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Teaching Conflict Resolution Skills to Inter-disciplinary Teams

Professor Eva Doherty,
Director of Human Factors in Patient Safety,
RCSI University of Medicine and Health Sciences,
Dublin, Ireland.



Objectives for today

Analyse the issues associated with teaching learners conflict resolution skills for use with colleagues in the workplace

- Evaluate a number of experiential activities and a didactic presentation which can be used to teach conflict resolution skills including a role-play which triggers genuine emotions



Outline of Workshop

- Model a training workshop on conflict
- Consider the psychology of negotiation
- Discuss commonly used manipulations in the workplace
- Experience a negotiating strategy suitable for training
- Resources with course materials, references, slides.



CHAT Activity

- List one challenge about teaching conflict resolution skills



Getting the workshop off to a good start

- Icebreaker: Small group discussion :
- Describe a conflict that you witnessed or in which you were involved
- One experience per group to be discussed



Conflict in Healthcare : A Safety issue



INCIVILITY THE FACTS

WHAT HAPPENS WHEN SOMEONE IS RUDE?

80% of recipients lose time worrying about the rudeness

38% reduce the quality of their work

48% reduce their time at work

25% take it out on service users

Less effective clinicians provide poorer care

WITNESSES

20% decrease in performance

50% decrease in willingness to help others

SERVICE USERS

75% less enthusiasm for the organisation

**Incivility affects more than just the recipient
IT AFFECTS EVERYONE**

CIVILITY SAVES LIVES

The price of incivility. Porath C, Pearson C. Harv Bus Rev. 2013 Jan-Feb;91(1-2):114-21, 146.



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Demonstration of Exercise

- Divide group/small group into pairs
- Each pair stands at opposite sides of a table with a flip chart sheet of paper and one thick marker to share
- Give following instructions ‘This is an exercise in non-verbal communication. It must be conducted in absolute silence with no noises of any kind. I will give each of you your instructions in silence and you may start when you are ready’.
- Arrange sheets of paper with instructions so that a different instruction is handed out alternately. Collect the sheets quickly with just enough time allowed for each person to read them.



Instruction Sheets

Non-verbal communication exercise

Your task is to draw a picture of an elephant with your partner.

You and your partner should hold the marker together and draw the picture of the elephant without lifting the marker from the page.

You will have one minute to complete the task

Non-verbal communication exercise

Your task is to draw a picture of a house with your partner.

You and your partner should hold the marker together and draw the picture of the house without lifting the marker from the page.

You will have one minute to complete the task



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Non-verbal communication exercise

Your task is to draw a picture of a house with your partner.

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You will have one minute to complete the task



Non-verbal communication exercise

Your task is to draw a picture of an elephant with your partner.

