

“That’s Not What I Meant”: Managing Conflict Effectively

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Chancellor's Council on Faculty Life (CCFL) Upcoming Events

- April 1, 5 p.m., Lifetime Achievement in Mentoring Award nomination deadline
- April 22, 12-1 p.m., PARN, HSW 303: Aging for the Health Professional; Donald Abrams
- May 20, 12-1 p.m., PARN, Cole Hall: Lifetime Achievement in Mentoring Award ceremony; Keynote Address by author Eric Liu
- Sept, VAMC, LHTS, SFGH: Faculty Information & Welcoming Week

For more information, visit <http://academicaffairs.ucsf.edu/>

Overview

1. Opening remarks and introductions
2. Intro to conflict management
3. Role play: brief hallway interchange
--Debrief as a group
5. Four step approach (BLTA)
6. General framework for conflict management: Thomas Killman approach
7. Table exercise: "Talking Over" and reflect on personal case
8. Questions and discussion
9. Campus Resources

Managing Conflict

Edward O'Neil, Ph.D.
Professor Family and Community Medicine and
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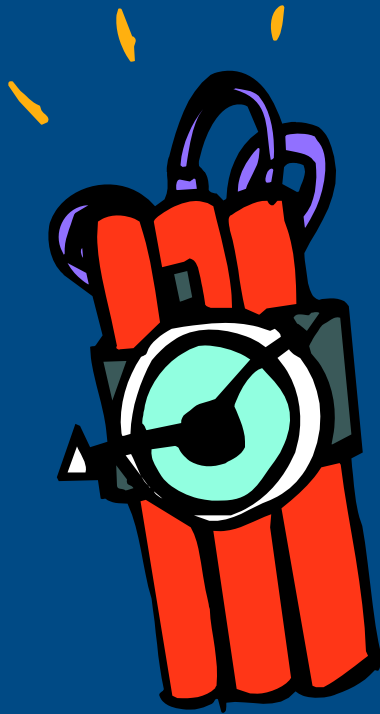
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THE CENTER
FOR THE HEALTH PROFESSIONS
University of California, San Francisco

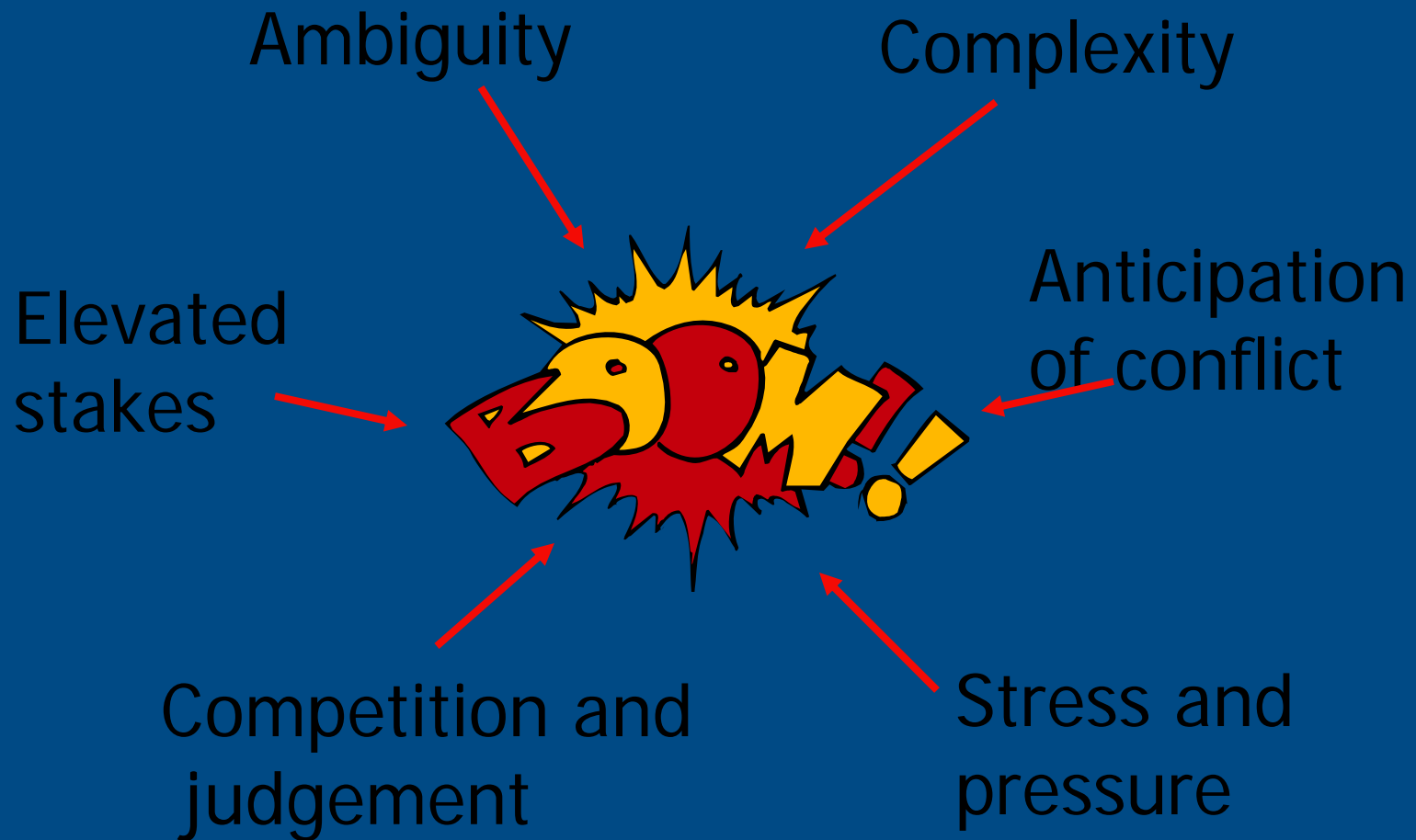
Conflict is...

