



RCSI

Leading the world
to better health

Managing Conflict - Tips and tools for resolving conflict with colleagues

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



Objectives for today

- The difference between conflict and bullying in the workplace and what to do
- Conflict resolution tools for use with colleagues
- Demonstration of an effective conflict resolution skill



RCSI

Leading the world
to better health

Bullying



Bullying defined by the Health and Safety Authority as:

“repeated inappropriate behaviour direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others at the place of work in the course of employment, which could **reasonably** be regarded as undermining the individuals right to dignity at work.”

Harassment

- **Harassment** is defined as being any act or conduct by the alleged offender that is unwelcome to the complainant and could reasonably be regarded as offensive, humiliating or intimidating
- May be spoken words, gestures or the production, display or circulation of written words, pictures etc.



Bullying and Harassment

- Can take many forms:
- Arguments
- Rudeness
- Being excluded/ignored
- Criticism
- Overloading people with work
- 'NO'feeling



Bullying in the workplace in Ireland

- One in ten people report bullying experiences with up to a third reporting that they are currently being bullied.
- Sectors where bullying most common:
 1. Education 14.0%
 2. Health and social work 13.0%
- Rates increase when you define what bullying behaviour is

When you encounter an action that makes you feel uncomfortable.....

- **Tell.....** don't keep it a secret
- Document everything – have a private log or diary
- 3 actions
 - “Your action makes me uncomfortable”
 - “Stop what you are doing”
 - “Don't do it again”
- Avoid being manipulated or any emotional connection
- Ensure that your behaviour is professional at all times
- Consult your HSE HR :Three confidential conversations prior to reporting



'Cup of Coffee Conversation (CCC)

- Vanderbilt University and healthcare organisation
- Royal Australasian College of Surgeons 'Speak up' app



Conflict in Healthcare : A Safety issue



RCSI

Leading the world
to better health

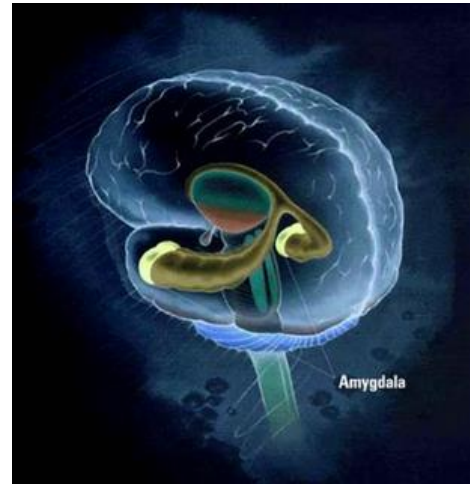
Five methods of addressing conflict

(Ron Epstein by kind permission)

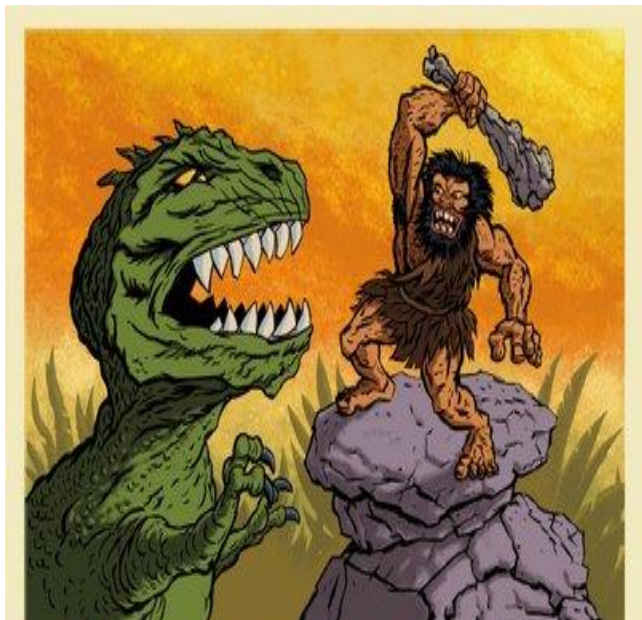
Name	Description	Result
Avoidance	I ignore or refuse to acknowledge the existence of conflict	"I lose - you lose," because nothing can be done about it
Accommodation	I do what you want in order to satisfy your needs or wants	"I lose - you win," because I had to give up what I wanted or needed
Competition	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

The Psychology of Negotiating

- Emotions and decision-making



Survival mode when under threat



RCSI

Leading the world
to better health

**Psychologically driven
to maintain a sense of
competence**



RCSI

Unfairness Studies



RCSI

Leading the world
to better health

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

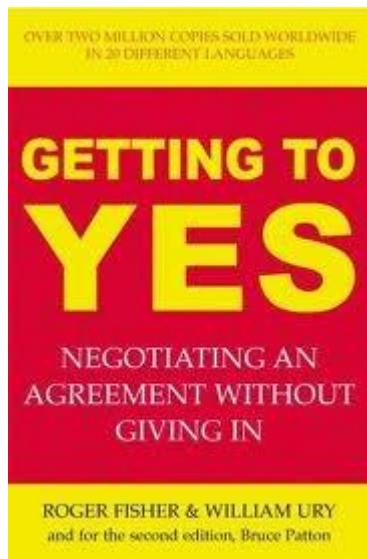
Ambrose Bierce
Journalist and writer(1842-1913)



RCSI

Leading the world
to better health

Harvard Negotiation Project



RCSI

Leading the world
to better health

Ted Talk....William Ury Story

The story about the
wise Arab with three
sons and 17 camels!



