that. Thank
you for
letting me
know.

Can we
learn
together?

Could we
re-check
whether
that's the
most
updated....



Workplace Conflict: Relationship



Workplace Conflict: Relationship

Task-Based

Relation-
ship

You hurt
my
feelings.

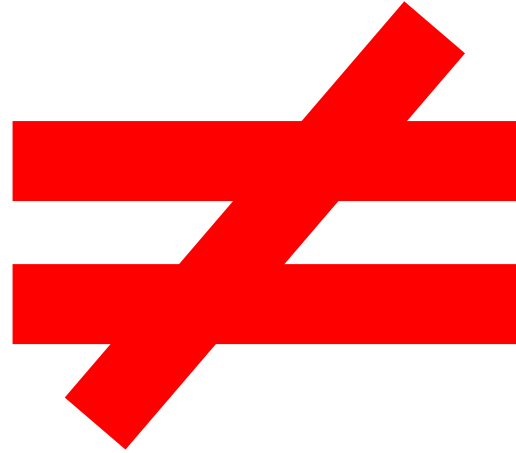
**HOW
DARE
YOU!**

No one
gives a ()
about me!



Role of Emotions in Conflict

Emotion



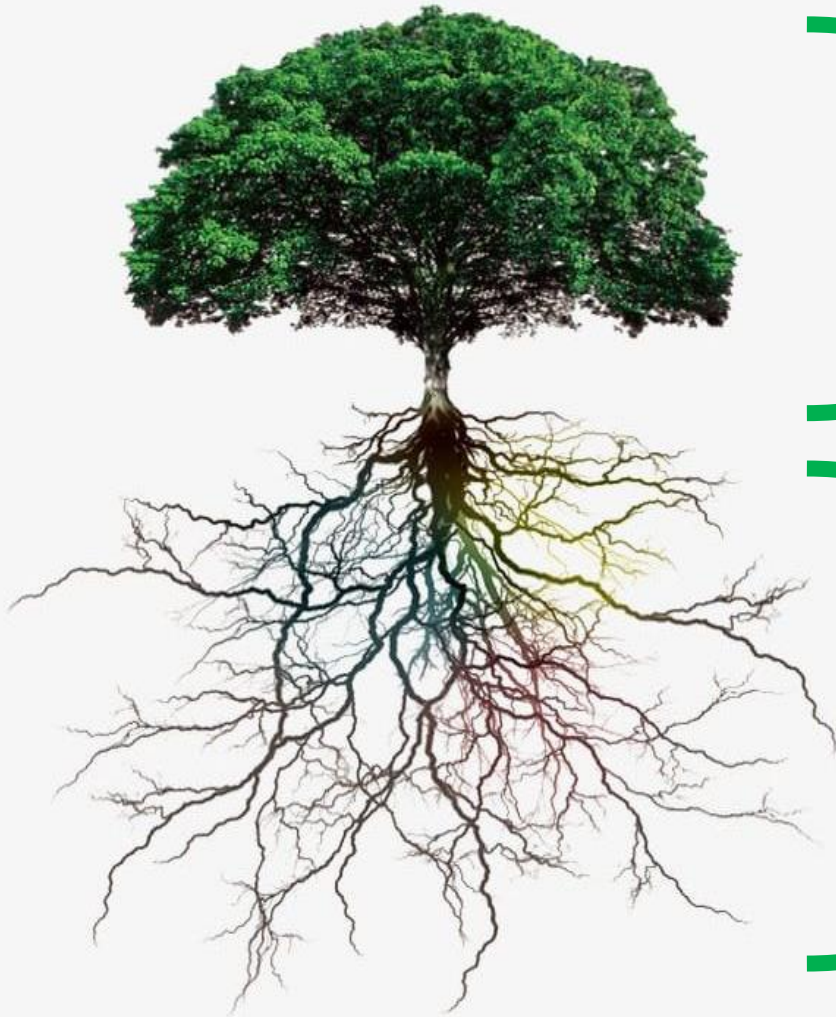
Noise 

Role of Emotions in Conflict

Emotion



Storage 



Emotion

Values =

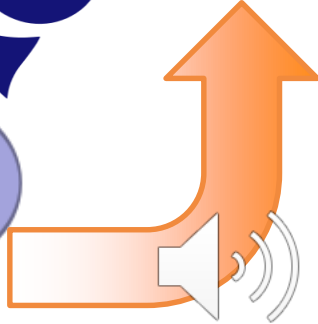
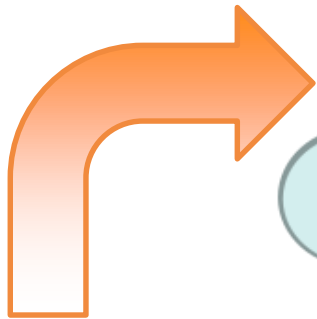
Honesty

