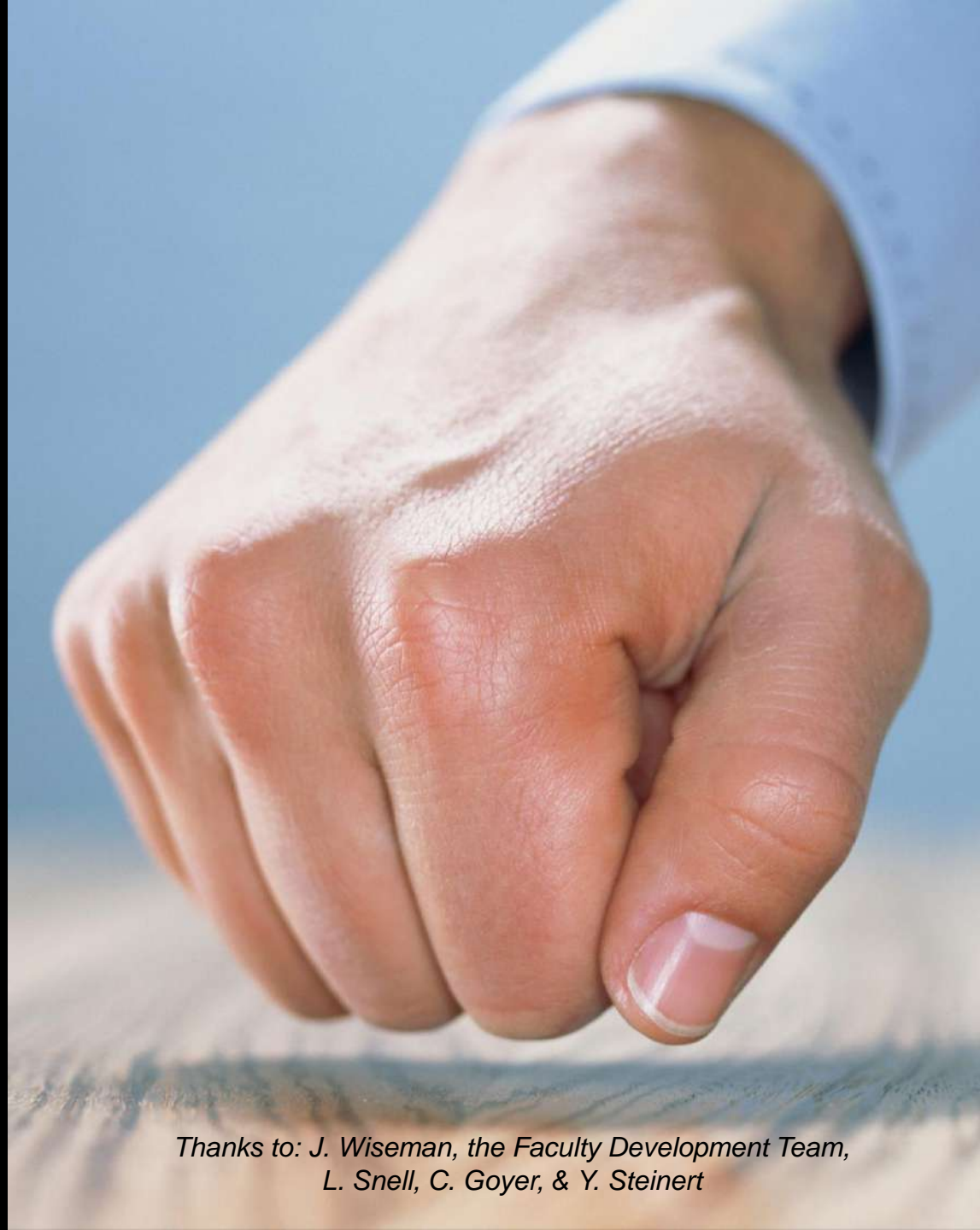


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# Conflict Management: Hard Knocks or Opportunity Knocks?



*Thanks to: J. Wiseman, the Faculty Development Team,  
L. Snell, C. Goyer, & Y. Steinert*

# DISCLOSURE OF CONFLICT OF INTEREST



# Plan for the morning

- Interactive Plenary: Conflict and Negotiation Key Concepts
- Break
- Small Group Work – Role Play and Debrief
- Conclusion/Take Home Points

# Learning Objectives

At the end of this workshop you will be able to:

- Define “conflict” and “negotiation” & “power”
- Recognize 5 conflict handling modes/styles
- Analyze the components of conflicts with and without power differences
- Describe an approach to negotiation
- Discuss how to manage conflict up, down and sideways in a hierarchy

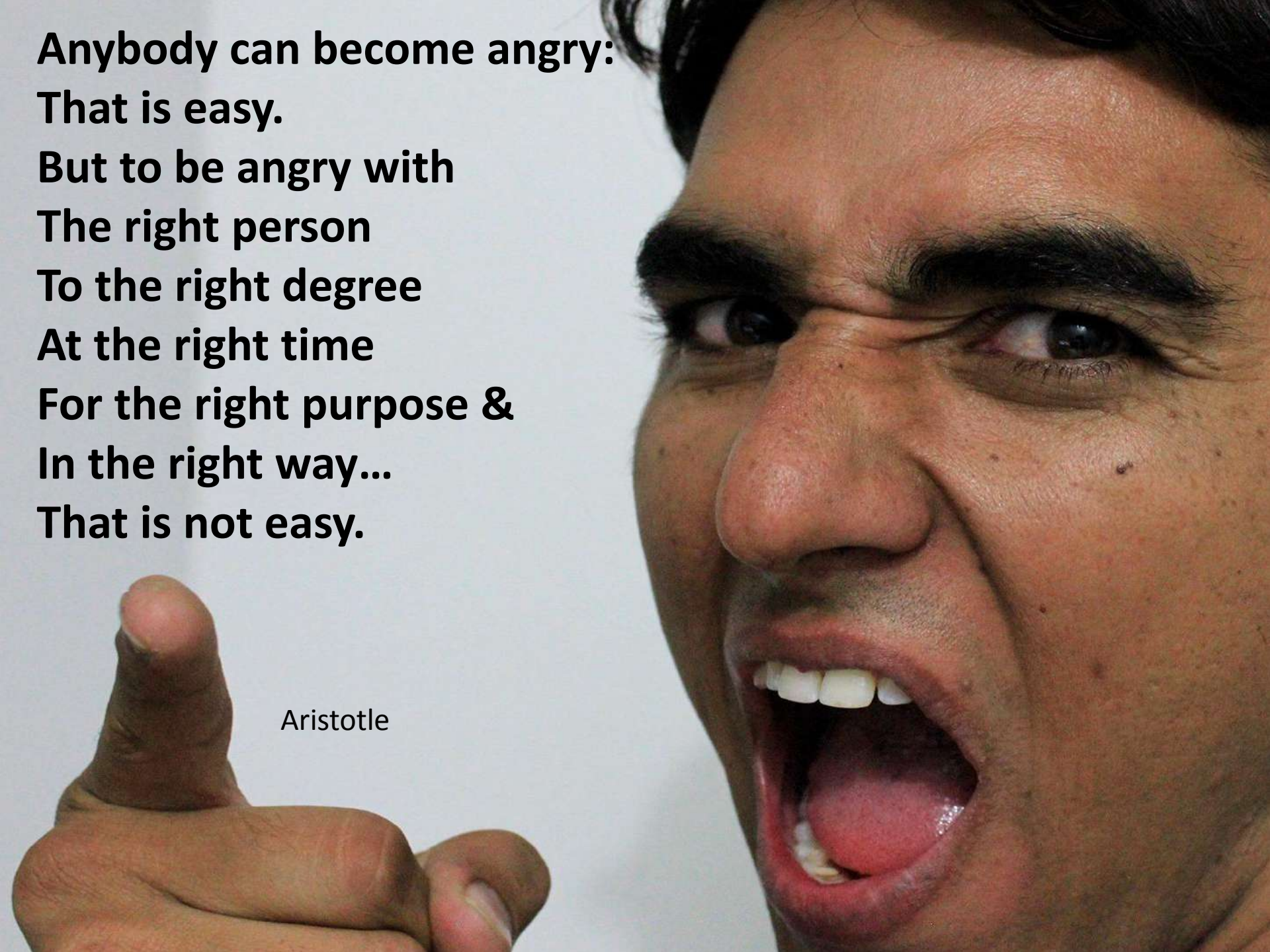
# Conflict Quiz: myth or reality??