Any situation where your concerns or desires differ from another person's.



Resolved or Managed

What produces conflict?



Why do we have so much conflict?

-
- Increasing heterogeneity
 - Diffusion of power
 - Fixed resources
 - Competitive environment
 - Lack of clarity about goals
 - Lack of a common context

Case Illustration

To: Prof. Robert Biglab

From: Assistant Adjunct Prof. Jennifer Striver

Date: January 12

Hi Bob,

I'm following up my email to you last week forwarding revisions for the paper that we submitted to the Journal of Aberrant Biology. I made these changes two days after we heard from the journal editor about what they required in order to publish. It shouldn't take you much time to review at this point. Fortunately no major changes were requested and the overall structure of the manuscript remains intact. We need to get this paper out ASAP. I would appreciate if you could get it back to me in the next few days?

- Jenny

Case Illustration

To: Prof. Robert Biglab

From: Assistant Adjunct Prof. Jennifer Striver

Date: January 16

Bob -

I wonder if you received my e-mail sent Jan 12 about the paper that was provisionally accepted to the Jnl of Aberrant Biology. As you know I really need to get this paper out as I am planning to submit an R01 soon. If you don't have the time to review my changes, how about if I go ahead and submit it now and I'm sure we can deal with any feedback you may have. I don't want to hold up publication any longer.

-J

To: Assistant Adjunct Prof. Jennifer Striver

From: Prof. Robert Biglab

Date: January 19

Jenny,

That paper isn't going anywhere until I approve it. I just haven't had the time to look at your revisions. Since taking on another new journal editorship I've hardly come up for air. We are NOT sending out a mistake-riddled manuscript. I'll try to get to it soon. - B