Justice

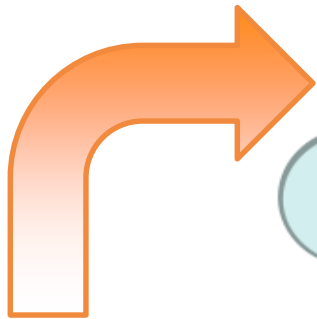
Growth



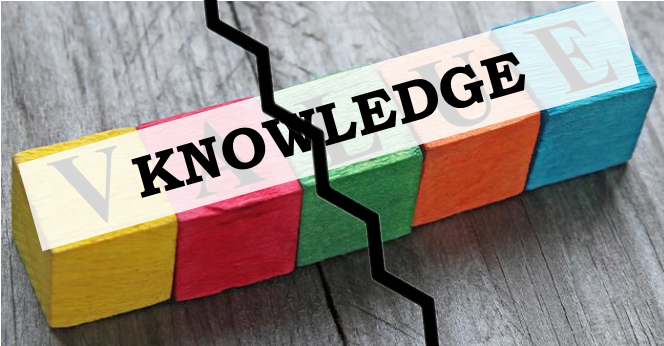
Role of Emotions in Conflict



Role of Emotions in Conflict



Does my voice count?



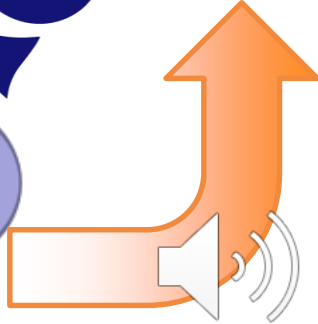
“That’s not the point here.”



Sad, Invisible, Disappointed



Remain Silent



Role of Emotions in Conflict

I am a valued member.