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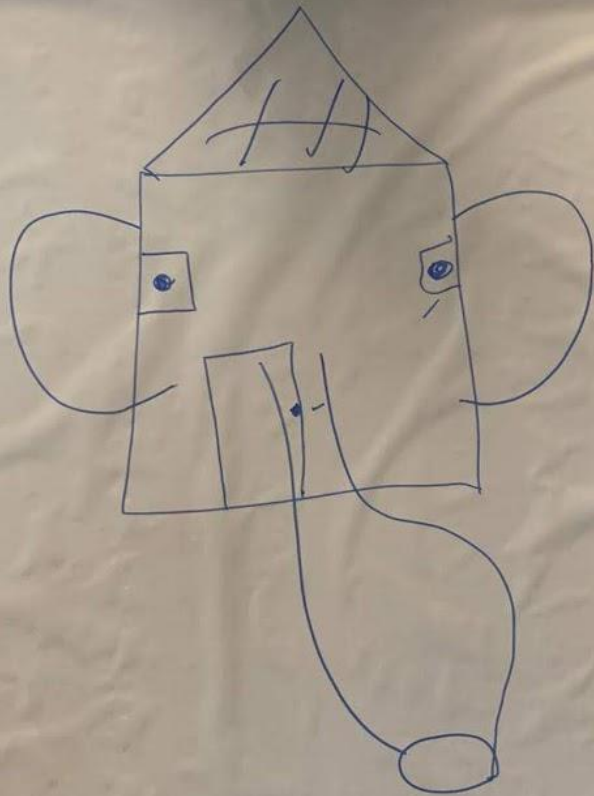
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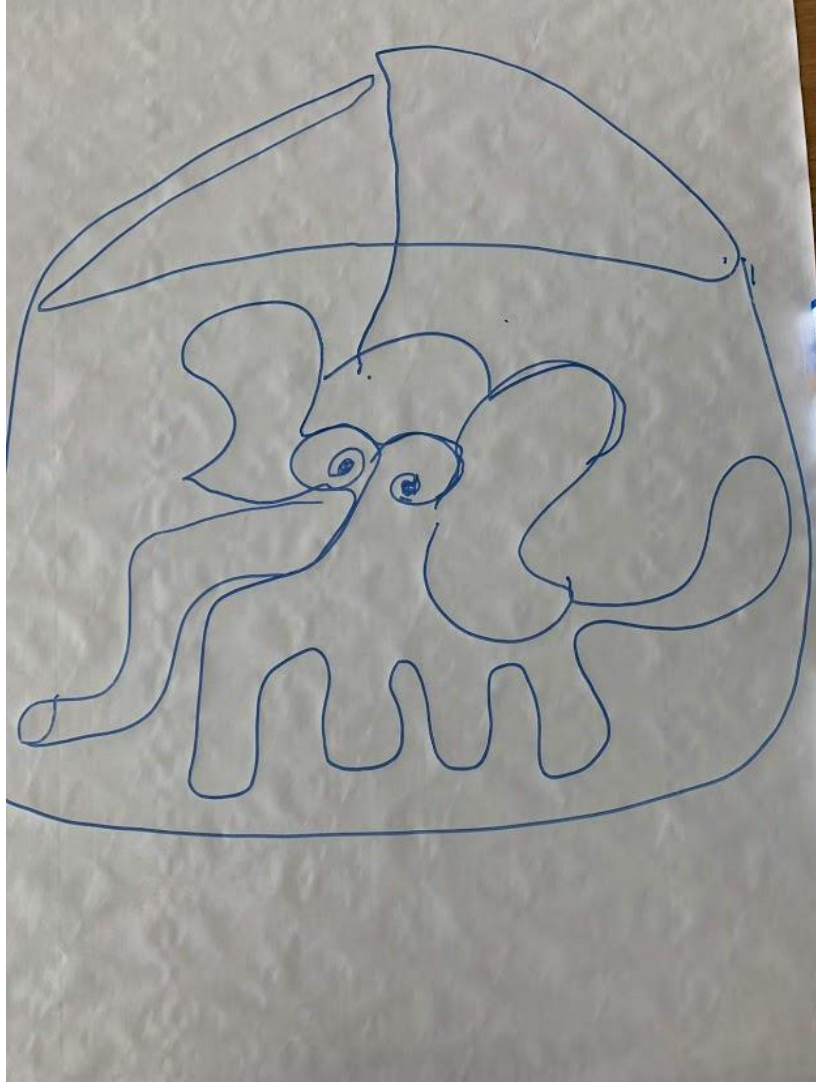
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Five methods of addressing conflict

(Ron Epstein by kind permission)

Name	Description	Result
Avoidance	I ignore or refuse to acknowledge the existence of conflict	" I lose - you lose," because nothing can be done about it
Accommodation	I do what you want in order to satisfy your needs or wants	"I lose - you win," because I had to give up what I wanted or needed
Competition	Either you or I will win, but not both of us (fighting)	I win - you lose," because only one can win
Compromise	You & I both give up part of what we wanted or needed to settle the problem	"I win some- you win some," because we were both will to give a little
Collaboration	You & I work together to find an agreeable solution to the problem	"I win - you win," because we were willing to work together

Elephant/House exercise cont.