- |  |   |   |
|--|---|---|
| • Conflict is always avoidable                                   | T | F |
| • Conflict is inevitable and natural                             | T | F |
| • Conflict makes us uncomfortable & defensive                    | T | F |
| • Unresolved conflict can do relational harm                     | T | F |
| • Conflict makes dialogue easier                                 | T | F |
| • There are times when conflict is desirable                     | T | F |
| • When effects may be negative, conflict should not be addressed | T | F |

**Anybody can become angry:  
That is easy.  
But to be angry with  
The right person  
To the right degree  
At the right time  
For the right purpose &  
In the right way...  
That is not easy.**

Aristotle





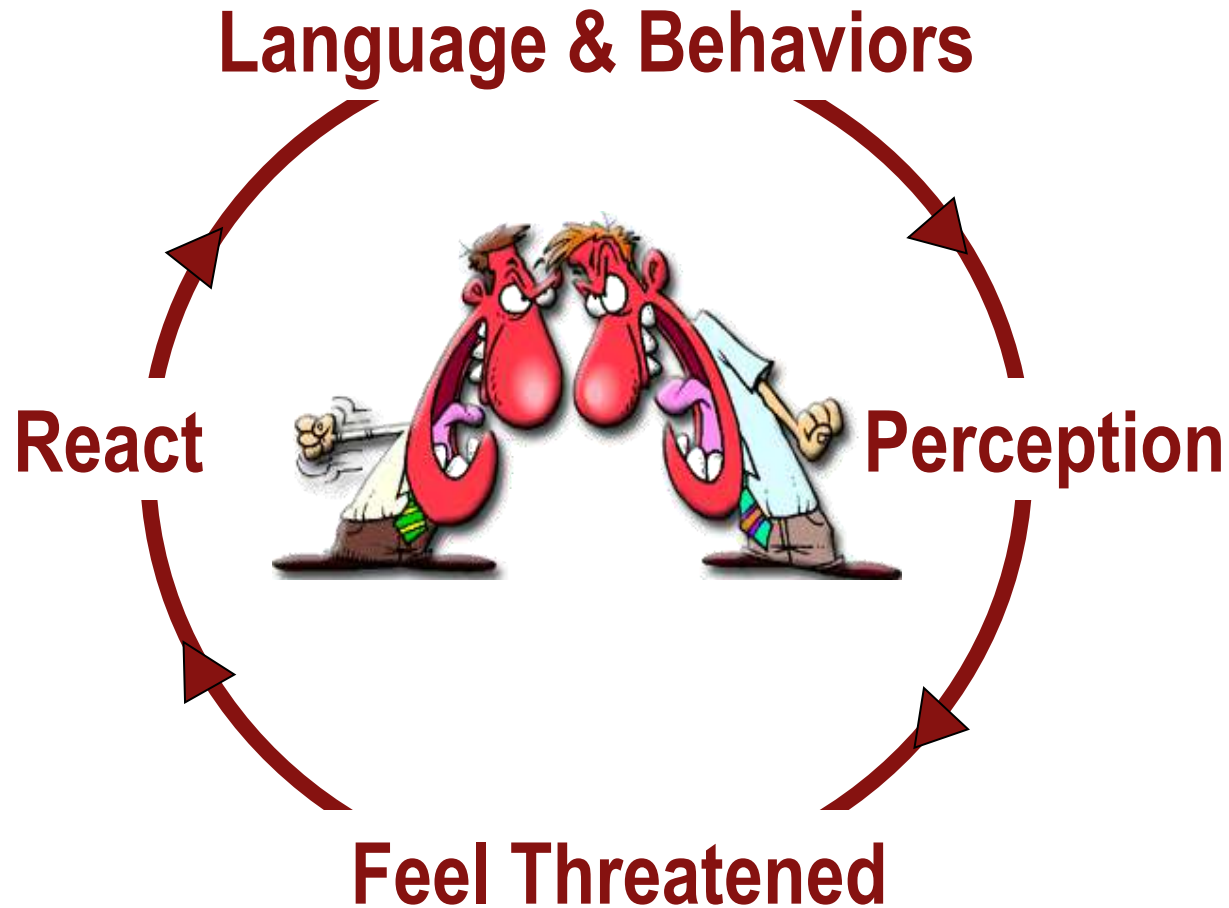
# Definition of Conflict

The **language and behaviours** that occur when humans:

- **Perceive** that their own goals and those of others are incompatible
- **Feel threatened**
- **React** by opposing or preventing each other from accomplishing their goals



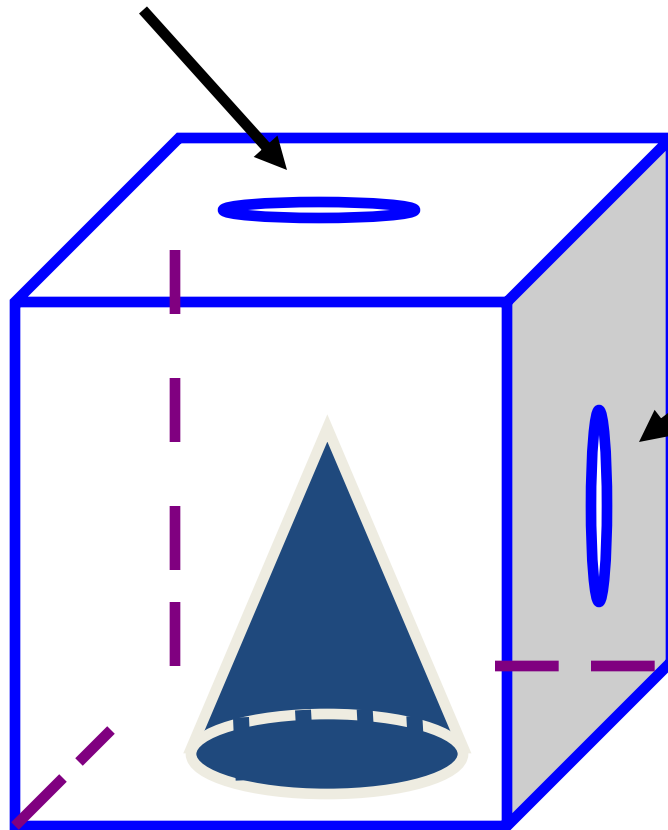
# Conflict Cycle





# Conflict Between A et B

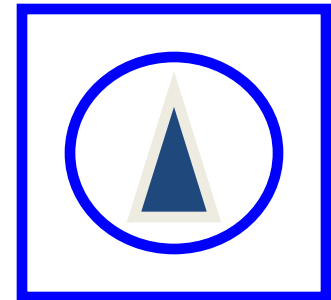
B's point of view



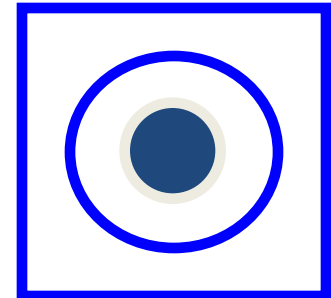
A's point of view

*Different Perceptions*

A sees :



B sees :



# Is Conflict Good or Bad?

## Traditional View

### ***Bad: A Problem***

- Waste of time and resources
- Poor relationships
- Demoralizing
- A sign of poor leadership

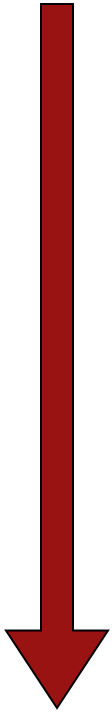
## Modern View

### ***Good: An Opportunity***

- Catalyst for change & problem solving
- Engagement and passion
- Encouraging
- A sign of good leadership

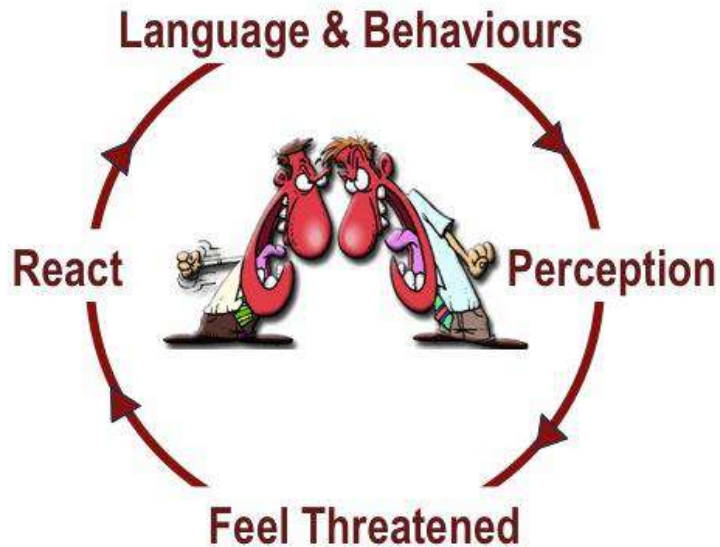
# What are the Sources of Conflict?

