

Challenging PArtnerships

Relational Strategies for Leading Effectively
in Conflict

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About the speaker



UTSouthwestern
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Laura Kirk

Hometown - Corpus Christi, TX

Undergraduate institution - UNC Chapel Hill

PA program - Arcadia University

Clinical background - Orthopaedic surgery x6yrs

Interventional radiology x2yrs

Otolaryngology x 12yrs

Leadership journey - 2008 Senior PA

2011 (informal) team mentor

2015 APP Supervisor

(volunteer) Chair APP Advisory Board

2020 Assistant Director APPs

Passion project - Relationship-Centered Communication
for healthcare providers and teams

DiSC, Conflict style - iD , Collaborating>Competing

Disclosures

Mindful
Moment



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1. Name various conflict styles and the relative benefits of each, with an awareness of one's own default style of conflict engagement.

2. Apply a framework of mindfulness in conflict to a recent case at work.

3. ARTfully approach conflict systematically with an Ask (humble inquiry), Response (empathic reflection), then Telling (sharing your perspective).

Learning Objectives

By the completion of this session, participants should be able to

The background features a dark, textured surface with intricate patterns of glowing blue and orange light trails. These trails form a complex, web-like structure that resembles a neural network or a data visualization. The colors transition from deep blue to bright orange and yellow, creating a sense of energy and movement. The overall aesthetic is futuristic and digital.

Conflict

Conflict is normal

...and an opportunity for growth



Differences are not intended to separate, to alienate. We are different precisely in order to realize our need of one another.

— *Desmond Tutu* —

Assess Relevant Differences

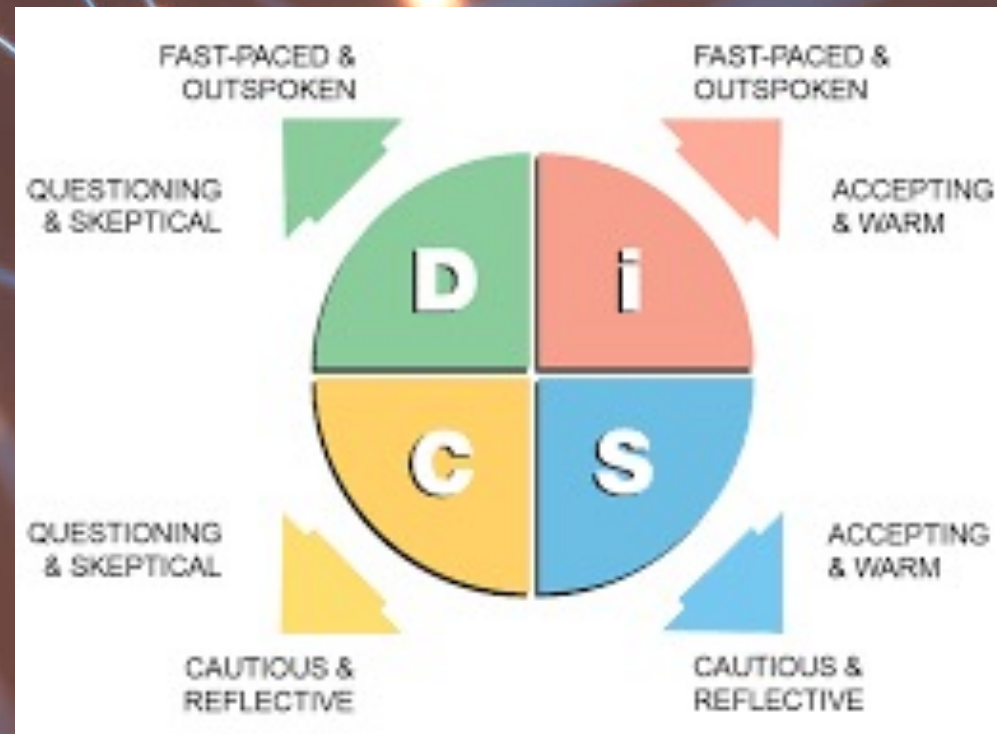
Hierarchy

Personality

- Intra/Extraversion
- DISC
 - Task vs People
 - Slower vs Faster
- Skepticism/Optimism