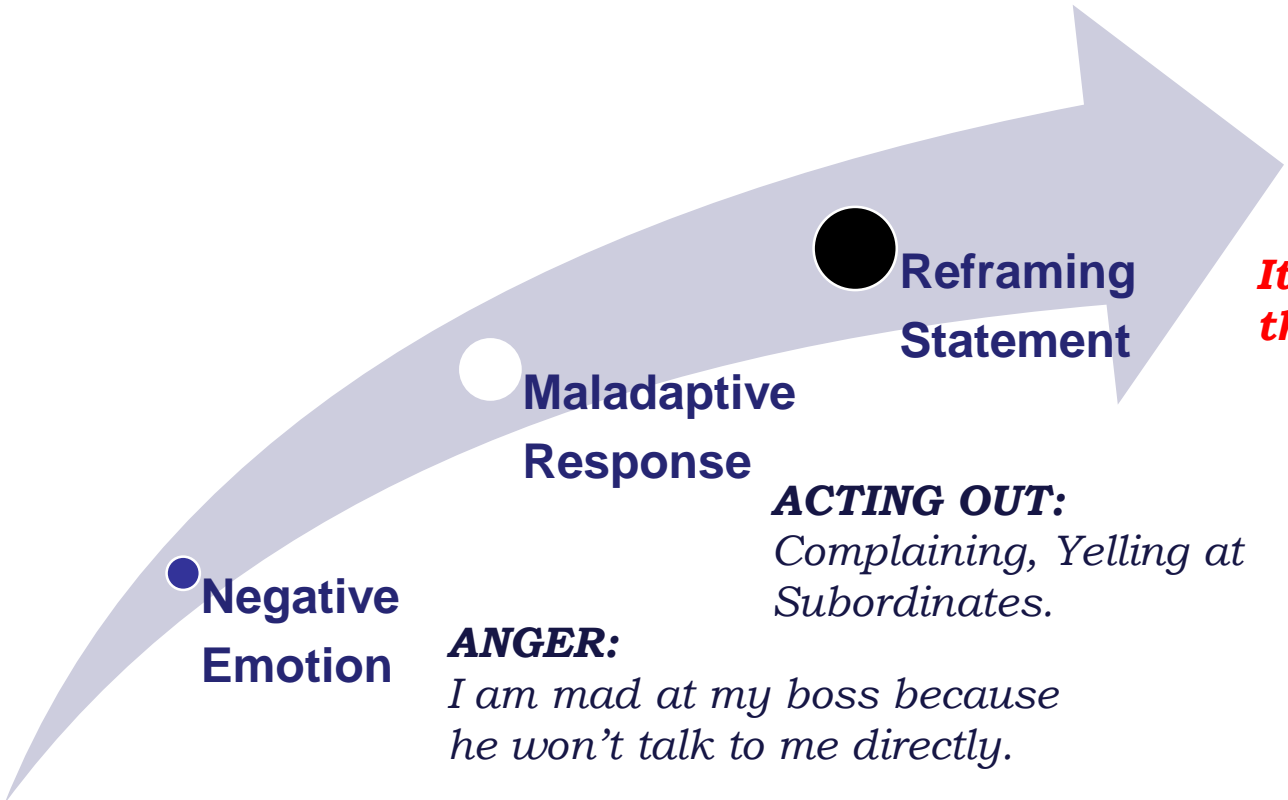
Remain Silent



Empowered



Role of Emotions in Conflict



Negative Emotion

ANGER:
I am mad at my boss because he won't talk to me directly.

Maladaptive Response

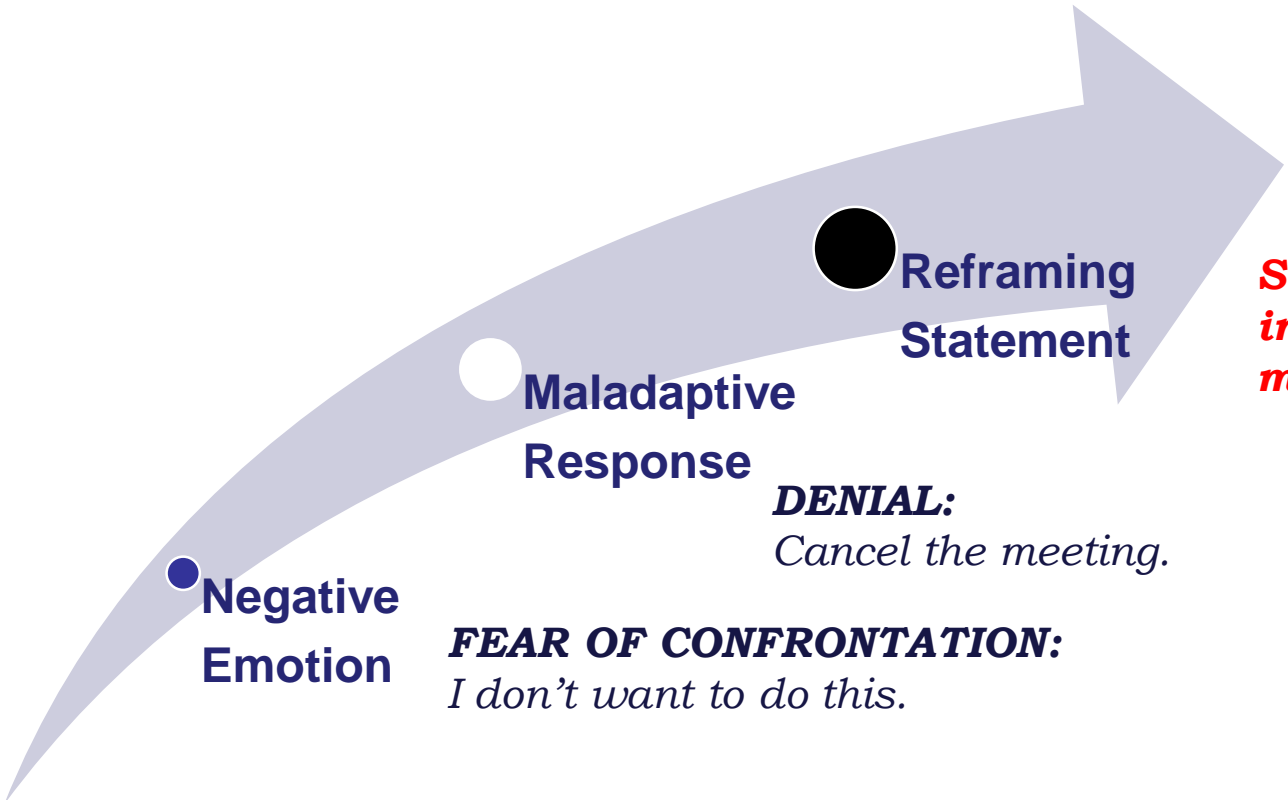
ACTING OUT:
Complaining, Yelling at Subordinates.

