

**PLANNERS**

The following planners and/or their spouse/partner have reported no relevant financial relationship with a commercial interest.

Donna Lawton, MS; Nancy Rigotti, MD; Ann Skoczenski, PhD; Theodore Stern, MD

The following planners and/or their spouse/partner have reported a relevant financial relationship with a commercial interest.

**Anne Klibanski, MD, Course Director**  
*Investigator* (grant support): Ipsen  
*Consultant*: Chiasma  
*Scientific Advisory Board* (consulting): Crinetics

---

**SPEAKERS**

The following speakers and/or their spouse/partner have reported no relevant financial relationships with a commercial interest:

Melissa Brodrick, MEd

The following speakers and/or their spouse/partner have reported a relevant financial relationship with a commercial interest.

None.


Massachusetts General Hospital  
Center for Faculty Development &  
co-sponsored with the Graduate Student Division  
and Post Doctoral Division

***Conflict Management at Work***

Wednesday, January 9, 2019

---

Presented by: Melissa Brodrick, HMS | HSDM | HSPH Ombudsperson

 **OMBUDS OFFICE**  
Harvard Medical School  
Harvard School of Dental Medicine  
Harvard T.H. Chan School of Public Health

## Perspectives on Conflict

### One perspective:

Conflict is a social disease that needs a cure.

### Another perspective:

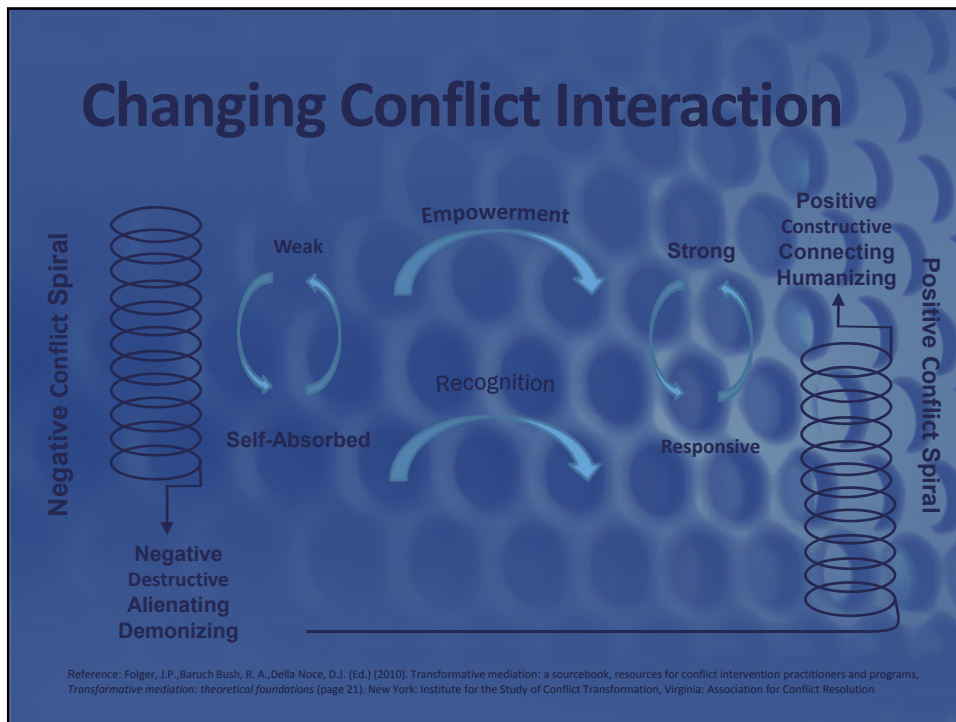
Conflict is normal whenever people get together, and when managed appropriately, can help us:

- improve our interpersonal relationships
- overcome organizational problems
- gain clarity on issues, interests, resources and options
- reach creative resolutions
- learn how to better address future issues

## *A Definition of Conflict:*

**“Conflict is a crisis in human interaction.”**

Joseph Folger and Baruch Bush  
*The Promise of Mediation*



## Understanding Our Conflict Style

**Conflict Style = verbal and physical behaviors exhibited when communicating under stress**

**Conflict styles are shaped by our**

- perceptions, interpretations and values (the meaning we give to the facts)
- assumptions about the intentions of the other
- sense of identity (worth and value) in the context of the conflict conversation