Identities

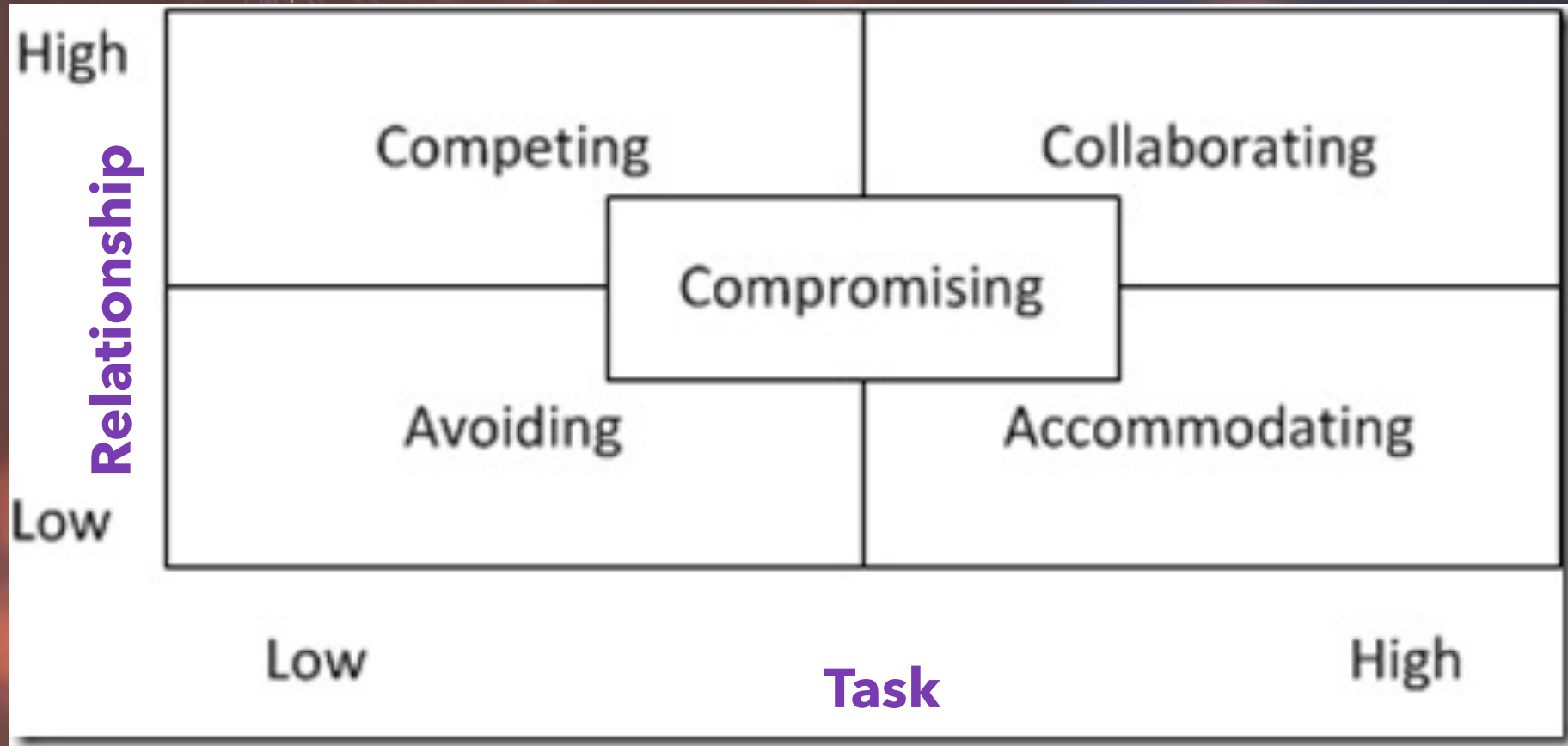
- Age/generation
- Gender
- Race/ethnicity
- Background



NOTICE

**JUST REMEMBER
WHEREVER YOU
GO THERE YOU ARE**

Reorder: ONE-33764 www.ComplianceSigns.com



Conflict Styles

www.kilmanndiagnostics.com

Sportsman, Hamilton. Conflict Management Styles in Health Professions, *J Prof Nurs* 2007.