Reframing Statement

It's up to me to get the feedback I need.



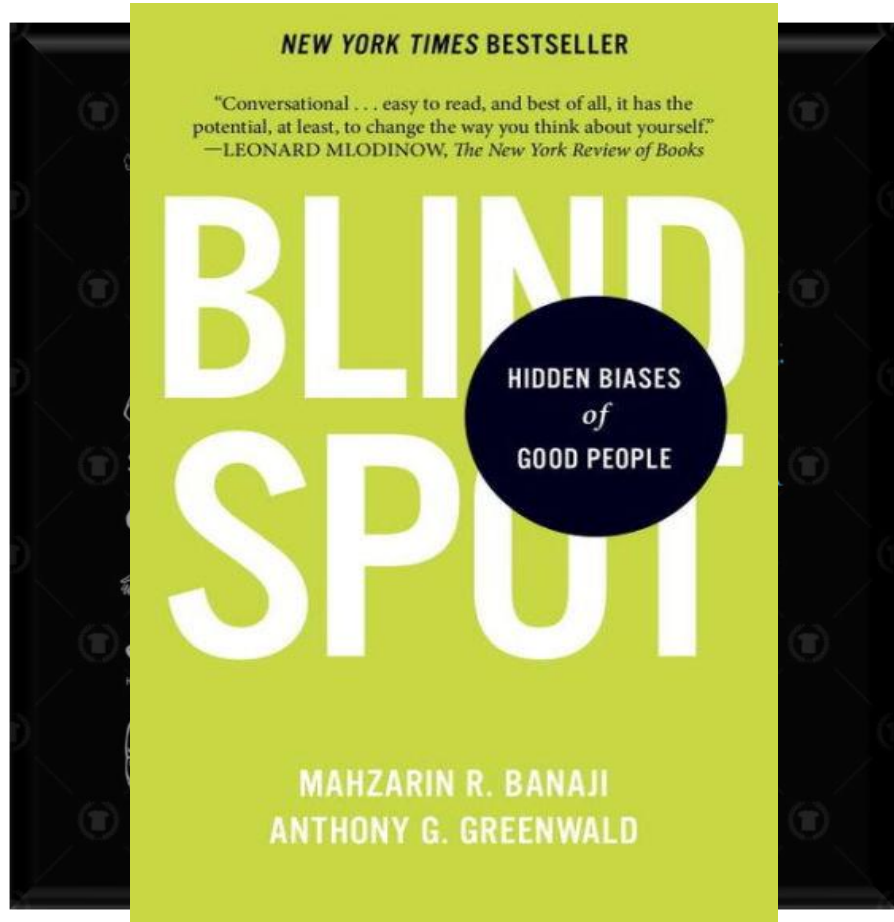
Role of Emotions in Conflict



Showing up puts me in charge and gives me some power.