**Increasing  
Difficulty**



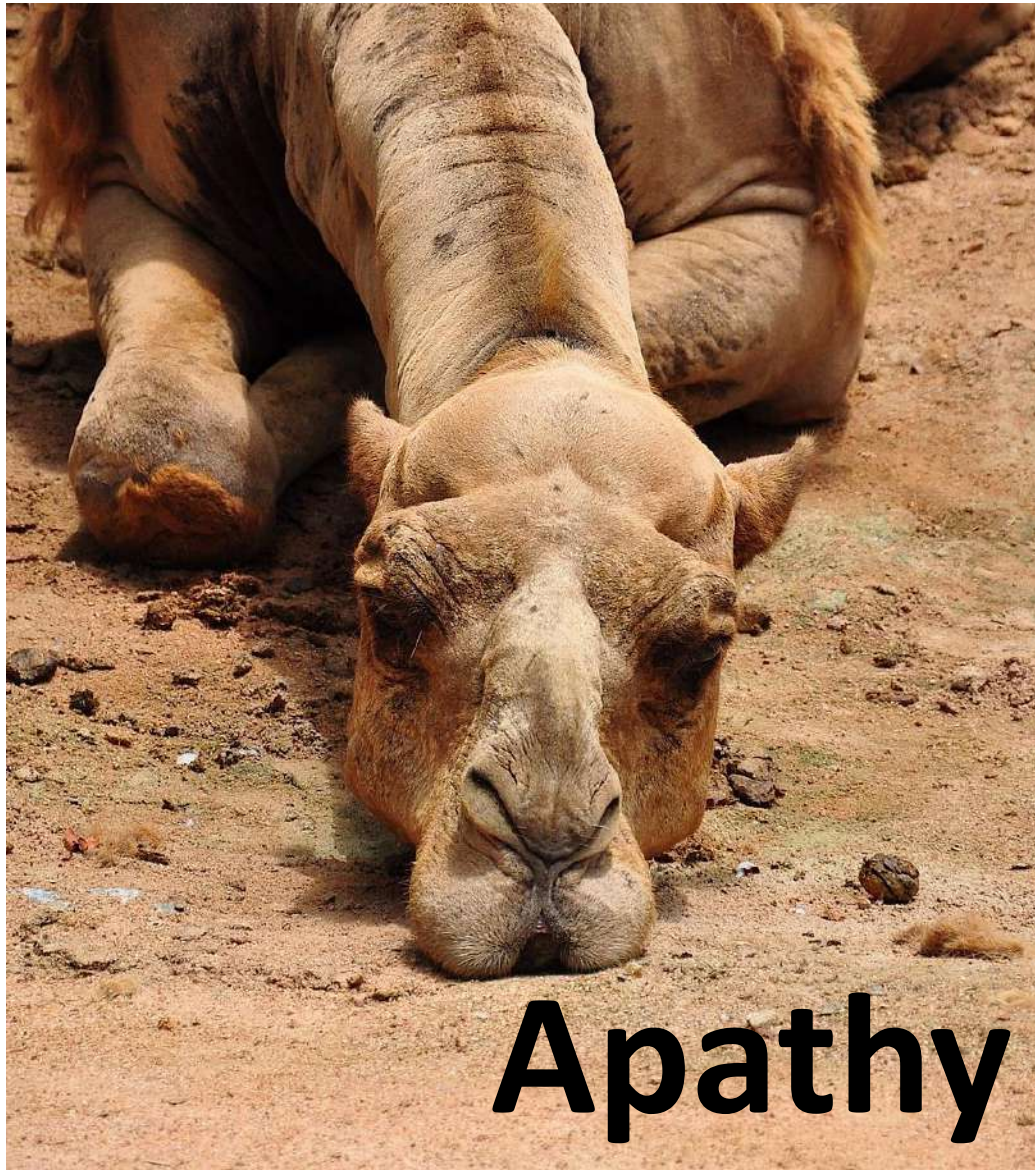
- False or incomplete information
- Different perceptions or expectations
- Competition for limited resources
- Interdependent or incompatible roles and responsibilities
- Cultural differences
- Differing values and beliefs

# What Factors Influence How We May Experience the Conflict Cycle?



**Context**  
**Culture**  
**Gender**  
**Sexuality**  
**Previous Experiences**  
**Religion**  
.....?

# The Opposite of Conflict Is...?



# Apathy



# How Do You Respond to Conflict?

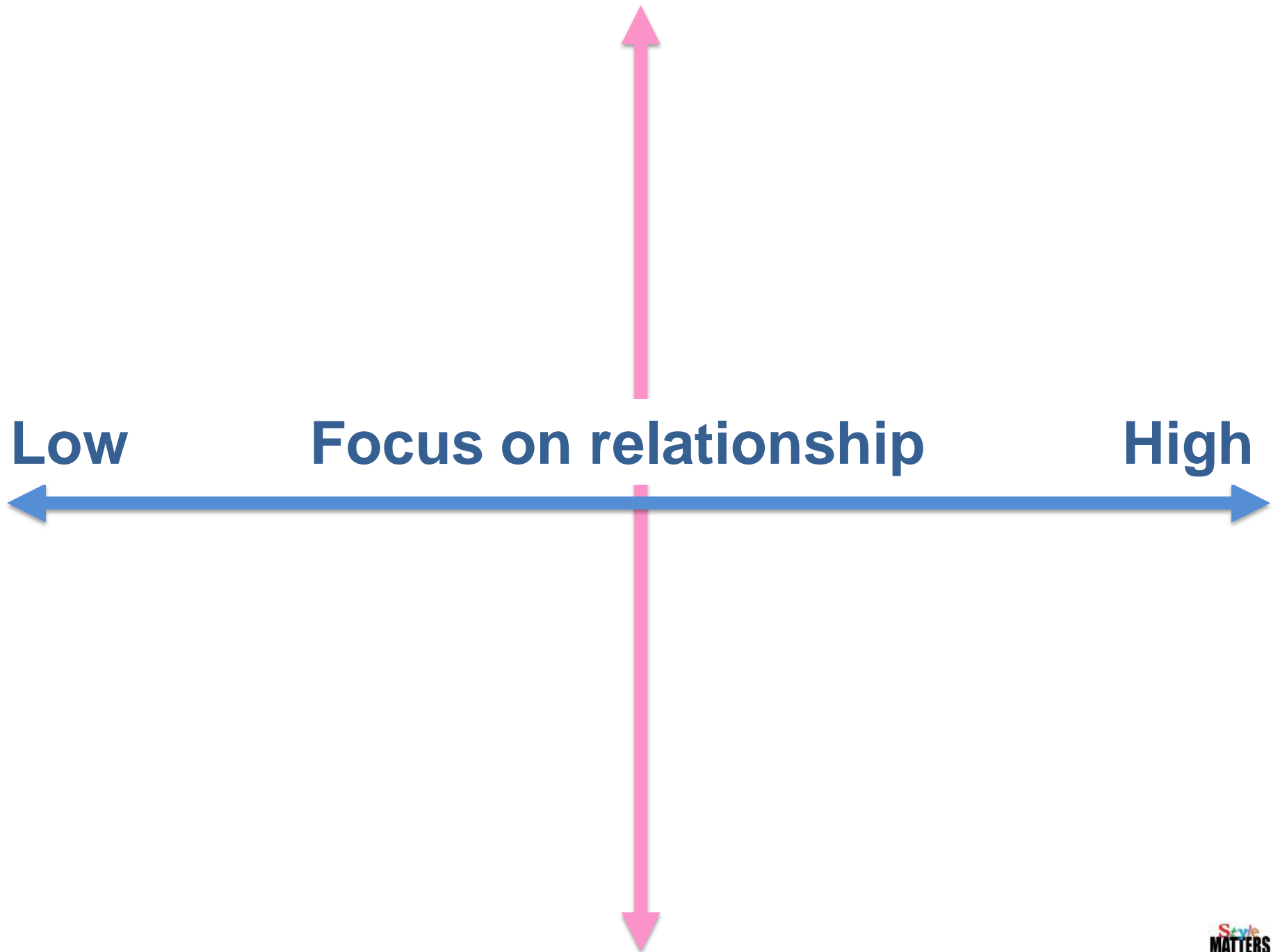
## Conflict Styles





Low      Focus on agenda      High





**Directing**

**Cooperating**



**Avoiding**

**Harmonizing**

## Directing

*Do it my way  
Get it done  
I win/you lose*

## Cooperating

*Let's help each other come  
up with an even better  
solution for each of us  
I win/you win*

## Compromising

*Let's meet halfway  
You win some/I win some*

## Avoiding

*Let's talk another time  
Conflict? What conflict?  
I lose/you lose*

## Harmonizing

*Whatever...  
Sure, I'm flexible  
I lose/you win*

## Directing

*Useful* if emergency, no time,  
to protect weak from strong,  
if goal is to win now

*Worst* if need support and  
cooperation of others seeing  
themselves as your equal

## Cooperating

*Useful* if issues, long term  
ability to work together  
& creative solutions important  
*Worst* if time is short, goals of  
others wrong beyond doubt

## Compromising

*Useful* if any solution better  
than none or a stalemate,

*Worst* when deep principles/values  
are at stake

## Avoiding

*Useful* if issue trivial,  
relationship unimportant, little  
power to resist but disagree