Mindful Moment

- Consider a recent conflict at work
- Reflect on your place in the work hierarchy
- Reflect on your identities
 - Race/ethnicity, gender, age/generation
- Reflect on your personality
 - DiSC - slow/fast, task/people, open/cautious
- Reflect on your default work conflict style
 - Avoiding - Accommodating - Compromising - Competing - Collaborating



Amydala Hijack

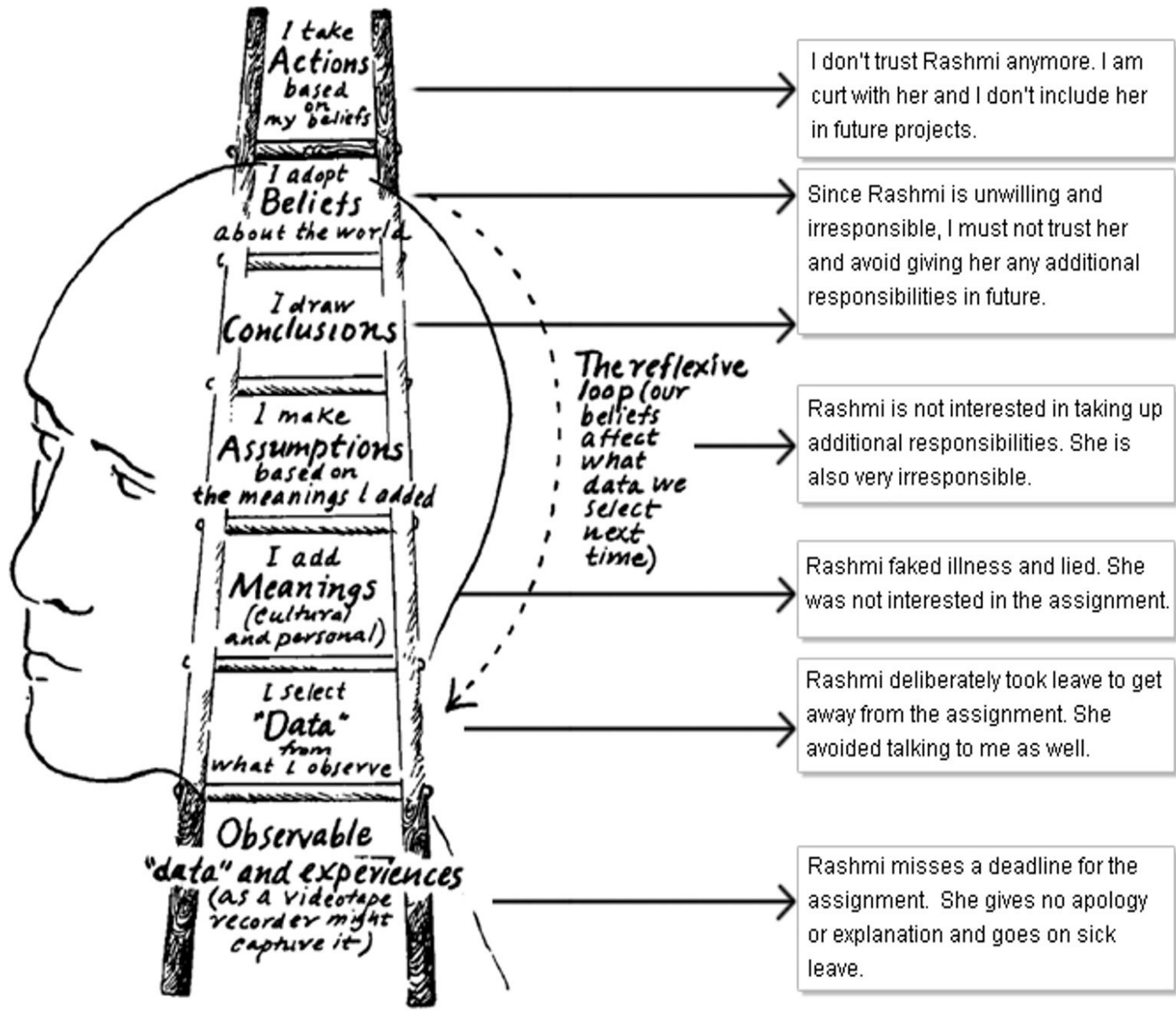
Understand your own anger +/-
other feelings

before engaging in a difficult
conversation

Ask yourself:

- How is this conflict making me feel?
- What assumptions am I making?
- **What story am I telling myself** about their intentions?