Impact of Bias

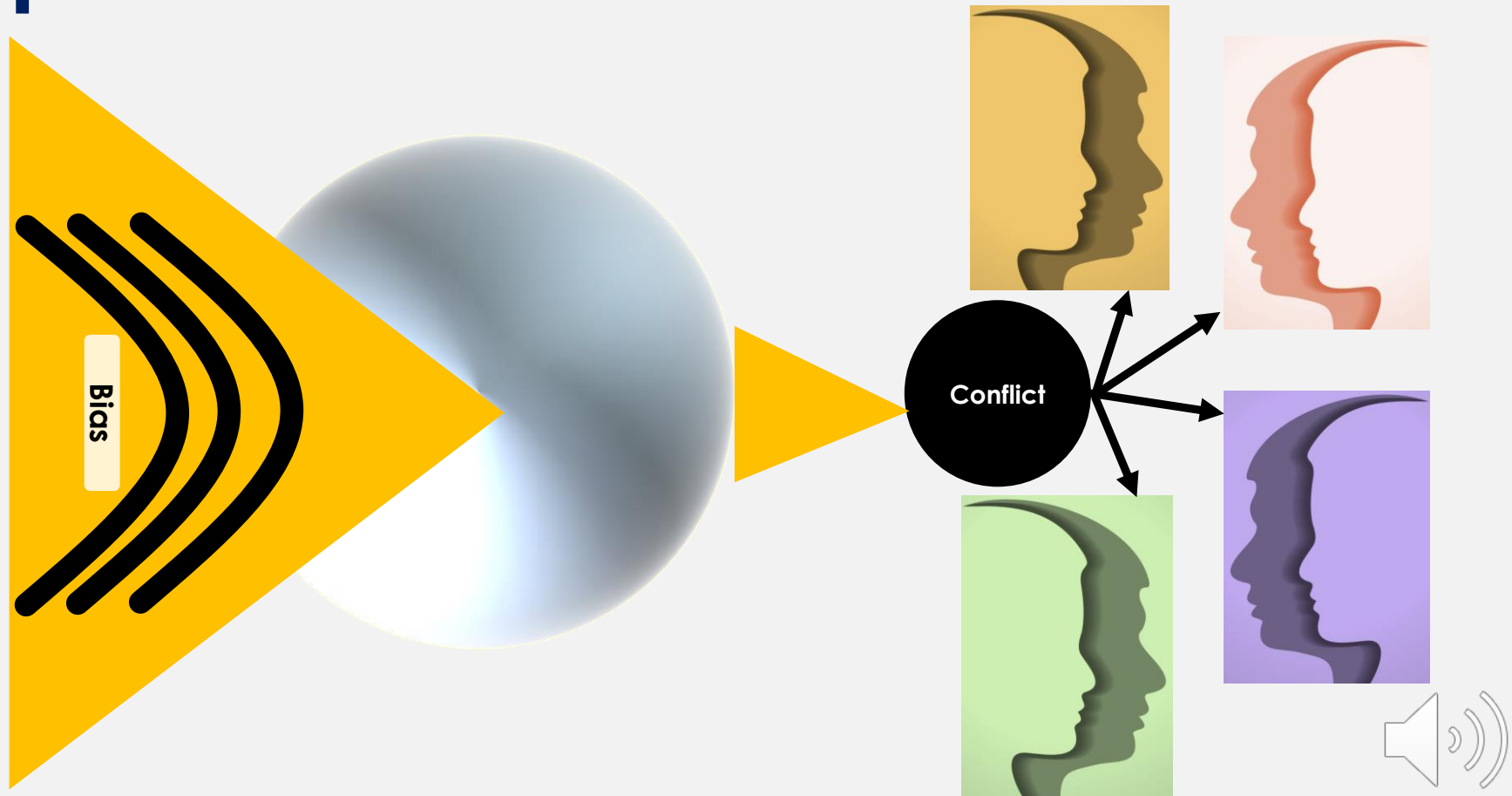


“Automatic associations, of which we may not be aware, that are difficult to control and may conflict with our professed beliefs and values.”