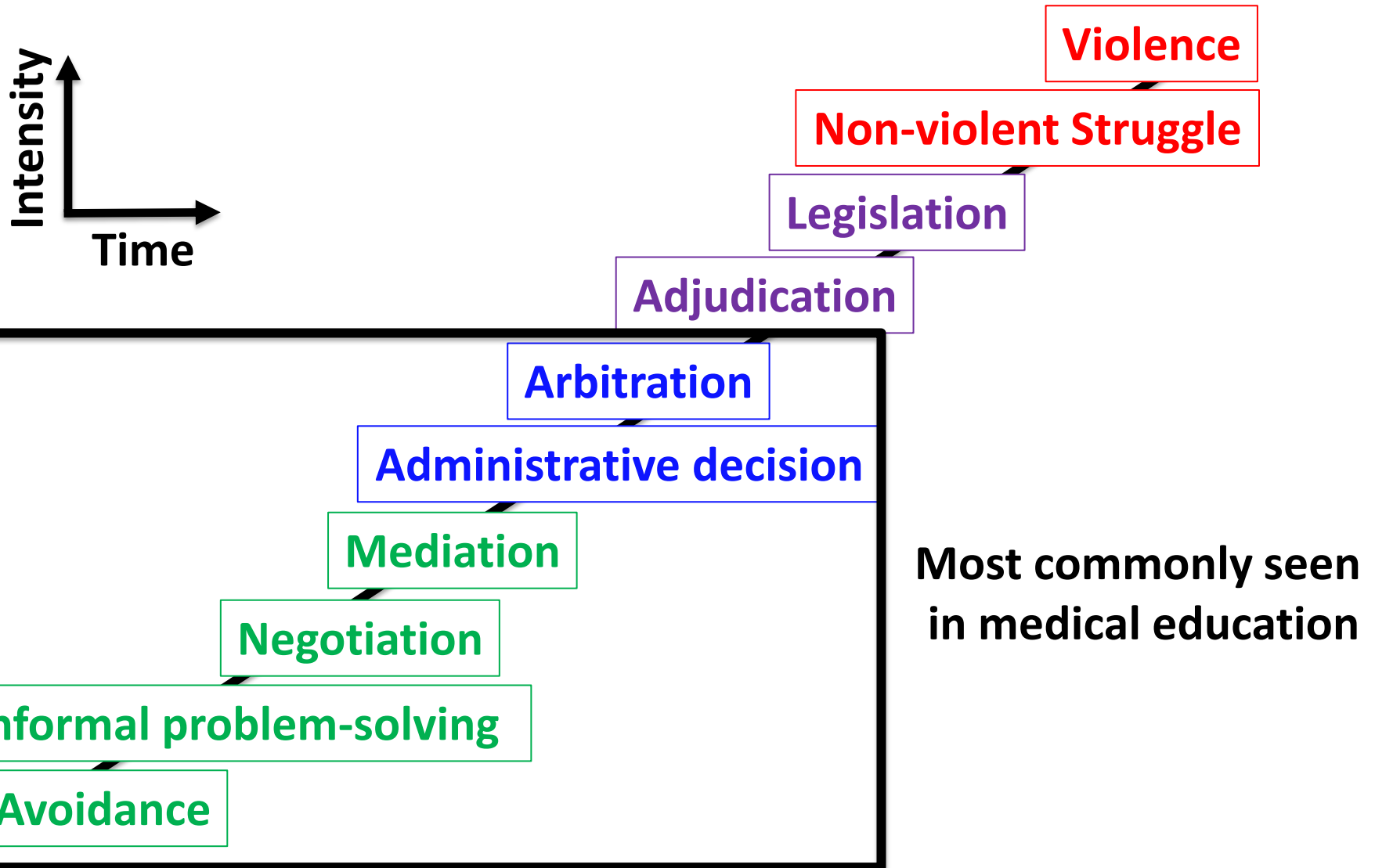
*Worst* if issue important, if  
overuse leads to  
“freeze-out” & explosions

## Harmonizing

*Useful* if issue important to  
others & not to you, no power  
& fear retaliation

*Worst* if you feel resentful,  
overuse to gain acceptance

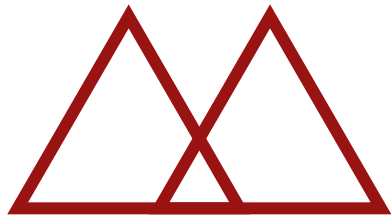
# Conflict Management Approaches



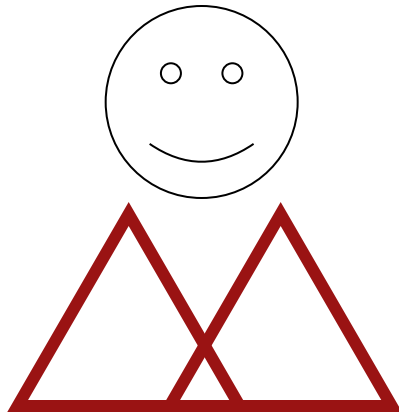


# Define “Negotiation”

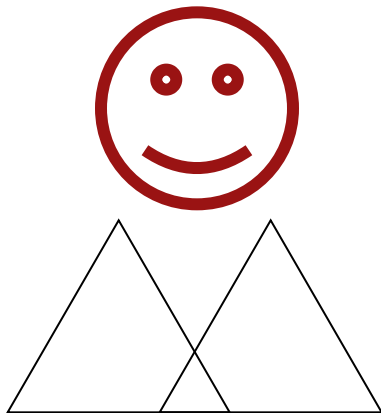
- A process of creating alternative solutions that neither side had previously seen or thought of
- A give-and-take discussion between **interdependent** parties attempting to reach an agreement or settle a dispute
- Both parties have the **power and choice** to agree or walk away
- Participants are problem solvers whose goal is a wise outcome reached efficiently and amicably