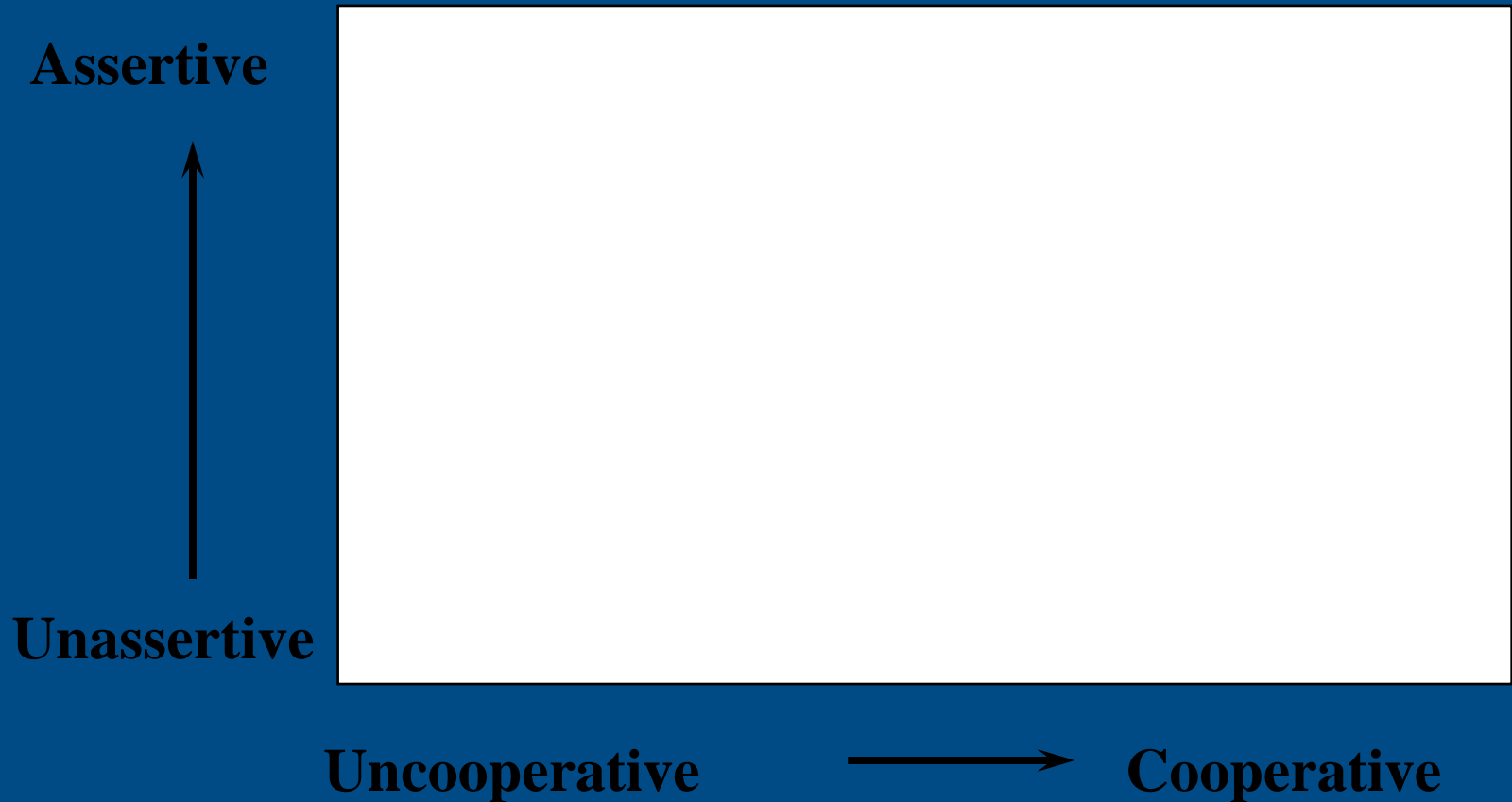
To: Prof. Robert Biglab

From: Assistant Adjunct Prof. Jennifer Striver

Date: January 20

Bob, I don't understand what you mean by a mistake-riddled manuscript! Remember you recruited me into the lab because of my expertise in molecular biology, which enabled me to identify the novel phenomenon the paper describes. I tried to call you but there's an out of office recording so I couldn't even leave a message. WE NEED TO SEND THIS PAPER TO THE JOURNAL