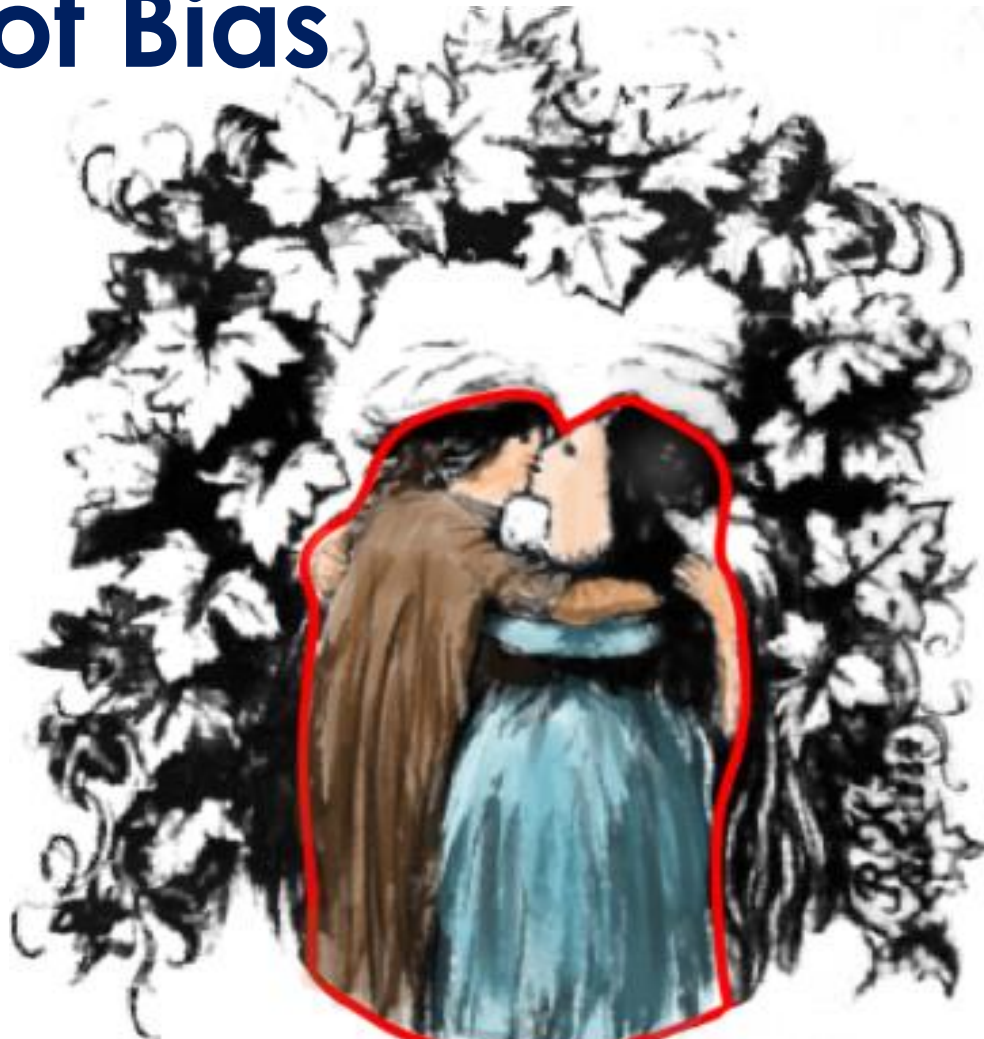
Holroyd J, Scaife R, Stafford T.
Responsibility for implicit bias.
Philosophy Compass. 2017
Mar;12(3):e124.



Impact of Bias



Impact of Bias



Reflection: Which of the Must Knows Will You Commit to Learning More About?



Task vs. Relationship Conflict
Role of Emotions
Impact of Bias



Must Dos

3

**What must I do
when engaging
with conflicts?**



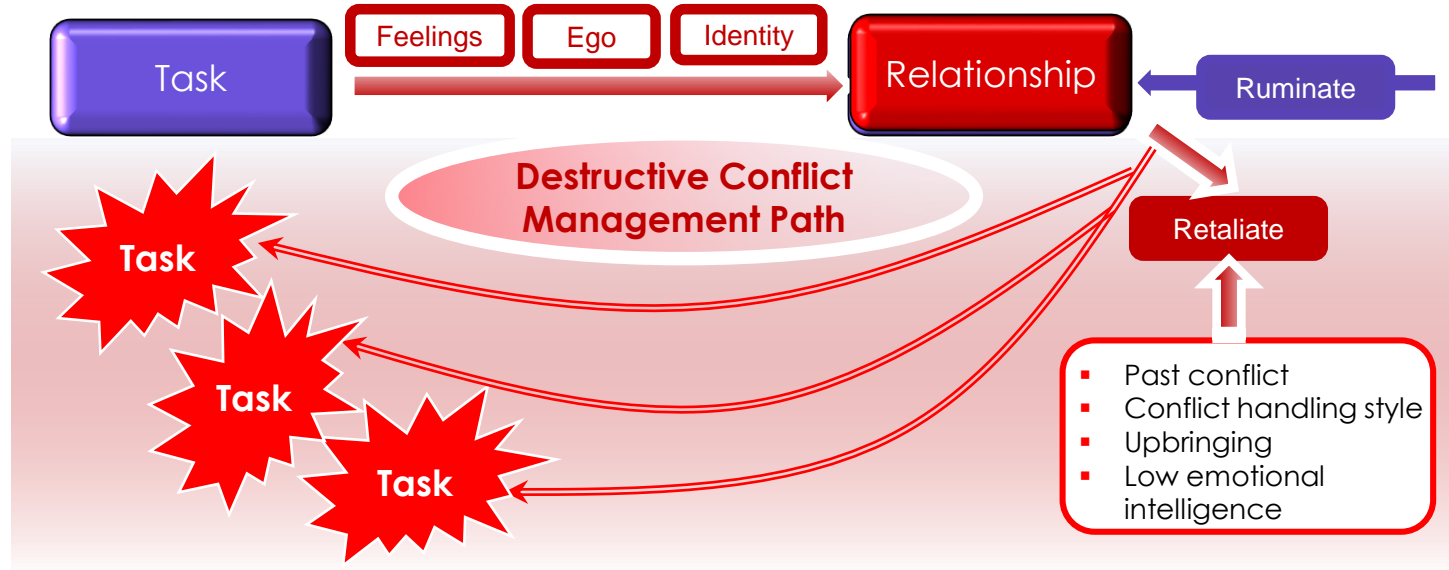
- Pivot to Partnership
- Mind Your Power
- Steward Your Words



