

# A mediator walks into a bar...

## Managing conflict while maintaining your own sanity

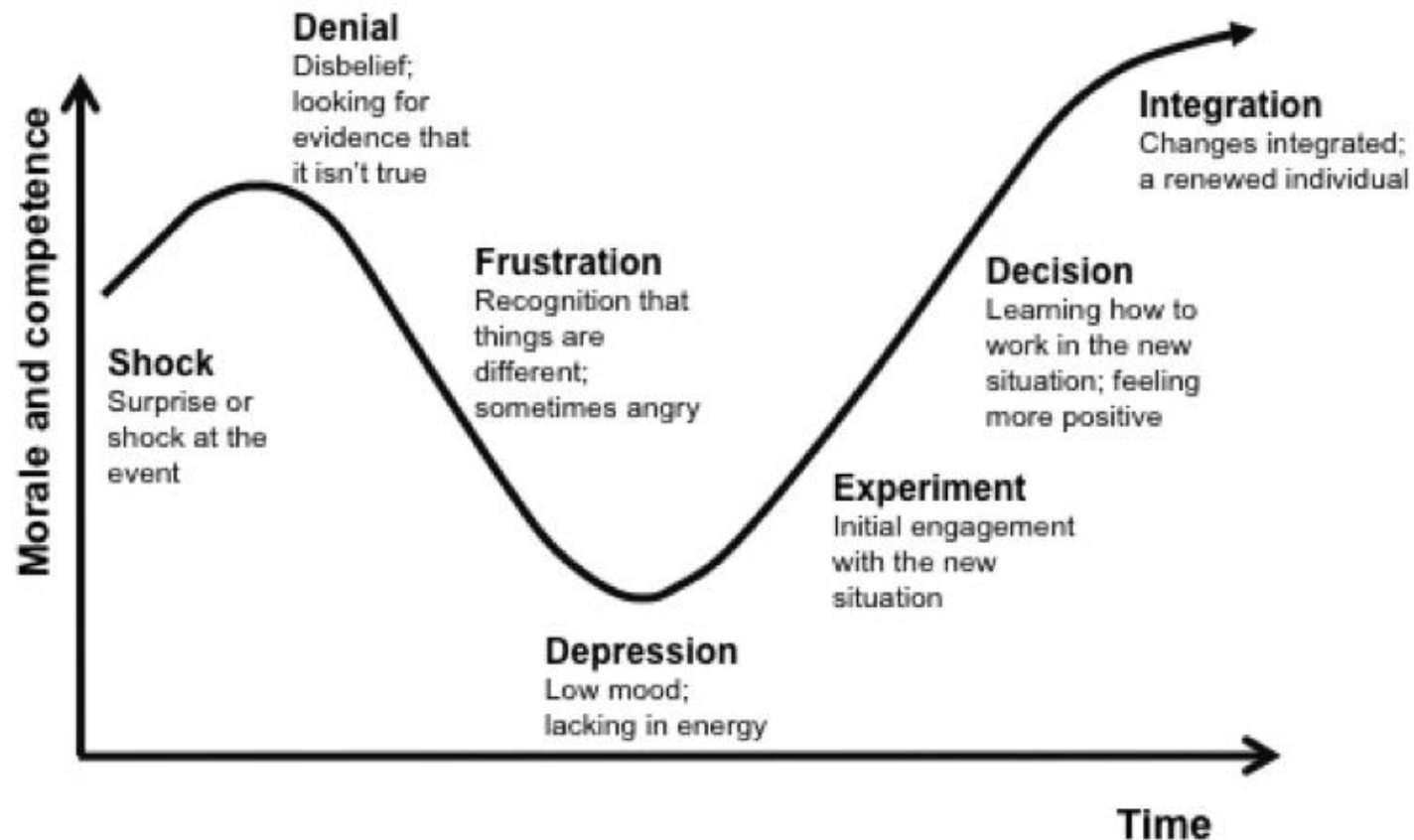
Managing Conflict



# Human dimensions of change

- Difficult
- Stressful
- Frustrating
- Rewarding
- Empowering

# The Kübler-Ross change curve



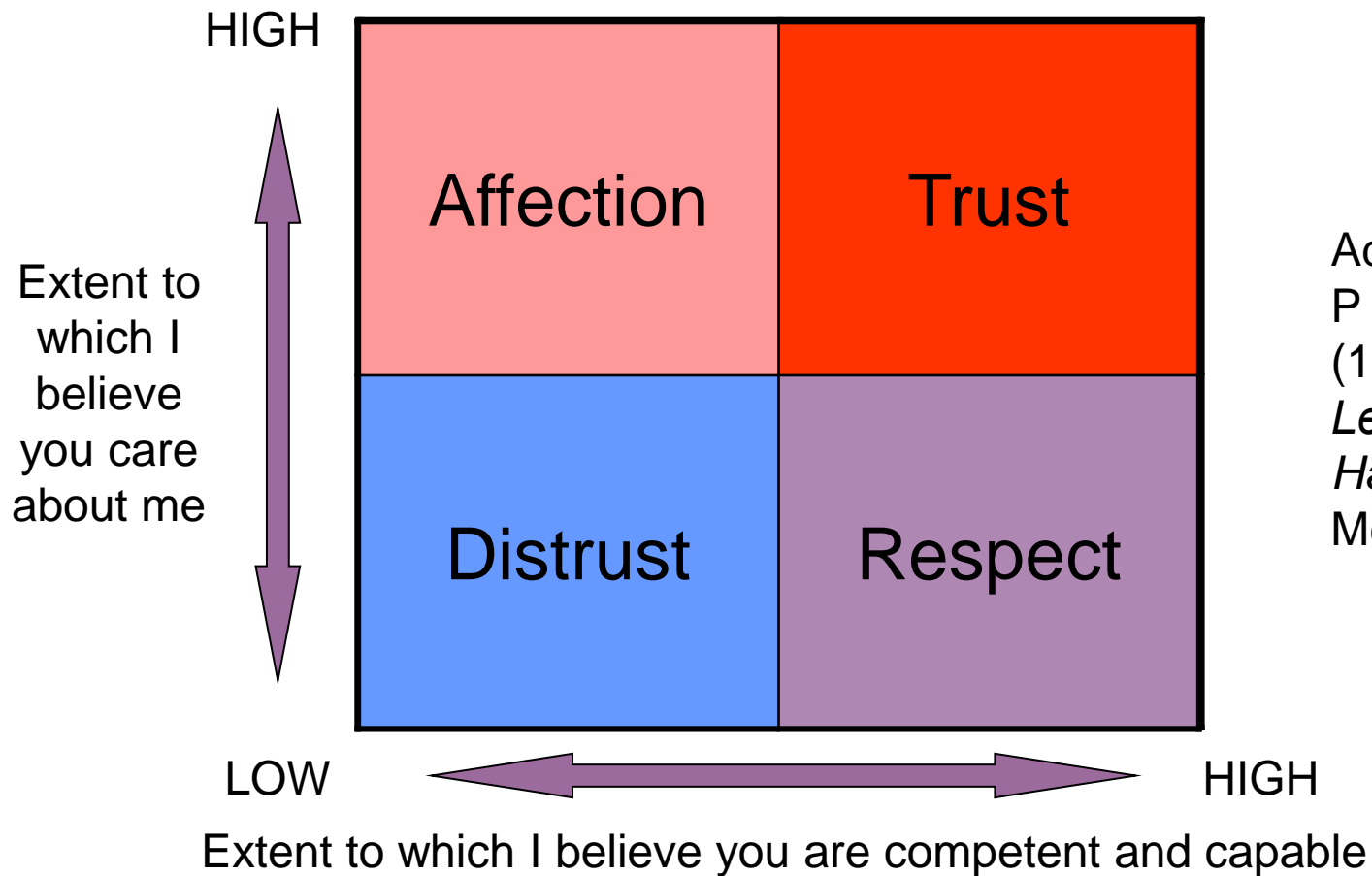
# Helping others change

- Build trust
- Counsel through difficulty
- Facilitate movement
- Share the wins