# Negotiation



# Mediation



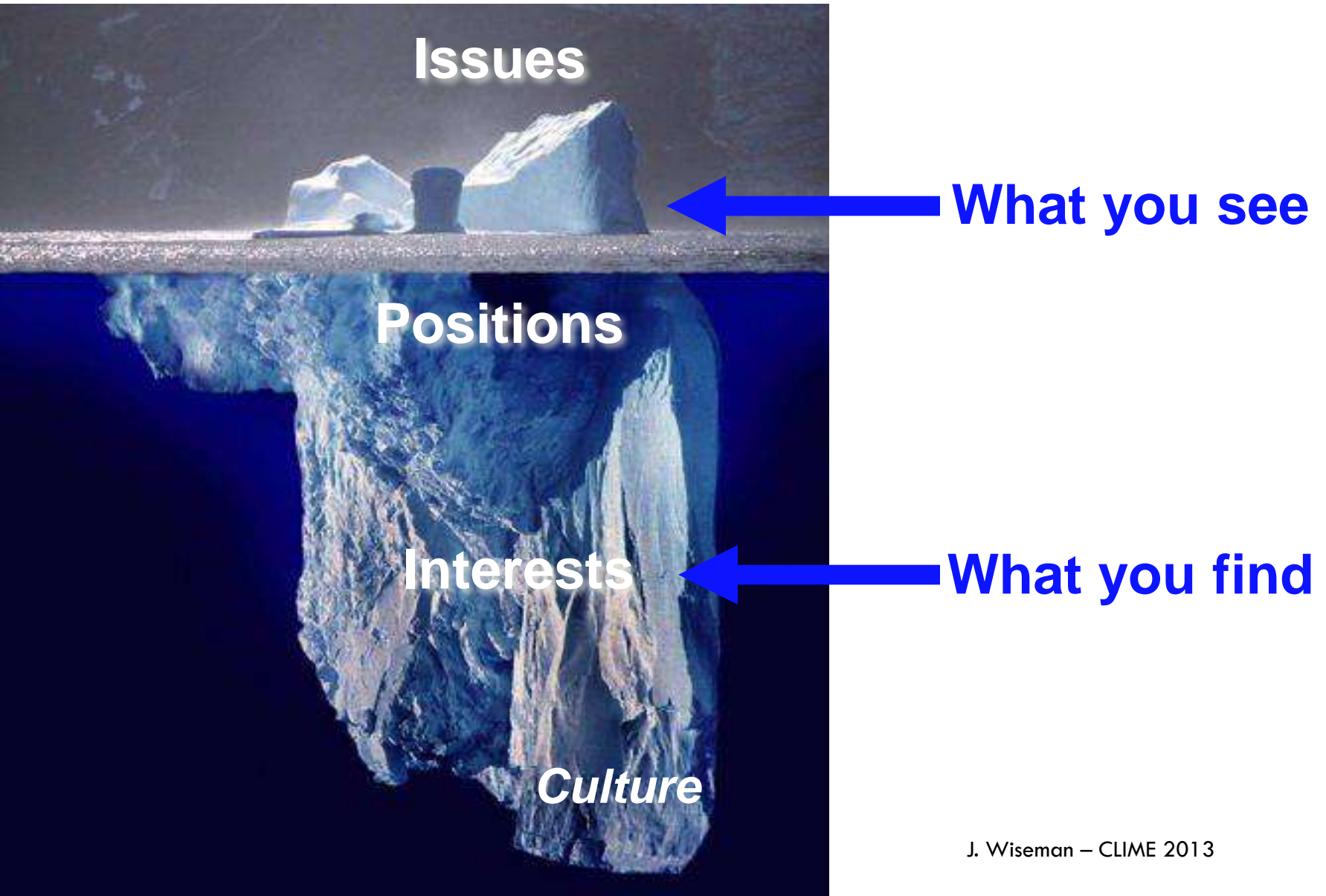
# Arbitration

# Negotiation Iceberg

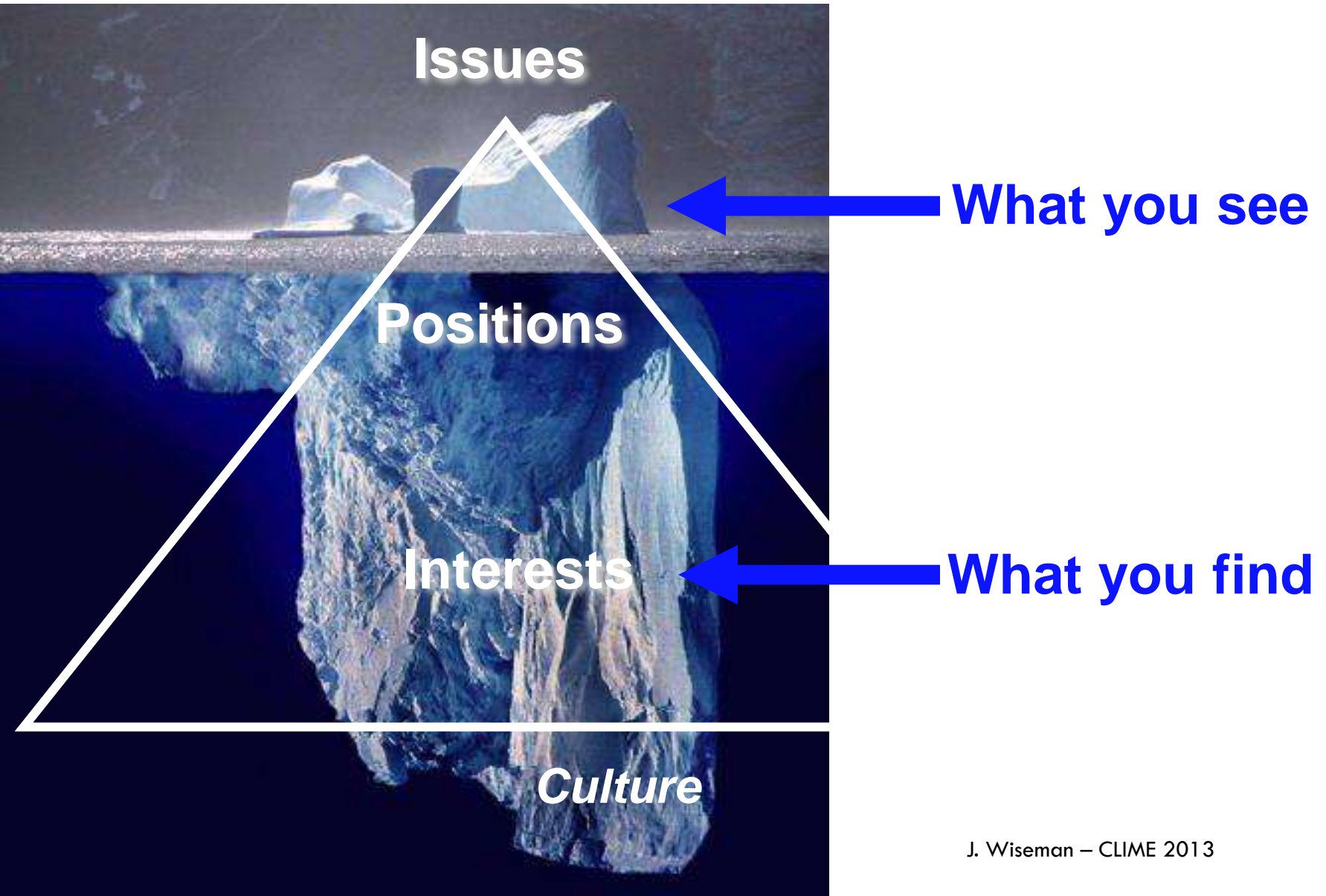


**← What you see**

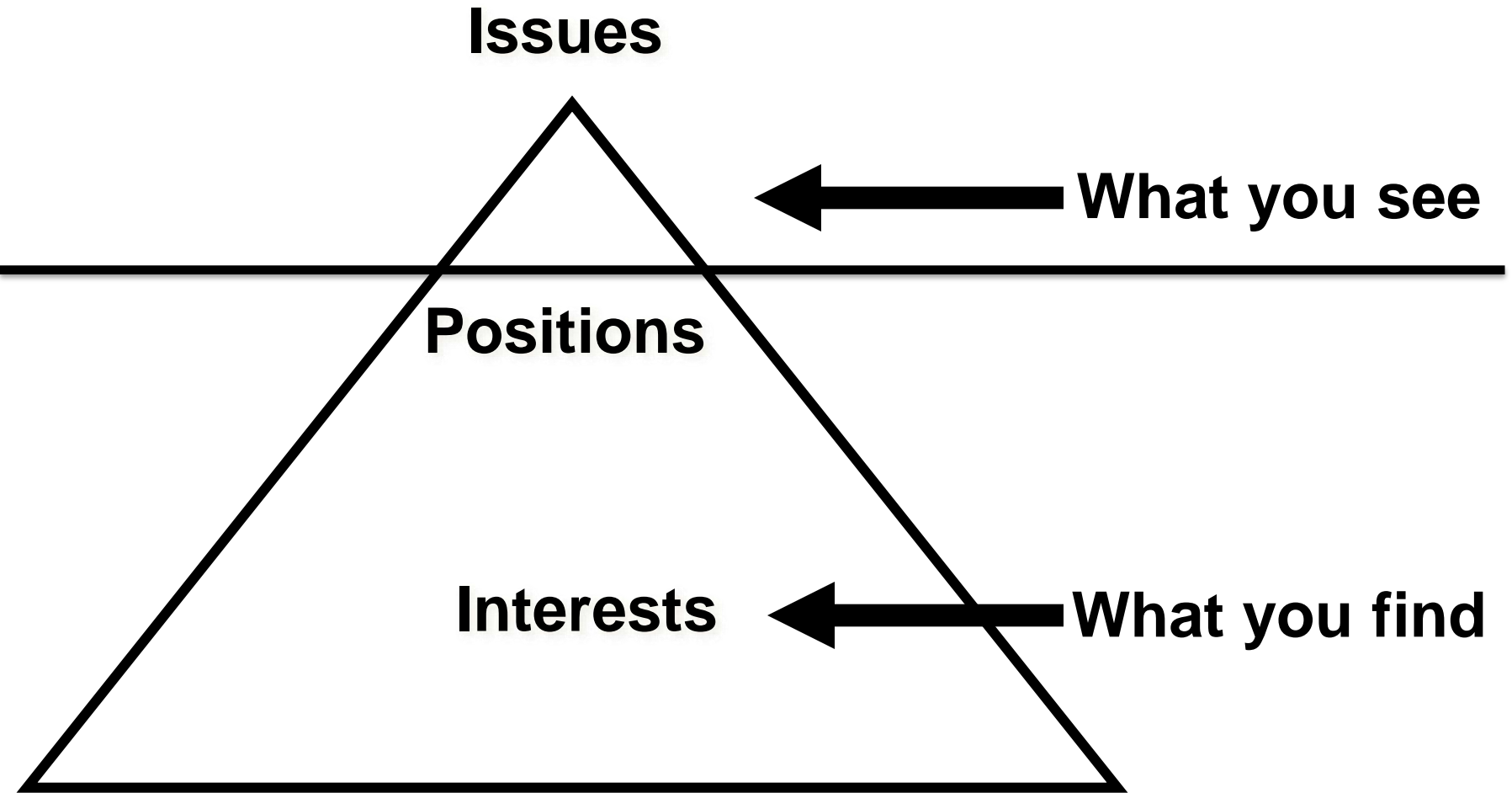
# Negotiation Iceberg



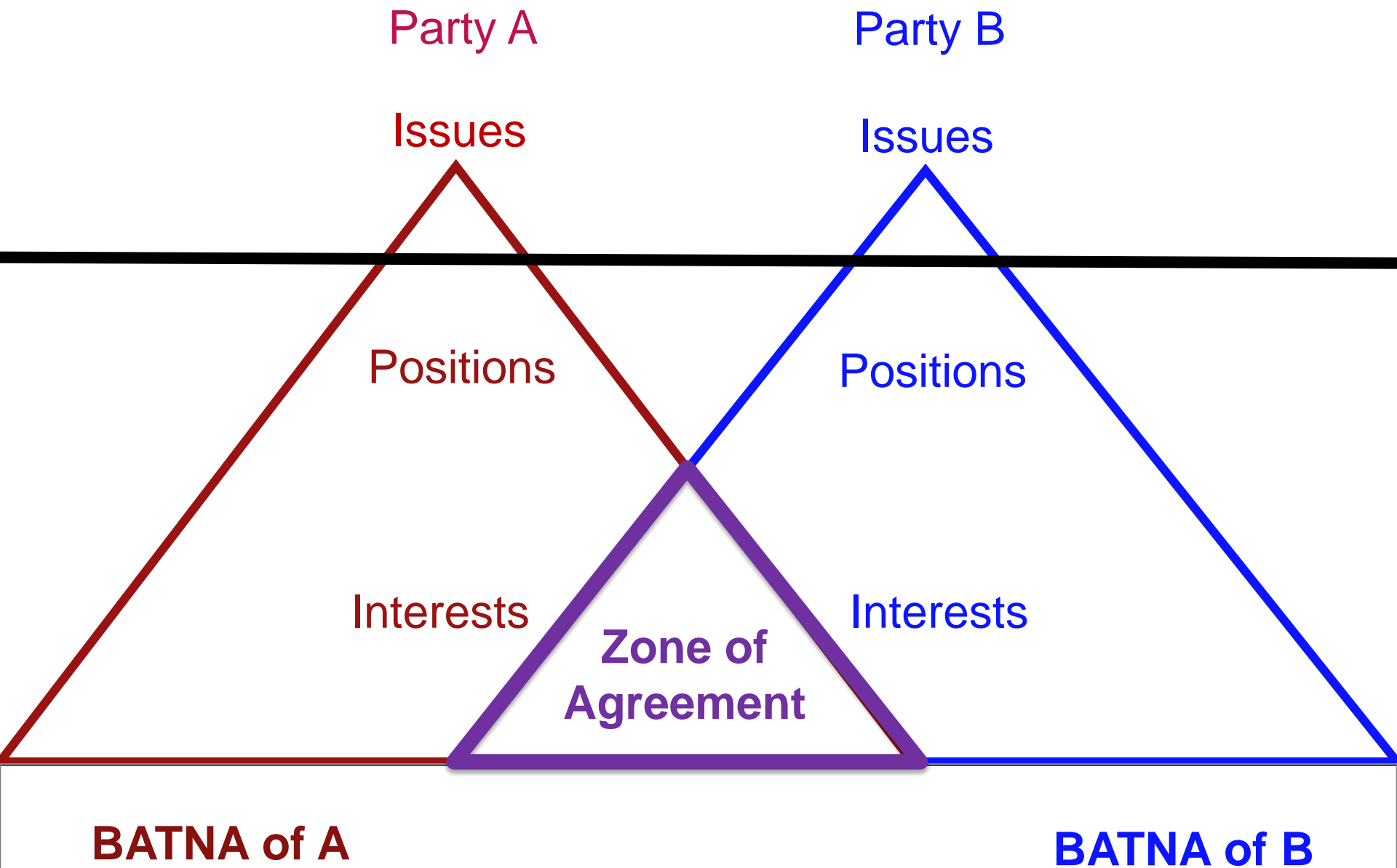
# Negotiation Iceberg



# Negotiation Iceberg







# BATNA: Best Alternative(s) to a Negotiated Agreement

- What courses of action each side can choose to take if an agreement better than the BATNA cannot be reached or the other party refuses to negotiate
- Based on objective evidence/reality
- NOT a “wish list” nor what you “deserve” nor your “bottom line” (worst agreement you would accept)
- Dynamic - many alternative choices can be created or emerge over time
- “True source of power” in a negotiation

# BATNA Example

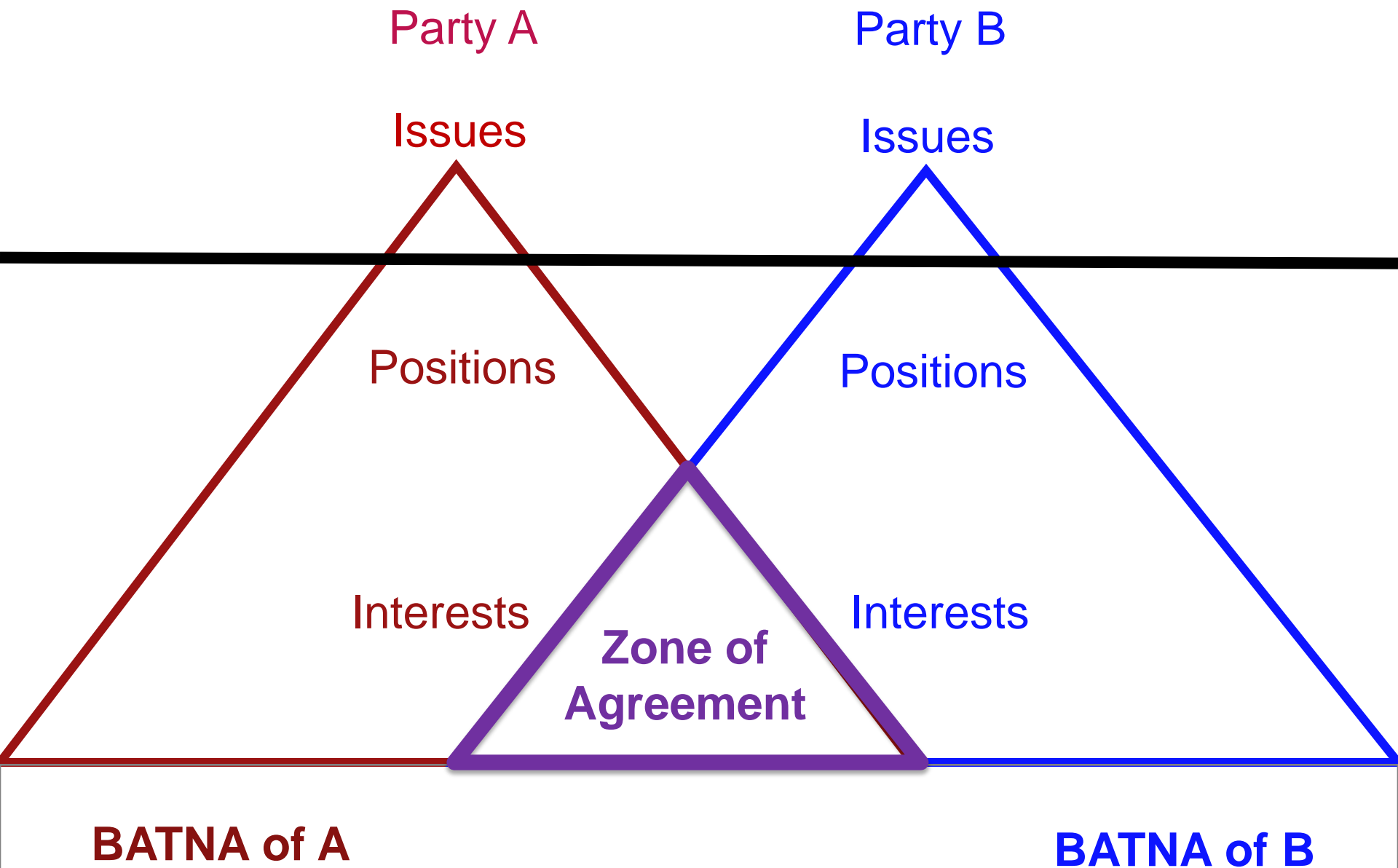