First son: $\frac{1}{2}$

Second son: $\frac{1}{3}$

Third son: $\frac{1}{9}$



RCSI

Leading the world
to better health

William Ury Story

The story about the
wise Arab with three
sons and 17 camels!



Wise woman donates
1: 18.....

First son: $1/2 = 9$

Second son: $1/3 = 6$

Third son: $1/9 = 2$

Total = 17 !



RCSI

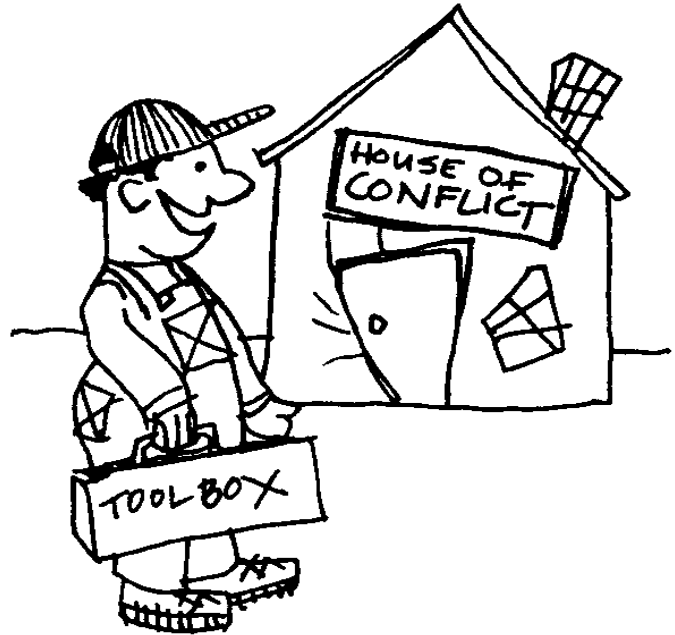
Leading the world
to better health

Negotiating Styles

Hard

Soft

Principled



RCSI

Leading the world
to better health

Hard Negotiating Style

Advantages

“I win”

Disadvantages

“You Lose”



RCSI

Leading the world
to better health

Soft Negotiating Style

Advantages

Maintains relationships

Disadvantages

Doesn't achieve goals



RCSI

Leading the world
to better health

Principled Negotiating Style

Includes the **interests** of both negotiating parties

Win-Win



RCSI

Leading the world
to better health

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



RCSI

Leading the world
to better health

Manipulation Trick #1

The Authority Card

“ We have always
done it this way”



RCSI

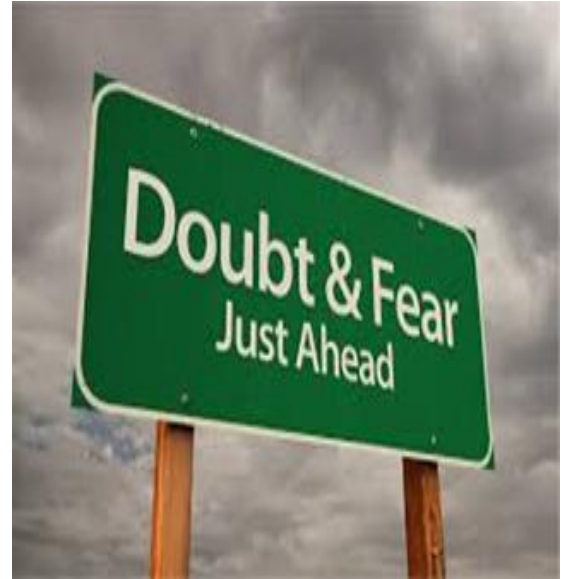
Leading the world
to better health

Manipulation Trick #2

FUD

Fear/Uncertainty/Doubt

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



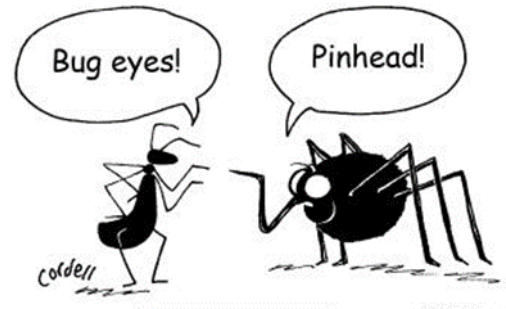
RCSI

Leading the world
to better health

Manipulation Trick #3

Stereotyping

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



RCSI

Leading the world
to better health

Manipulation Trick #4: 'You're 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”