- Allow pairs to draw for a few minutes and then stop the exercise for a debrief:
- Debrief each pair in front of the whole group:
- What was that like for you?
- Which response from Ron Epsteins' table best matches your response
- How does this reflect your reaction to conflict in real life ?
- Question for the whole group ? Why are we doing this exercise ? What is the point ?
(Answer: Differing perspectives leads to conflict)

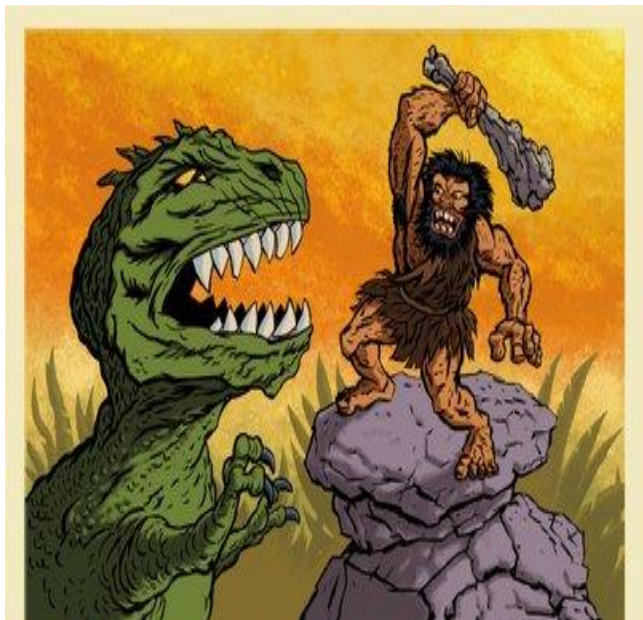


The Psychology of Negotiating

- Emotions and decision-making



Survival mode when under threat



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Unfairness Studies



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“Speak when you are angry and you will make the best speech you will ever regret” !!!

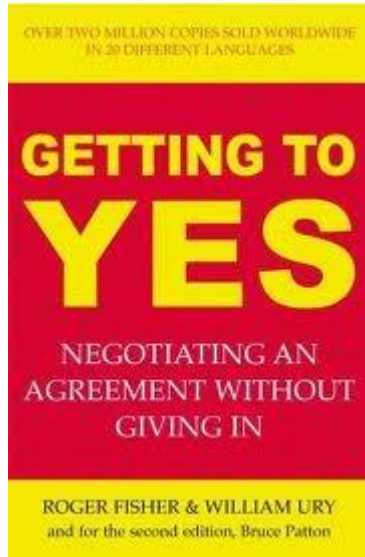
Ambrose Bierce
Journalist and writer(1842-1913)



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Harvard Negotiation Project



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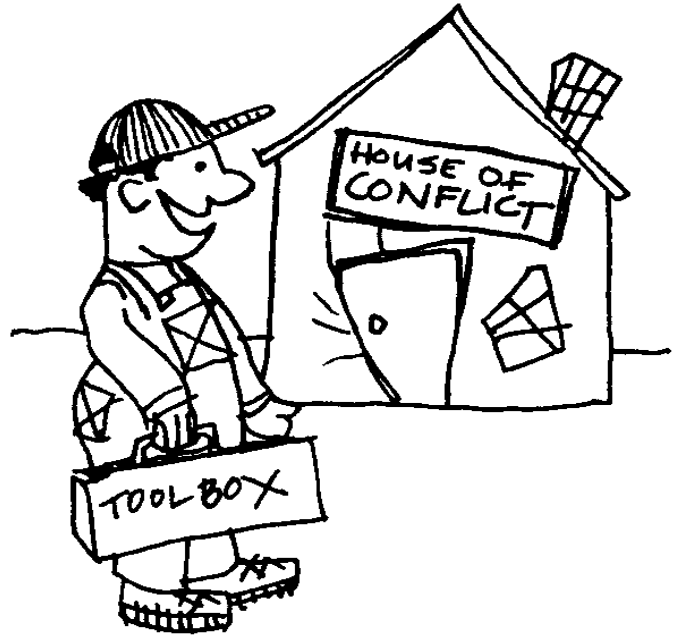
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Negotiating Styles

Hard

Soft

Principled



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Hard Negotiating Style

Advantages

“I win”

Disadvantages

“You Lose”



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Soft Negotiating Style

Advantages

Maintains relationships

Disadvantages

Doesn't achieve goals



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Principled Negotiating Style