- Want to buy a used car
- Dealer A:
  - Right make, model, colour
  - 7500\$
- Dealer B:
  - Right make, less desirable model and colour
  - 6500\$
- While negotiating with Dealer A, your BATNA may be to buy from Dealer B if Dealer A doesn't drop  $\leq 6500\$$  (walk away from Dealer A)



# BATNA example (2)

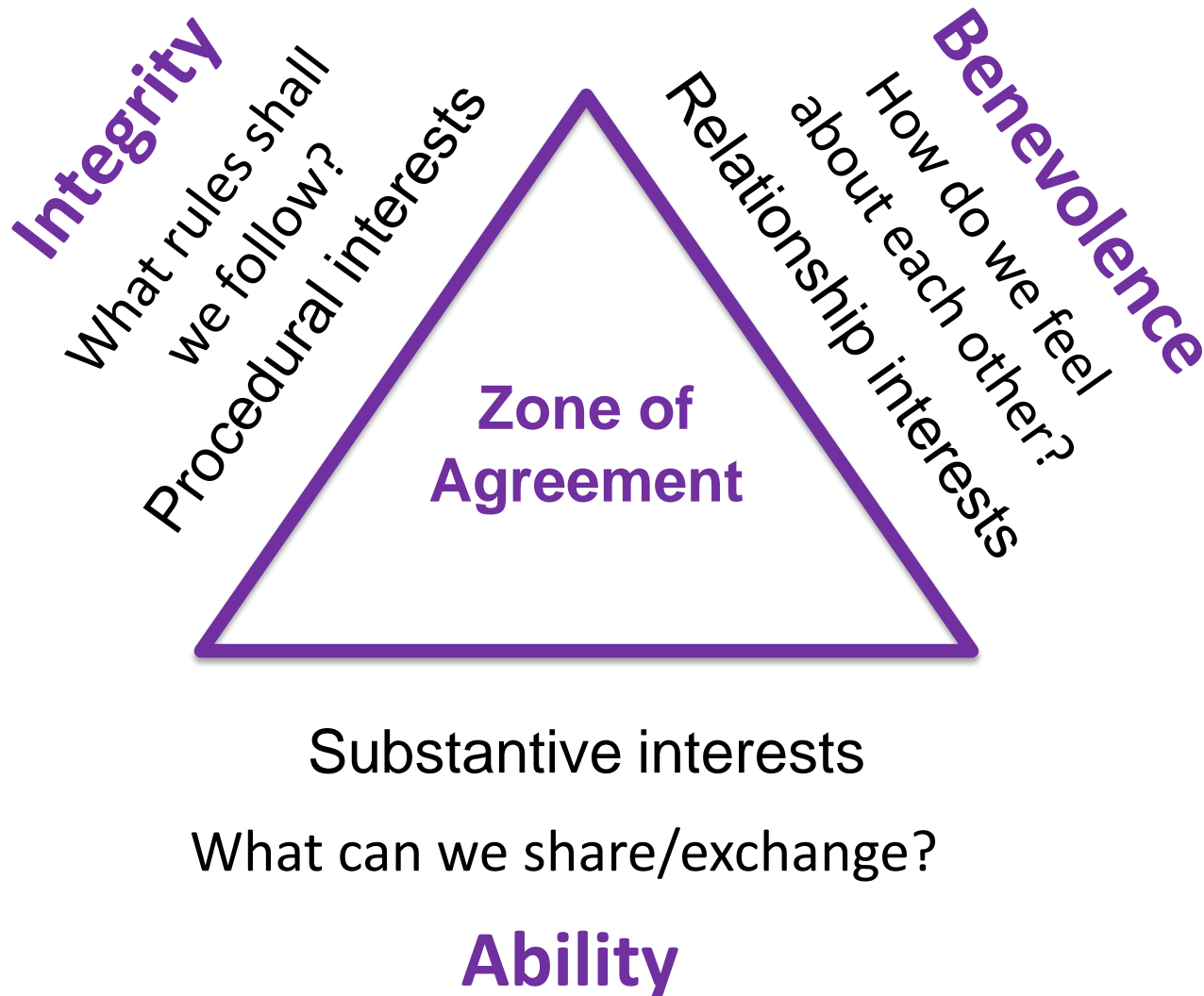
- Finishing student wants to take on a full case load in clinic to see how that goes before going into practice
- Supervisor A
  - Gives great feedback
  - Doesn't think students should have full case loads ("they are still learners")
- Supervisor B
  - Gives ok feedback
  - Will let the student take a full case load
- While negotiating with Supervisor A, your BATNA may be to go with Supervisor B if A won't let you have a full or near full case load