D. Goleman. *Emotional Intelligence, Why it Can
Matter More than IQ.* 1995.



(Source: The Fifth Discipline By Peter Senge)

Ladder of Inference

C. Argyris. *Overcoming Organizational Defenses: Facilitating Organizational Learning*, 1990



Mindful Moment

- Consider a recent conflict
- Focus on ladder of inference:
 - How high did you climb the ladder?
 - What assumptions did you make?
 - How did that influence how you approached the conflict?



Positions
vs
Interests

20%

"I can't work past 5:30p today so don't even ask."

80%

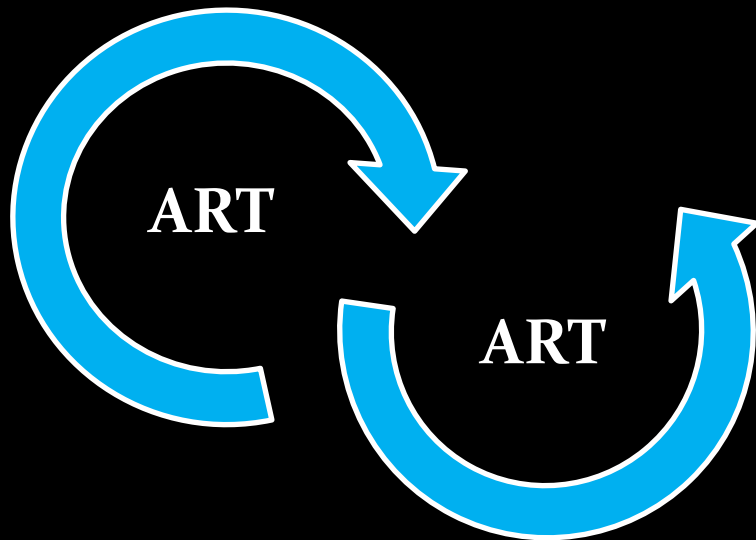
"If I am late to pick up my son one more time, I will get fined \$150."

"Courage is what it takes to
stand up and speak.
Courage is also what it takes
to sit down and listen"

- Winston Churchill



ARTfully Approaching Conflict



The **ART** ©

Ask

Seek perspective
Open-ended question(s)

Respond

Depends on active listening
Reflect back to ensure
understanding

Tell

Your own perspective
Stay near the bottom of the ladder

Ask

Active Listening:

Listening to Understand
Without Judgment

"Tell me more..."

"Help me understand..."

Not thinking about:

Correcting

Rebuttal

Reloading

Seek Perspective



Ideas

What **ideas** do you have about the challenges with our current workflow?

Concerns

Could you tell me your **concerns** about moving to a new office?

Expectations

What are your **hopes** for your schedule next year?