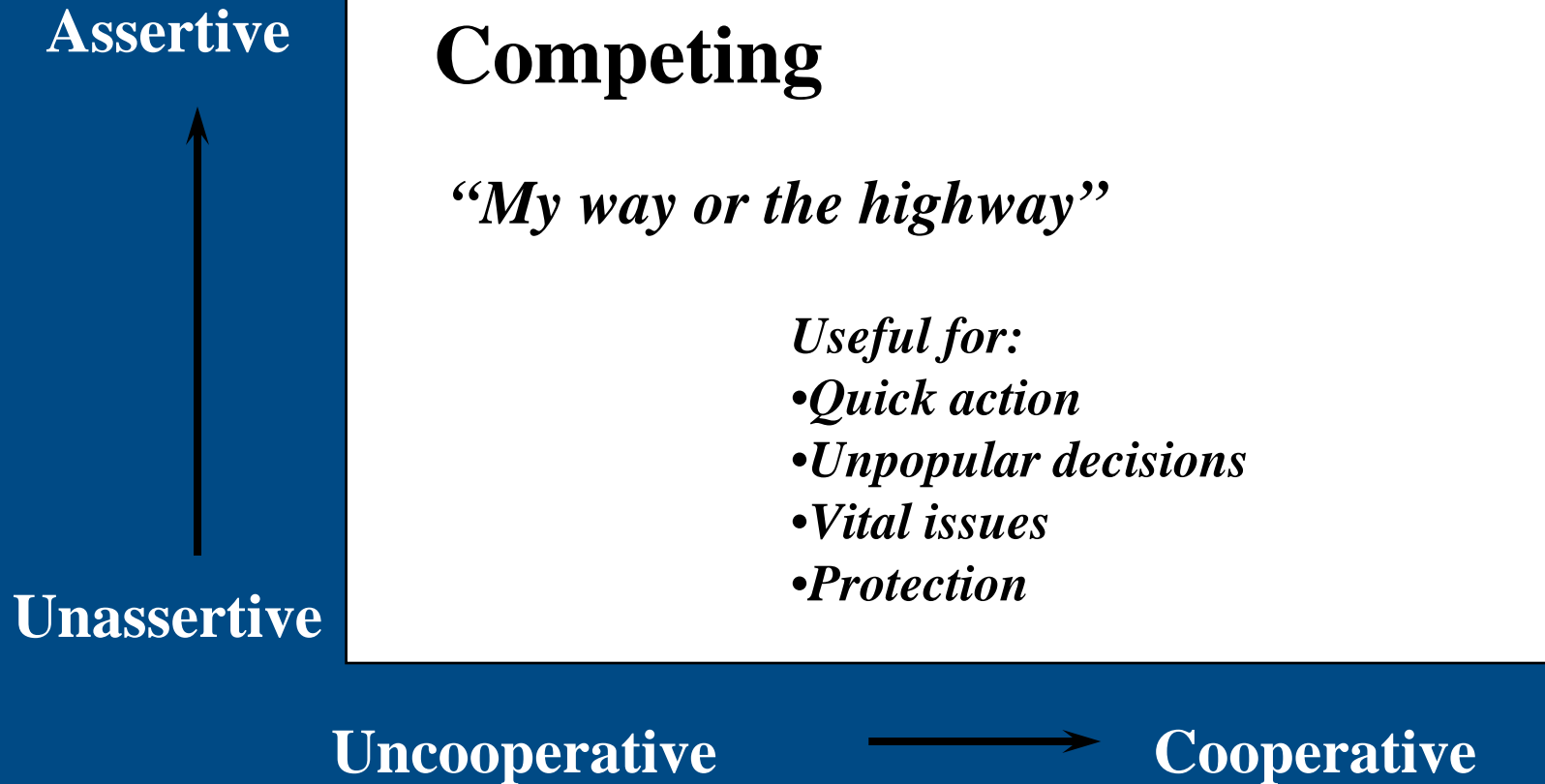
Thomas-Kilmann Conflict Model



Thomas-Kilmann Conflict Model



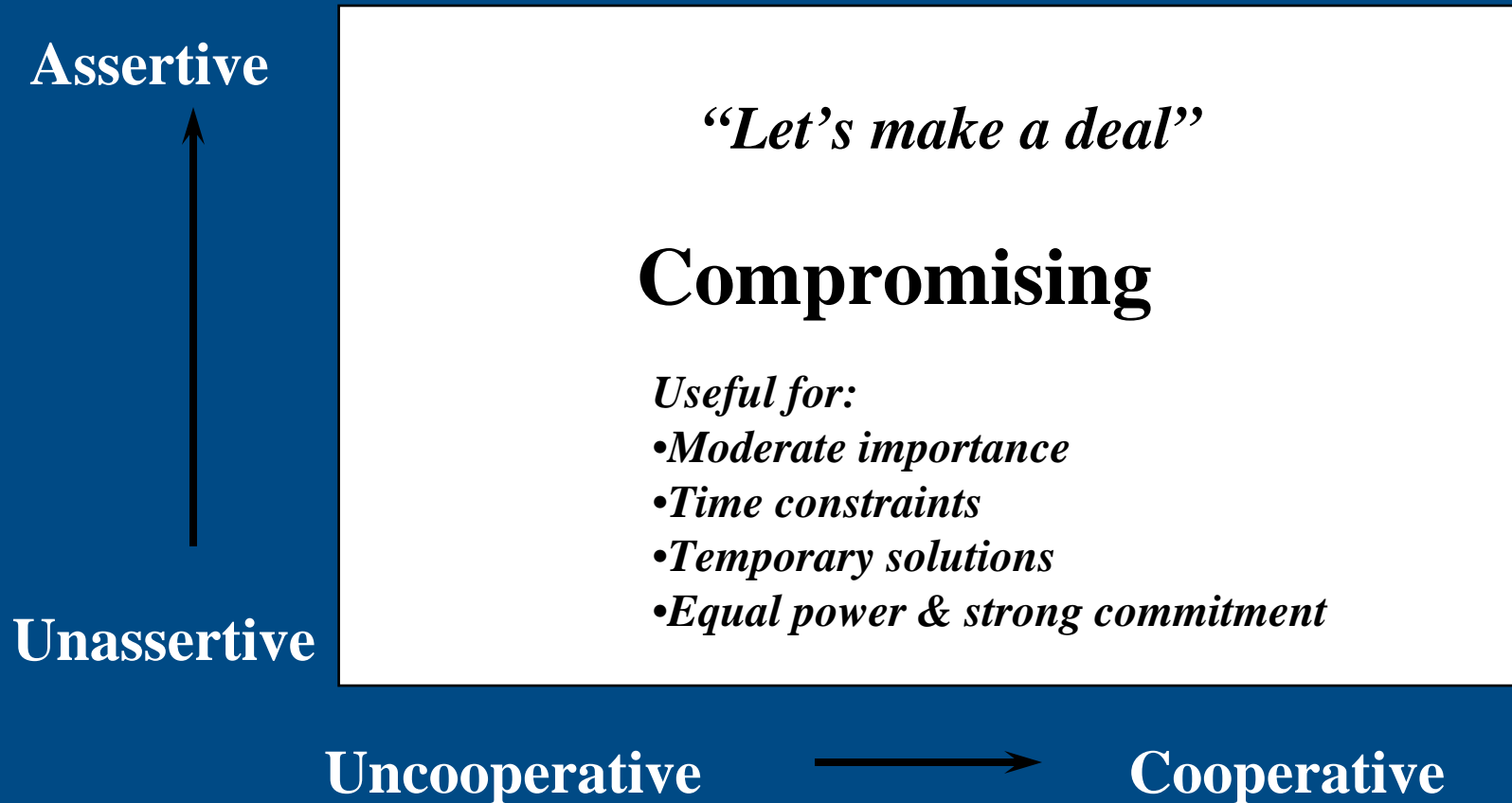
Thomas-Kilmann Conflict Model



Thomas-Kilmann Conflict Model



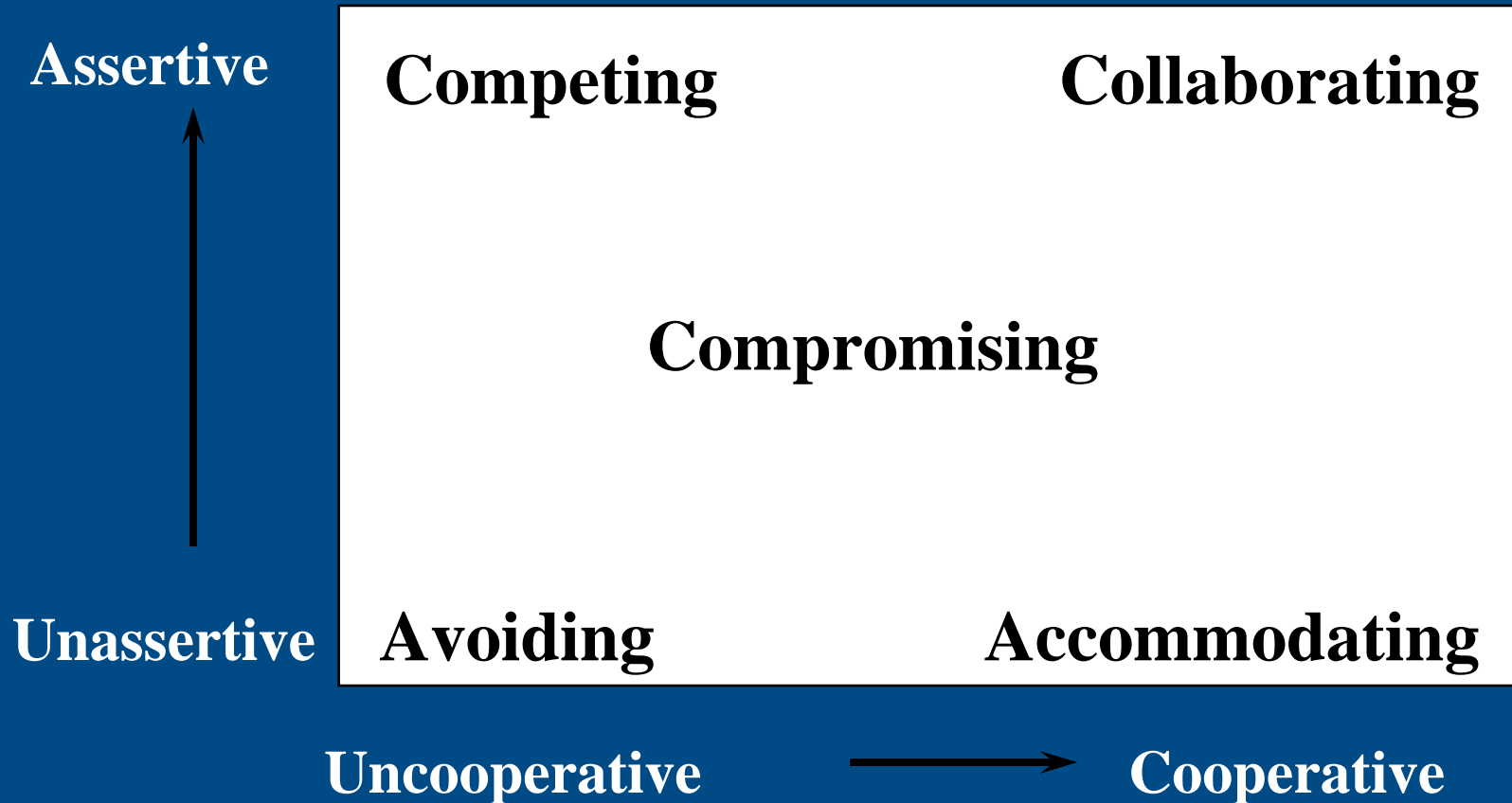
Thomas-Kilmann Conflict Model



Thomas-Kilmann Conflict Model

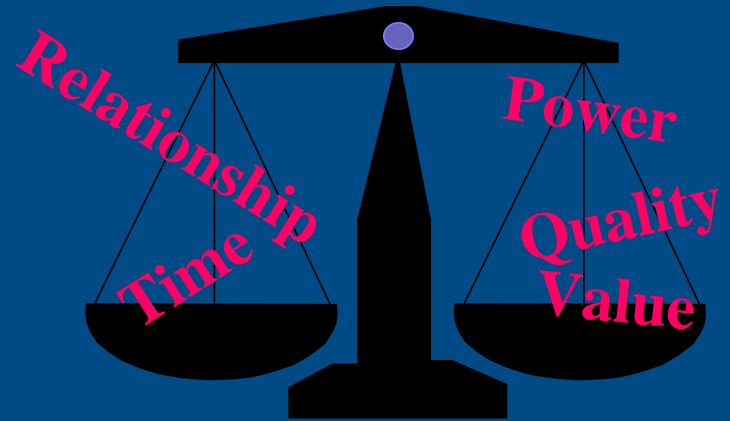


Thomas-Kilmann Conflict Model



Factoring Conflict

- Assess the problem
- Identify your interests
- Assess their interests
- Acknowledge constraints
- Select strategy that balances:
 - Importance
 - Time
 - Power
 - Relationship
 - Quality



Active Listening Exercises

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

- “Talking Over”
- “What’s bugging you?”

Listen to:

- Encourage communication
- Understand, clarify
- Gain new information, knowledge
- Find strengths to affirm
- Understand feelings as well as content
- Gain trust, credibility
- Show empathy
- Develop rapport
- Discern what the speaker needs/wants

The UCSF Problem Resolution Center and Mediation Program

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

George Bernard Shaw

Strategies from the UCSF Problem Resolution Center

When troubled by another's intent or actions –
suspend judgment

- Use communication skills to fill in missing information.
- Deal with the “little issues” before they become big ones.
- Recognize that conflicts often result from misunderstandings regarding differences in communication styles.
- Be aware of how you come across.

Campus Resources for Conflict Management



THANK YOU