Includes the **interests** of both negotiating parties

Win-Win



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Harvard Negotiation Framework

1. Separate the people from the problem
2. Focus on interests not positions
3. Generate a variety of possibilities
4. Insist that the result is based on some objective standard



Human Manipulation Tricks



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Manipulation Trick #1

The Authority Card

“ We have always done it this way”



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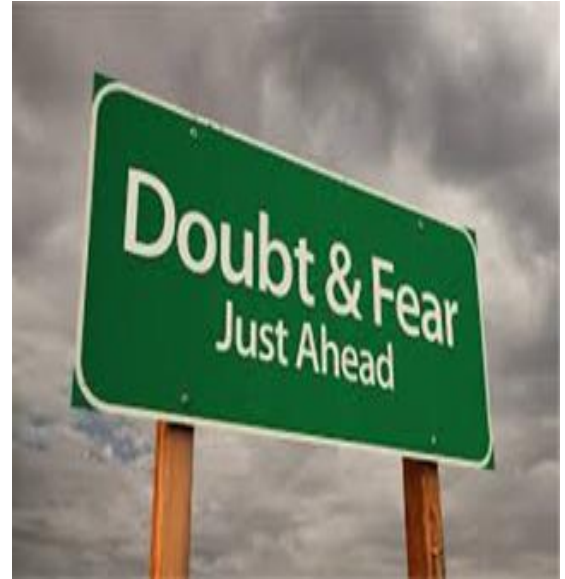
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Manipulation Trick #2

FUD

Fear/Uncertainty/Doubt

“ This patient is very sick and is need of a transfer to your team immediately”



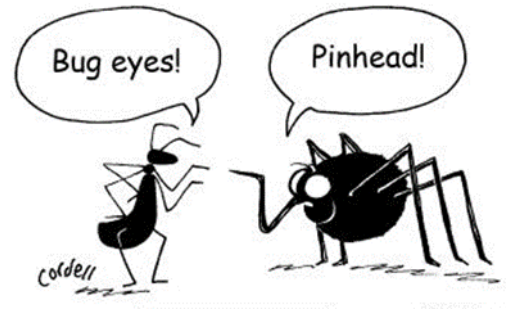
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Manipulation Trick #3

Stereotyping

“With respect, you look very young to be conducting this procedure”



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Manipulation Trick #4

- **Your wrong so I must be right**
- “You initially told me the patient had a raised white cell count and now you are saying it is normal, so how can you be sure that this is a surgical problem”

Other Tricks

False cause /analogy

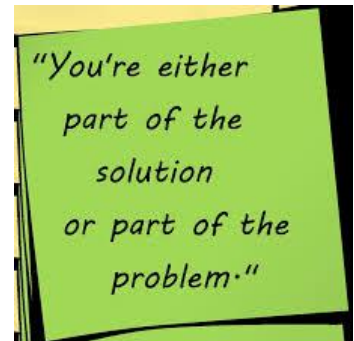
Use of words/jargon

Creating

dilemmas/forced

choices

Repetition for effect



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Strategies : Thinking on your Feet



Ask for the evidence

Avoid questions that lead to 'Yes/No' answers

“Can you give me the specific reasons for why you believe he/she needs an emergency transfer...”

Don't take the bait/ignore

Stick to what is important



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An assertive style....

Use "I" statements.

Listens with empathy and see the conflict from the other person's point of view.



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CUSS

...From aviation

I'm **C**oncerned !
I'm **U**ncomfortable !
This is not **S**afe !
Stop !



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Interactive Exercise 'Indian' Talking Stick Dilemma



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Negotiation exercise : Stranded in a jungle



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Disaster strikes!!