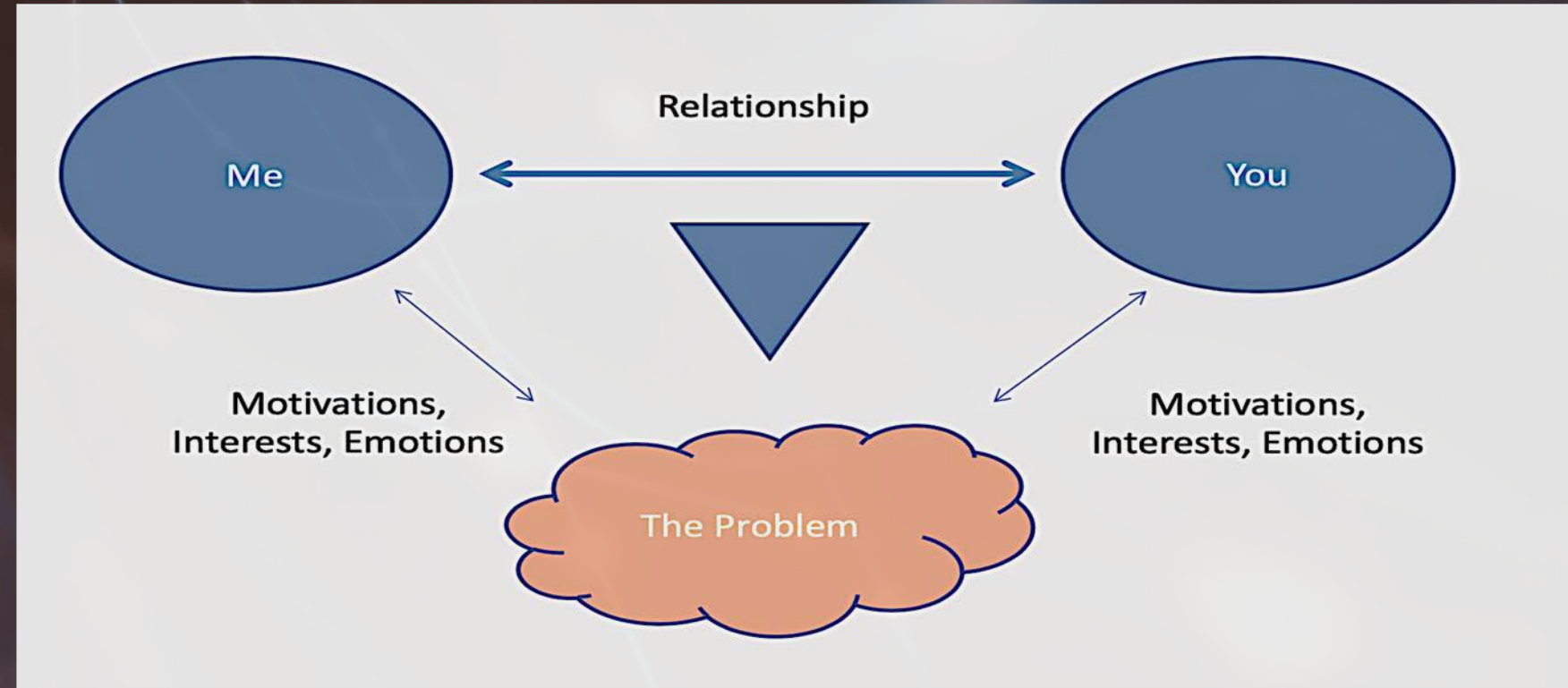
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Mindful Moment

- Call to mind your recent conflict
- Which ICE question(s) would you want to use if you could?
 - Ideas
 - Concerns
 - Expectations

Separate
the Person
from
the Problem



Fisher, R. Ury, W. *Getting to Yes: Negotiating Agreement without Giving In*

"I've learned that people will
forget what you said,
people will forget what you
did,
but people will never forget
how you made them feel."

- Maya Angelou



Empathic Response PEARLS[®]

(before Tell)

- P** Partnership I'll work with you to meet your goals.
- E** Emotion This sounds very overwhelming.
- A** Acknowledgement I'm sorry that you've had this experience.
- R** Respect I respect your commitment to the team through all of this.
- L** Legitimization I think anyone in your position might feel this way.
- S** Support I'm here for you and I want you to succeed.

Mindful Moment

P Partnership

E Emotion

A Acknowledgement

R Respect

L Legitimization

S Support

- Which PEARLS do use the *most* frequently?
- Which PEARLS are you *least* likely to use?

Tell your perspective

Transition statement - ask permission

"Would it be ok if I share my thoughts?"

State Commitment to Relationship and/or Shared Goals

"I appreciate how hard you have worked to advance this project. I know it's important to both of us that we stay budget neutral this FY."

Tell your perspective using "I" statements

"I observe that there has been tension between us. I am concerned that this is distracting from us taking excellent care of our patients.