**What may be to our advantage in some situations may not be in others....**

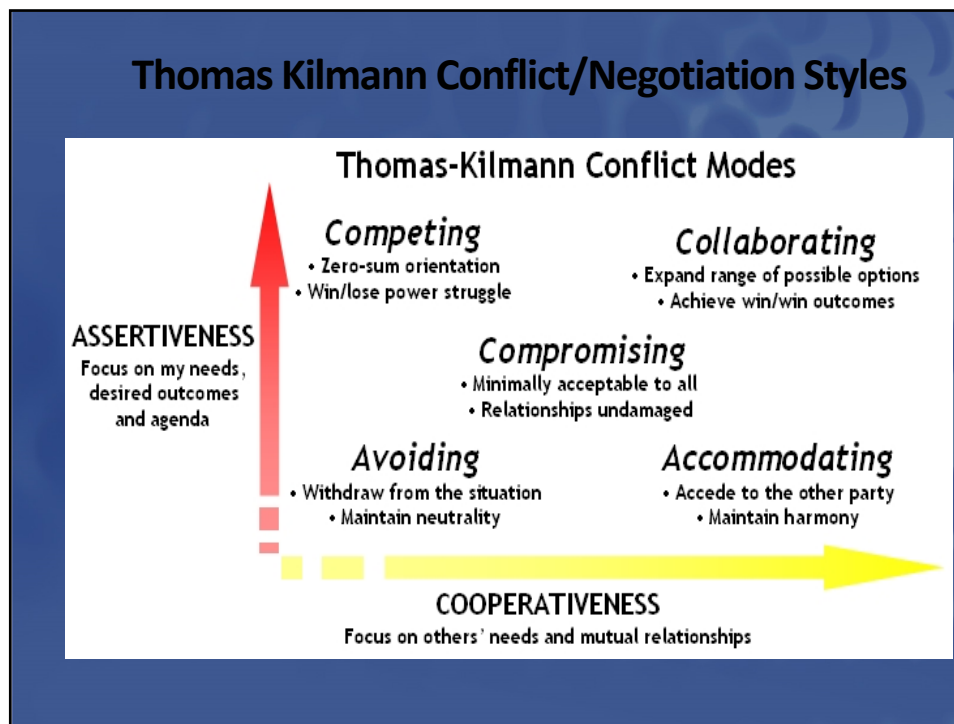
## Five Conflict Styles

1. Competing
2. Collaborating
3. Compromising
4. Accommodating
5. Avoiding

Thomas-Kilmann Conflict Styles of Survey

## When to Use Which Style:

- **Compete:** Need results quickly; something is not negotiable, immediate compliance required *I win/you lose*
- **Collaborate:** Relationship is important; large stakes needing trust; need to understand deeper interests, feelings, motivations *I win/you win*
- **Compromise:** Limited time and trusting relationship; both willing to give and give up (aware of value) *Both win/lose some*
- **Accommodate:** Relationship (repairing) is critical; willingness to give in gracefully if weak position *I lose/you win*
- **Avoid:** Issue is trivial; high emotions are a risk; unprepared to engage *I lose/you lose*



## What goes wrong in conflict conversations?

### You and/or the other person

- *don't feel heard and understood*
- *don't understand what's really at stake*
- *don't deliver your message in a way that can be easily heard and understood*



## Active Listening

(listening for the total meaning)

- Listening to understand from the speaker's perspective.
- Showing empathy & respect by keeping focus on the speaker.

## Inviting the Conflict Conversation

Set a tone of affirmation and commitment

*"I have an issue I'd like to resolve with you."*

*"I want to understand why you're upset."*

*"Thanks for bringing your concern to me."*

*Courage is what it takes to stand up and speak;  
courage is also what it takes to sit down and listen.  
~Winston Churchill*

## The Basics of Active Listening

(helping a conflict conversation to go well)

- Restating
- Asking Questions
- Summarizing
- Checking in

## Translating Positions into Interests

(understanding what's *really* at stake)

**WHAT vs WHY**

Positions answer the question "what?"

Interests answer the question "why?"

## “I” Messages

1. “When you \_\_\_\_\_” (state observation)
2. “I feel or I think \_\_\_\_\_” (state feeling)
3. “Because \_\_\_\_\_” (state the need)
4. “I would prefer that \_\_\_\_\_” (state preference)

## Elements of Principled Negotiations

From *Getting to Yes*, R. Fisher and W. Ury

*At the heart of a conflict there is often a negotiation that has been executed poorly or avoided*

- Interests: *why* you want something
- Options: responsive to interests On the table
- BATNA/ Best Alternative to a Negotiated Agreement: Away from the table
- Objective Criteria: standards of fairness (laws, industry standards, common principles)

\*\*\* Relationship Communication Commitment \*\*\*



## *A Definition of Power*

***“The ability to influence the behavior of others with or without resistance.”***

## *Sources of Power in Negotiation*

- Position
- Relationship
- Rewards/ Sanctions
- Force
- Expertise/ knowledge
- Commitment
- Strong Conviction
- Moral Authority
- Information
- Money, funding
- Age
- Education
- Gender
- Bullying
- Connections
- BATNA

## *Power in the Workplace*

- **Connective** = who you know
- **Coercive** = being in a position to punish others
- **Rewarding** = person's ability to bestow rewards
- **Expert** = expertise via acclaimed skill or accomplishment
- **Informational** = having valuable/important information
- **Legitimate** = position held
- **Referent** = well-liked and respected

Sharon Lauby, 2010

## **In conflict situations, what can you influence?**

### **The time and place of your conversation**

- Scheduled, private, enough time

### **Your frame of mind going into the conversation**


- Find ways to relax beforehand
- Prepare--it increases confidence

### **Engaging as your best self**

- Enter with genuine curiosity
- Assume good intentions
- Believe in your power to positively influence
- Behave professionally—*always*

### **Your approach**

- Frame concerns in neutral, non-blaming language
- Take responsibility for your part in the problem
- Listen to understand; acknowledge feelings, perceptions, concerns
- Stay focused on your goals



**OMBUDS OFFICE**  
Harvard Medical School  
Harvard School of Dental Medicine  
Harvard T.H. Chan School of Public Health

*The Ombuds Office supports an ethical and civil culture, encouraging mutual understanding and resolution through respectful dialogue and fair processes.*

**Melissa Brodrick, Ombudsperson**  
HMS | HSDM | HSPH Ombuds Office  
164 Longwood Avenue, Boston, MA 02115  
617-432-4040 (Ombuds) 617-432-4041 (Office)  
[www.hms.harvard.edu/ombuds](http://www.hms.harvard.edu/ombuds) (self help resources)