Choice 1



This route will take
you less than one day

Choice 2



This route will take
2-3 days

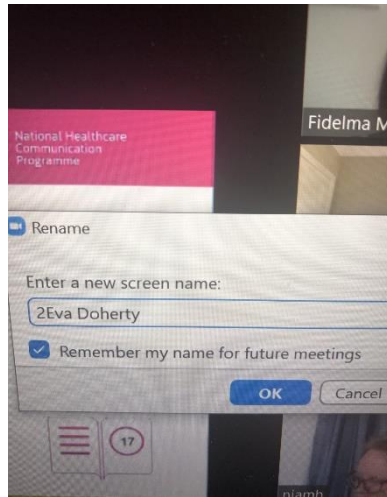
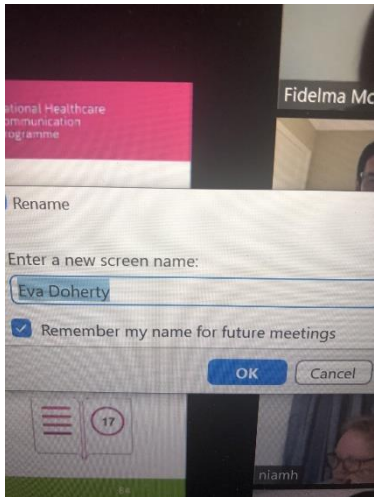
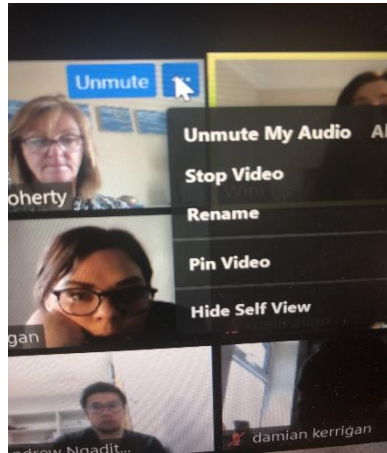
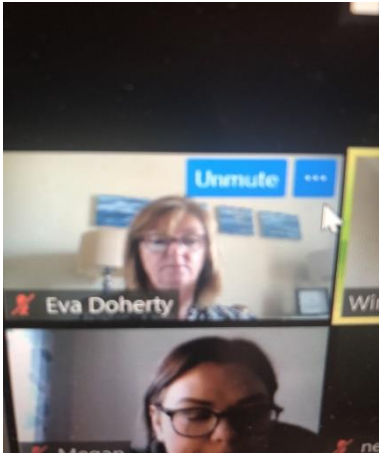


Breakout Room

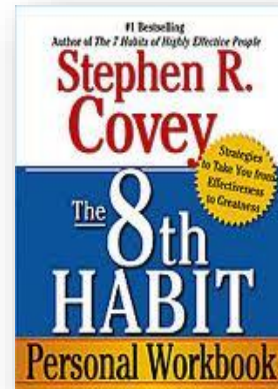
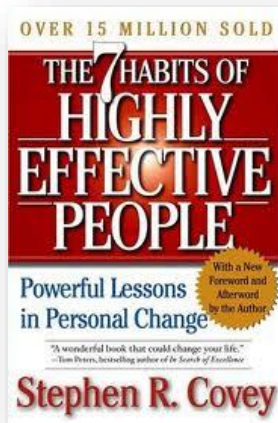
Indicate your choice

- Please choose whether you would opt for Option 1 or Option 2.
- Please insert this number in front of your name
- Hover your mouse over the three dots on the top right corner of your 'thumbnail'. A pop down menu will appear.
- Choose 'Rename' and insert your chosen number in front of your name
- You will be sent to a breakout room with one or two others to 'negotiate' your chosen option and reach agreement for your group. You will have 10 minutes for this task.





Steven Covey





Negotiation topics (when time is short)

- Single sex schools are better for girls
- Homework is a waste of time
- Newspapers are a thing of the past
- Zoos should be banned
- Its better to be a man rather than a woman
- A cat is better as a pet than a dog



Plenary debrief

- What did you notice ?
- Hold up your digital hand to speak or enter your observation into the Chat
- What was it like when your partner repeated your perspective ?
- What was it like knowing that you were going to have to repeat the other person's point of view ?
- What does his exercise teach us ?
- Could you do it one-sided?



Take Home

- Enter into the Chat your most important take home message.
- Take home messages can be the same
- My email edoherty@rcsi.ie
- Consult EACH website: 'Resources' section for videos
- Thank you!!