What can I do to help us find a solution together?"

Rosenberg, M. *Nonviolent Communication*

Fisher, R. Ury, W. *Getting to Yes: Negotiating Agreement without Giving In*

Mindful Moment

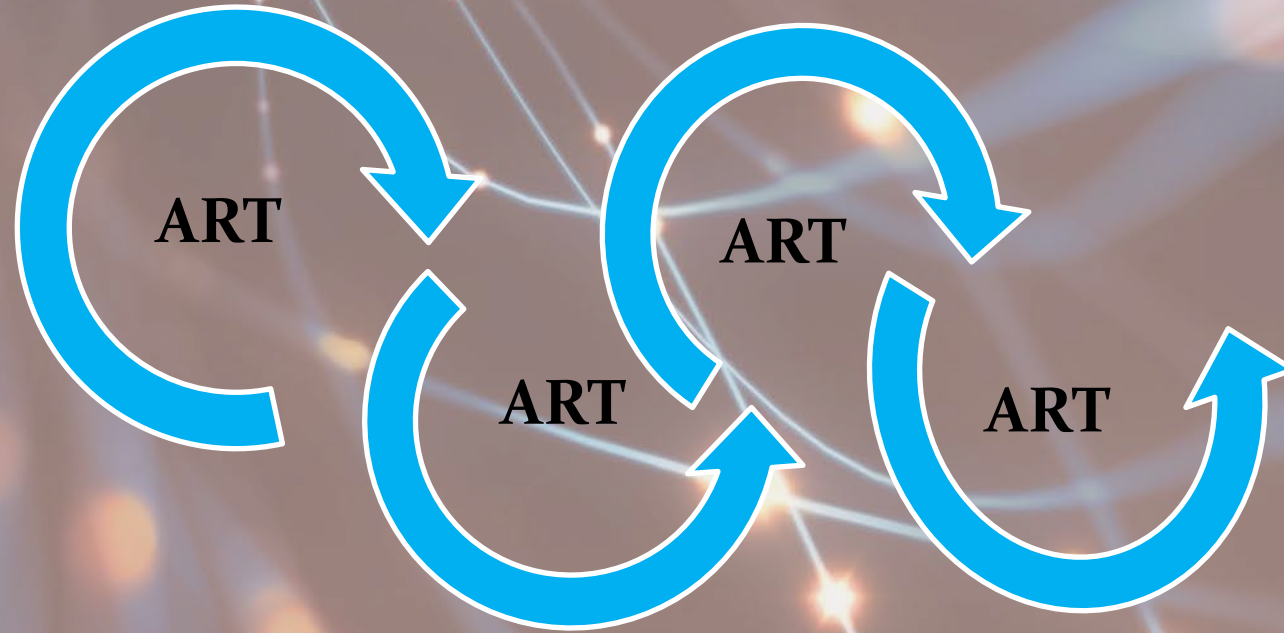
- Call to mind your recent conflict
- How might you share your perspective most skillfully?

Ask permission

State commitment to the relationship

Name shared goals

Then share your perspective



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A Few More Tips

•  but → **AND...**

•  way
• I love

• "Tell more more..."

• "What would you want me to know about you to help us be even more effective in our future work together?"

• "I wish that bias didn't exist in healthcare or in our teams. Unfortunately, it does. If there are ways you've experienced inequity in our work together, please let me know, because I want to do better."

Summary

Consider relative values (relationship, task)
and an optimal conflict style

Check in with yourself first

- Get out of amygdala hijack
- Climb down the ladder of inference

Ask for the other person's perspective


- Interests -vs- Positions
- ICE open ended questions

Separate the person from the problem

- Listen to understand
- **Reflect** back with empathy

Tell your perspective and seek solutions

- Start with a commitment to relationship and/or shared goals



“the single biggest
problem in
communication is the
illusion that it
has taken place”

-George Bernard Shaw



Mindful
Moment

Session Take-away:

What is your commitment
for leading skillfully in
challenging PArtnerships?

Questions? Connections?

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ENRICH Annual Meeting - June 10-12, 2022 - Austin, TX