- If proposed agreement is better than your BATNA, take it
- If not, continue/re-open negotiations
  - If still not: walk away and pursue your BATNA
- There is a cost in pursuing your BATNA also
  - Have to decide what is important to you:
    - Eg. Learning how to manage a full case load, or getting the best feedback





# Other Factors Affecting Zone of Agreement

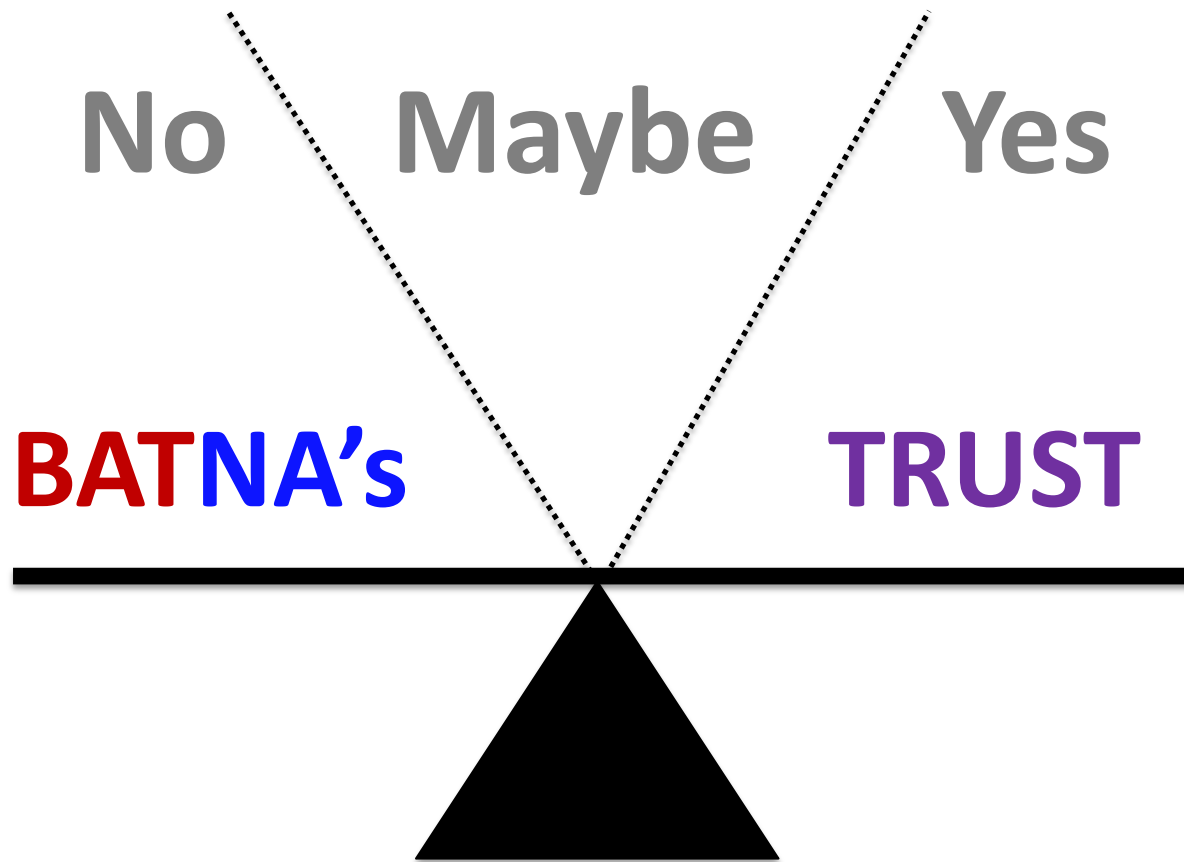


# Perceived Trustworthiness =

(Ability + Benevolence + Integrity) (Past Experiences)  
(Complexity, Time & Resource pressures)

For a given task

# Should We Agree?



# Arm Wrestling Contest

**Champions surrounded by cheer leaders/counters**

**Champions' task:**

- Link up your hand with your opponent in an arm-wrestling position.
- When I say “go” get the arm of the opponent down into a horizontal position as many times as possible in 30 seconds

**Cheerleaders' task:**

- Cheer your champion on (extra points for loudness)

**Counters' task**

- Count how many times your champion gets the other's arm horizontal & yell out the final number

# Framing and Reframing

## Framing

- The manner by which parties perceive, describe and interpret a conflict situation

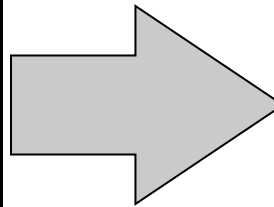
## Reframing

- A process by which parties develop a new, shared perception of a situation
- The principal objective for ALL negotiation steps

# Reframing

## Win-Lose Frame

- Exploit your opponent cause you can
- One side takes all & the other loses (and usually only once)
- Tit for tat (ghosting, revenge, sabotage)
- Easy in short term, difficult over long term



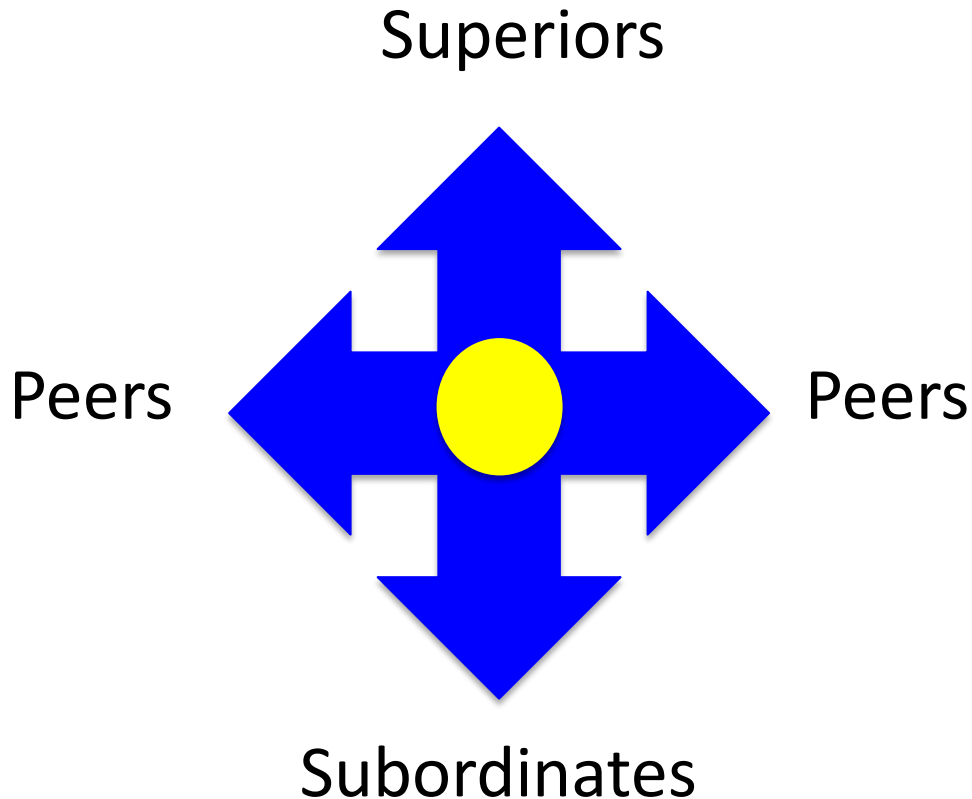
## Win-Win Frame

- Exploit mutual creativity & different strengths
- Both sides benefit and continue benefiting repeatedly over time
- Mutual help & trust
- Difficult in short term, easy over long term