# Build Trust





Adapted from  
P Scholtes  
(1998) *The  
Leaders'  
Handbook*;  
McGraw Hill

# Building trust in QI

- Start small
- Achieve a shared goal
- Share information
- Recognise the wins
- Don't judge

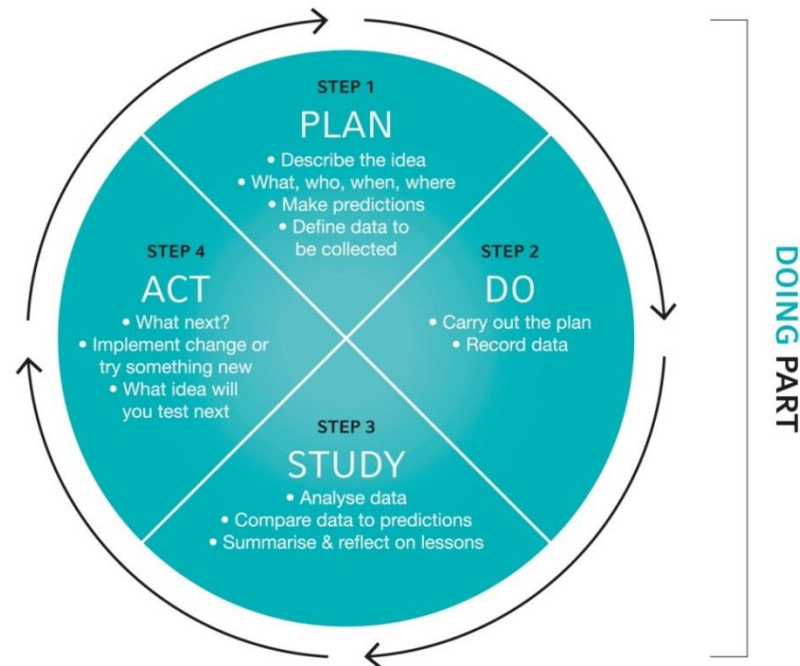


# Counsel through difficulty



# MFI and the PDSA

- Try another idea
- Test, tweak, test again



# Managing conflict



"Apparently I have done something  
to upset you."