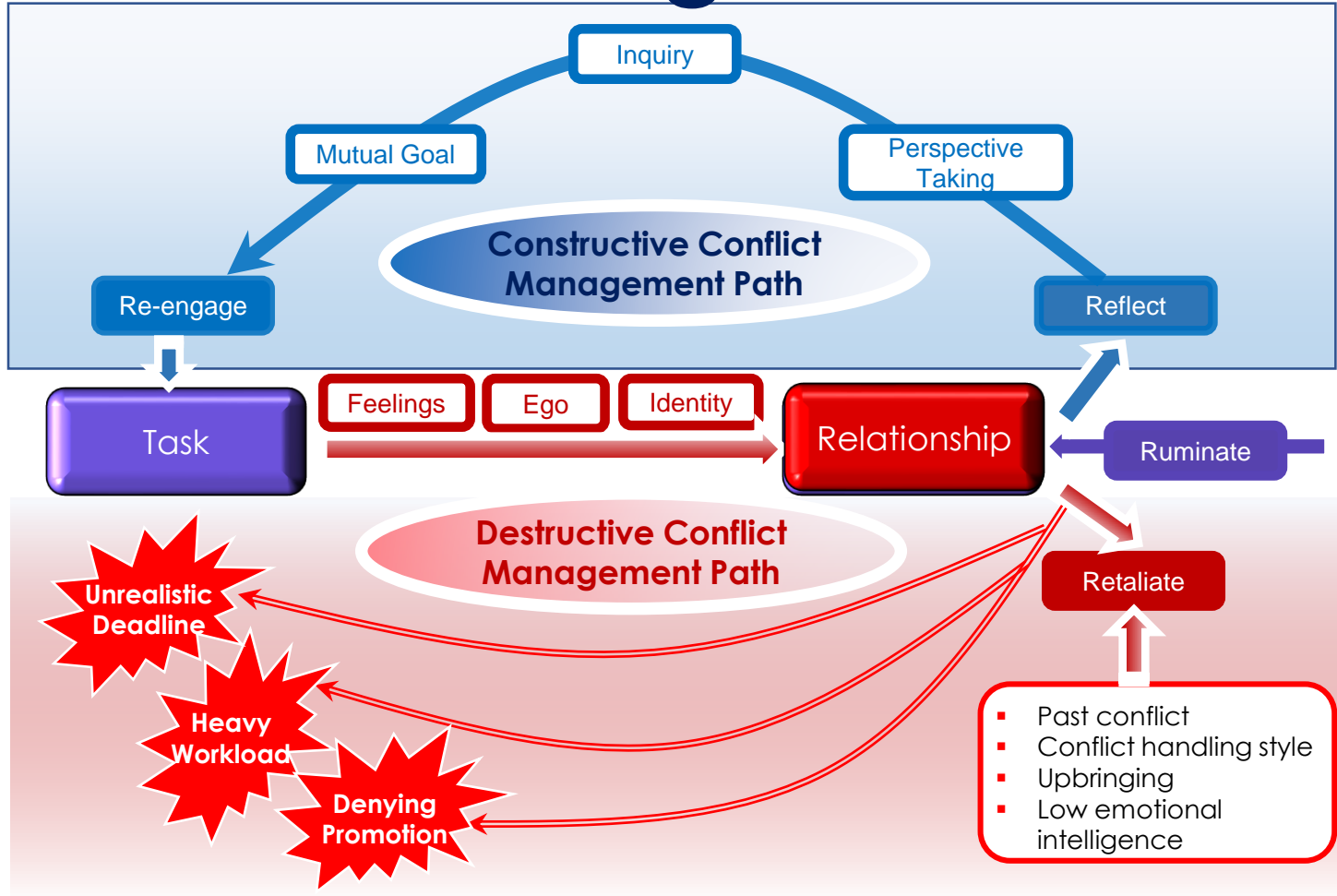
Pivot Personalizing into Partnership



Pivot Personalizing into Partnership



Pivot Personalizing into Partnership



A person in a red jacket is balancing on a tightrope that stretches across a large, powerful waterfall. The water is turbulent and white with foam. The person is positioned in the lower-left quadrant of the frame, looking towards the right. The background is a massive, cascading wall of water.

What is your intentional strategy for pivoting towards partnership in the moment of potentially personalizing a conflict?



Mind Your Power

Having influence or control over the beliefs, behaviors and values of individuals, groups or institutions

(Kuper A, Whitehead C. The paradox of interprofessional education: IPE as a mechanism of maintaining physician power? J Interprof Care. 2012 Sep;26(5):347-9.)



Mind Your Power

“Psychological safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”
(page 15)

the fearless organization

Creating **Psychological Safety** in the
Workplace for Learning,
Innovation, and Growth

Amy C. Edmondson
HARVARD BUSINESS SCHOOL



Mind Your Power

Leader Inclusivity

- Introduce self by first name.
- Know team members' names.
- Express curiosity towards others' ideas.
- Admit one's own mistakes.
- Exhibit vulnerability (*"I don't know."*)
- Apologize for behaviors.
- If there was an abrasive exchange with someone, check in with the individual.



Steward Your Words

He had had a habit throughout the twenty-seven years of making a narrow remark, which, like a plumber's snake, could work its way through the ear down the throat, halfway to my heart.

Steward Your Words



Steward Your Words

- Maximize my curiosity and interest in the other person's perspectives.



- Access my ignorance and ask for information in the least biased and threatening way.