# Telltale Signs of Negotiation Win-Win Potential

- BOTH parties share a lot of information
- There is more than a single issue and/or additional issues can be brought in
- There are differences in preferences, expertise & resources across each issue
- There is a possibility of making explicit (**not** hidden!) side deals involving other people for each issue

# Managing Across, Up & Down



- Your colleague is suddenly ill and you must cover his/her duties & tonight is your loved one's birthday party
- Your director schedules a mandatory meeting at 5 PM. You have 2 young children at day care
- Your student has not been checking the patients' medications despite repeated feedback



- Peers – much of what's been discussed
- Superiors – how to manage up (in following slides)
- Students/subordinates – some similarities but be ever-conscious about power differentials

# How to Manage Up

## **Define what you really care about**

- Patients' best interests are always a good argument
- Discuss honestly your own development and aspirations

## **Understand what your leader really cares about**

- Work to truly understand their expectations and priorities
- Take time to understand their obligations to those above them and know what they are “on the line for”.
- Keep them appropriately informed
- Assume that they have the best intentions

# How to Manage Up

## **Build trust with your leader**

- Clarify expectations and work on trying to see the current situation & tasks in the same way
- Follow through on tasks and make sure they know they can count on you to “do the right thing”
- Ensure you have the resources, skills and time needed to complete the tasks you take on

## **See your leader as part of the team**

- Come to your boss with solutions, not just problems
- Consider their strengths, weaknesses, preferred work styles
- Acknowledge differences in cultures, values

# The ABCD's of Negotiation

**Preparation: 80% of Time & Effort**

<b>A</b>	Assure safety & dignity
<b>A</b>	Anticipate potential agreements
<b>B</b>	Behold: Listen actively to each other in turn
<b>B</b>	Brainstorm & share ideas for possible agreements
<b>C</b>	Collaborate on implementation of an agreement
<b>C</b>	Check back to ensure all went as planned
<b>D</b>	Detect & disarm dirty tricks
<b>D</b>	Debrief: What went well, what to improve?

# The ABCD's of Negotiation

## The Short Negotiator Side A

<b>A</b>	<b>Assure safety &amp; dignity</b> <ul style="list-style-type: none"> <li>○ Is there a risk of violence?</li> <li>○ Have you (and others) calmed down?</li> <li>○ Is this a problem? Whose problem does it appear to be?</li> <li>○ When and where should this be addressed?</li> </ul>
<b>A</b>	<b>Anticipate what an agreement could look like</b> <ul style="list-style-type: none"> <li>○ What are the arguments (positions), what do we (&amp; stakeholders) really care about (interests)?</li> <li>○ Can we trust each other (How can we show &amp; share Ability, Benevolence &amp; integrity)?</li> <li>○ What will happen if we cannot agree (BATNA's)?</li> <li>○ How could asymmetries in power or rights be used to help or hinder an agreement?</li> </ul>
<b>B</b>	<b>Behold. Listen actively to each other in turn</b> <ul style="list-style-type: none"> <li>○ Ask the other party to tell their point of view, listening for <ul style="list-style-type: none"> <li>▪ Issues (words used)</li> <li>▪ Positions (arguments expressed)</li> <li>▪ Interests (true needs)</li> <li>▪ Emotions (how the other party feels)</li> </ul> </li> <li>○ Summarize the content and emotion of what the other party said to their satisfaction</li> <li>○ Ask the other party to listen to your point of view</li> <li>○ Ask the other party to re-state your point of view to your satisfaction</li> </ul>
<b>B</b>	<b>Brainstorm &amp; share ideas for possible agreements and better BATNA's</b> <ul style="list-style-type: none"> <li>○ No criticism of ideas initially – get out as many as possible, build on ideas &amp; combine</li> <li>○ Ideas are not offers – no one is bound later to any ideas they suggest</li> <li>○ Look for mutual gain (win/win): Put yourself in the other party's shoes and strive to help them find/design solutions to their problems</li> </ul>

## The Short Negotiator Side B

<b>C</b>	<b>Collaborate on implementation of an agreement</b> <ul style="list-style-type: none"> <li>○ Keep a record, as appropriate, of the who, what, where, when and how</li> </ul>
<b>C</b>	<b>Check back to ensure all is going as planned</b> <ul style="list-style-type: none"> <li>○ Take the initiative to give/ask for feedback</li> </ul>
<b>D</b>	<b>Detect and disarm and desist from "dirty tricks"</b> <ul style="list-style-type: none"> <li>○ Deception <ul style="list-style-type: none"> <li>▪ Selective disclosure, misrepresentation of information, false promises</li> <li>▪ Put in provisions that cannot be offensive unless the other party is deceiving you ("Please let me/others verify the facts.")</li> </ul> </li> <li>○ Debasement <ul style="list-style-type: none"> <li>▪ Direct or indirect behaviors towards you or with your superiors, the public or peers in order to embarrass or sabotage</li> <li>▪ Document it, denote it to (the other side +/- a neutral 3<sup>rd</sup> party), describe consequences ("If you want my help please stop doing <u>XYZ</u> otherwise I will just walk away.")</li> </ul> </li> <li>○ Deal-dropping at last minute to get concessions <ul style="list-style-type: none"> <li>▪ Walk away/No deal and choose your BATNA</li> </ul> </li> <li>○ Decision-maker surrogate ("I need a higher authority to approve/decide.") <ul style="list-style-type: none"> <li>▪ Stop negotiating until you are speaking directly with the decision-maker</li> </ul> </li> <li>○ Deluge with irrelevant details <ul style="list-style-type: none"> <li>▪ Ask "What does this have to do with the real issues we are working on?" Repeat prn.</li> </ul> </li> <li>○ Decoy gifts <ul style="list-style-type: none"> <li>▪ Ignore, reciprocate in value or decline politely as culturally appropriate</li> </ul> </li> </ul>
<b>D</b>	<b>Debrief</b> <ul style="list-style-type: none"> <li>○ What went well, what needs to improve? What did you (do you need to) learn?</li> </ul>

# The “5-Minute Negotiator”

## A3

- **Affect:** observe, listen & feel
- **Ask:** yourself & others: Prepare!
- **Active listening** with other party

## B2

- **Brainstorm** for possible solutions
- **Build** elements of an agreement

## C2

- **Collaborate** on implementing the agreement
- **Check back:** did all go as planned?

# 5-Minute Negotiator

## **A1: Affect**

- What is the risk of violent behavior?
- Wait until you are both calm

# 5-Minute Negotiator

## **A2: Ask** Yourself & Others:

- Is this a problem / opportunity?
- Whose problem does it appear to be – Yours? Theirs? Others? Shared?
- When and where should this be addressed?
- Why and how might this problem have occurred? Can you anticipate the Issues, Positions and Interests?



# 5-Minute Negotiator

## A3: Active Listening

- Ask the other party to tell their point of view listening for
  - **Issues** (things said by the other party)
  - **Positions** (arguments expressed by the other party)
  - **Interests** (true needs of the other party)
  - **Emotions** (how the other party feels)
- Summarize the content and emotion of what the other party said to their satisfaction
- Ask the other party to listen to your point of view
- Ask the other party to re-state your point of view to your satisfaction
- Facilitate non-judgmentally using “I” or “We” words

# 5-Minute Negotiator

## **B1: Brainstorm**

- Get out as many ideas as possible
  - No criticism or judgment of ideas initially
  - Ideas are not offers: No one is bound to agree later to any ideas they suggest
  - Combine or build on ideas of others

# 5 Minute Negotiator

## **B2: Build** Elements of an Agreement

- Look for mutual gain: How can you actively help each other get more than what either would get with no agreement
- Make your opponent's decision easier by putting yourself in their shoes and helping them find solutions to their problems

# 5 Minute Negotiator

## **C1: Collaborate & C2: Check back**

- Collaborate on implementing the agreement
- Check back: did all do as planned and agreed?

# Set up role play

- After break – 1 hour total
- Give scenario, instructions for role play 5 min
- How to debrief guidelines 5 min
- 5 min prep time **in roles – plan your negotiation using worksheet (“students” separated from “supervisors”)**
- 10 min role play
- 15 min debrief in group
- Back to large group for lessons learned, wrap up and evaluations

# Summary

1. Sharing & reframing **differing perceptions** is the basis of all conflict management
2. Peoples' **reactions** to conflict can be automatic (emotions) and/or a choice (conflict styles & style flexibility)
3. Successful negotiations require **planning** (80%) & **active listening** (20%)
4. Never lose sight of **Patient-care**
5. Negotiation is worth trying despite **large power differences**
6. Do not escalate unless you have attempted negotiation
7. **Don't surprise/torpedo the other party**
8. **Choose your battles, time and place**