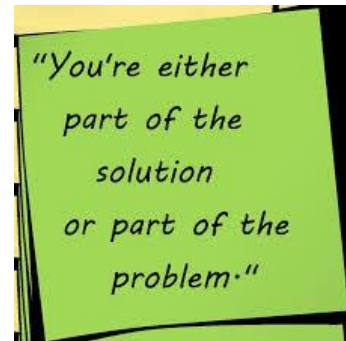


RCSI

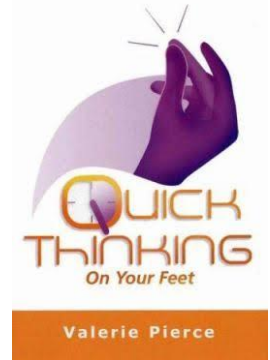
Leading the world
to better health

Other Tricks

- False cause
/analogy
- Use of words/jargon
- Creating
dilemmas/forced
choices
- Repetition for effect



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



RCSI

Leading the world
to better health

An assertive style....

Use "I" statements.

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



CUSS

...From aviation

I'm **C**oncerned !

I'm **U**ncomfortable !

This is not **S**afe !

Stop !



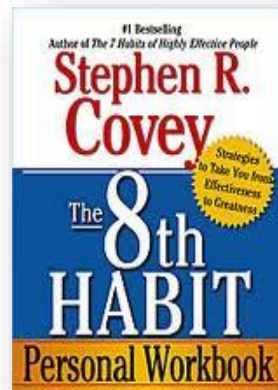
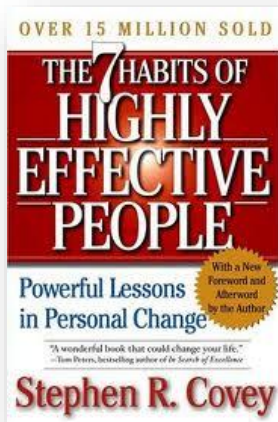
Interactive Exercise 'Indian' Talking Stick Dilemma



RCSI

Leading the world
to better health

Steven Covey



Negotiation topics

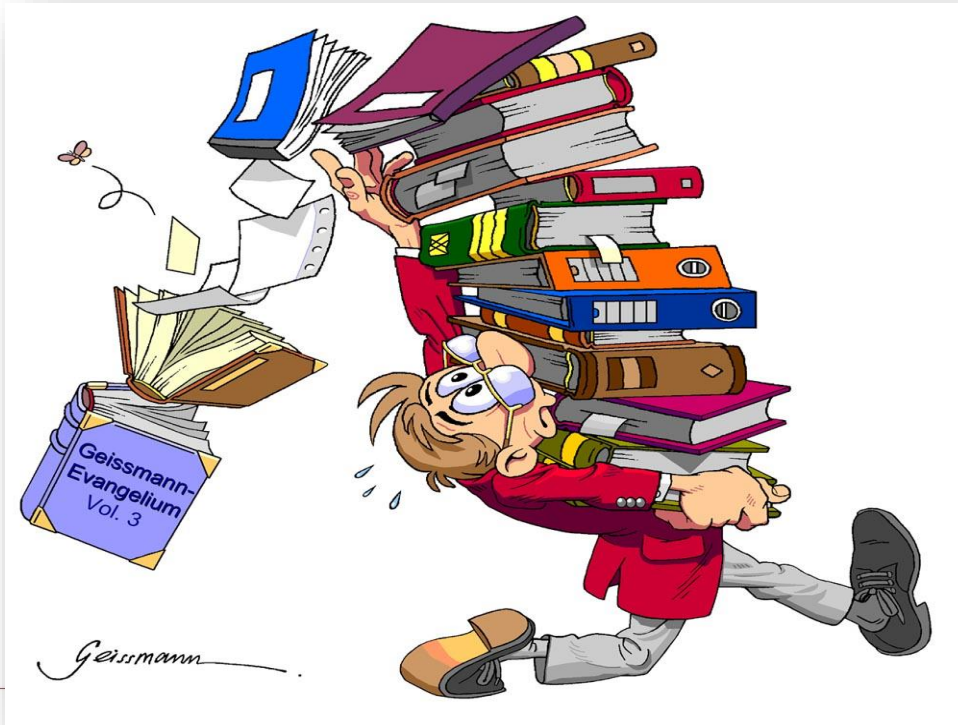
- Single sex schools are better for girls
- Homework is a waste of time
- Newspapers are a thing of the past
- Zoos should be banned
- Its better to be a man rather than a woman
- A cat is better as a pet than a dog



Thank you edoherty@rcsi.ie



@EvaDoherty



RCSI