LISTENING



Steward Your Words

My Intention



Curiosity

Why did you miss the deadline?



What made it difficult for you to ...

Acknowledgment

I hear you but I disagree with...



I hear you. Let me explain my perspective.

Appreciation

Thanks.



Thank you for what you did today. We couldn't have done it without you.

Advocacy

I will do what you say.



Can we pause and check in?

Empowerment

Just do what I tell you to do.



How do you think we can proceed?

Apology

Sorry.



I apologize for the difficulty my words have caused.

Mutual Support

This is difficult me, too!



I can see this is difficult for both of us.





Pivot Towards Partnership
Mind Your Power
Steward Your Words

Reflection: Which of the
Must Dos Will You Commit
to Applying in Your Lives?



Thanko

Sara Kim
sarakim@uw.edu

o
i



Recommended Books

- Cloke K, Goldsmith J. **Resolving personal and organizational conflict**. Jossey-Bass, New York. 2000.
- Cloke K, Goldsmith J. **Resolving conflicts at work: Ten strategies for everyone on the job**. John Wiley & Sons; 2011.
- Edmondson AC. **The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth**. John Wiley & Sons; 2018.
- Ferrell J, Boyce D. **The anatomy of peace: Resolving the heart of conflict**. Berrett-Koehler Publishers; 2015.
- Patterson K. **Crucial conversations: Tools for talking when stakes are high**. Tata McGraw-Hill Education; 2002.
- Rosenberg MB, Rosenberg M. **Nonviolent communication**. Sounds True; 2004.
- Schein EH. **Humble inquiry: The gentle art of asking instead of telling**. Berrett-Koehler Publishers; 2013 Sep 2.
- Stone D, Heen S, Patton B. **Difficult conversations: How to discuss what matters most**. Penguin; 2010.
- Stone D, Heen S. **Thanks for the feedback: the science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and frankly, you're in the mood)**. Penguin; 2015.