# Managing conflict

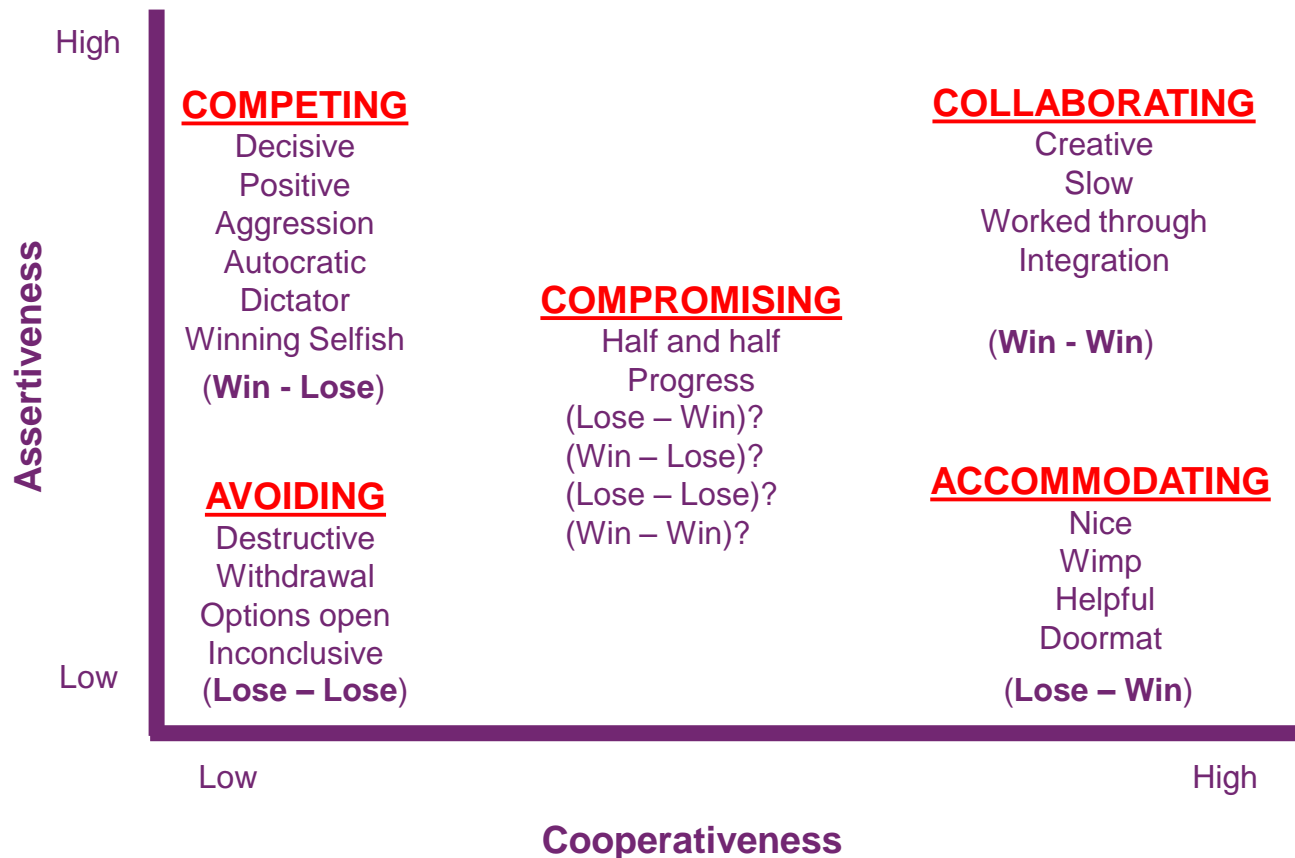
- Conflict has 2 elements
  - Relationship between people involved
  - Issue that is basis of disagreement



- Intervene effectively in early stages by
  - Preventing escalation – identify early and act
  - Containing – deal with difficulties & tensions, work to re-establish relationships
  - Handling – take positive steps to deal with the conflict issues and monitor effects of these



# Outline of the Thomas Kilmann model



# What conflict situations have you had to manage?

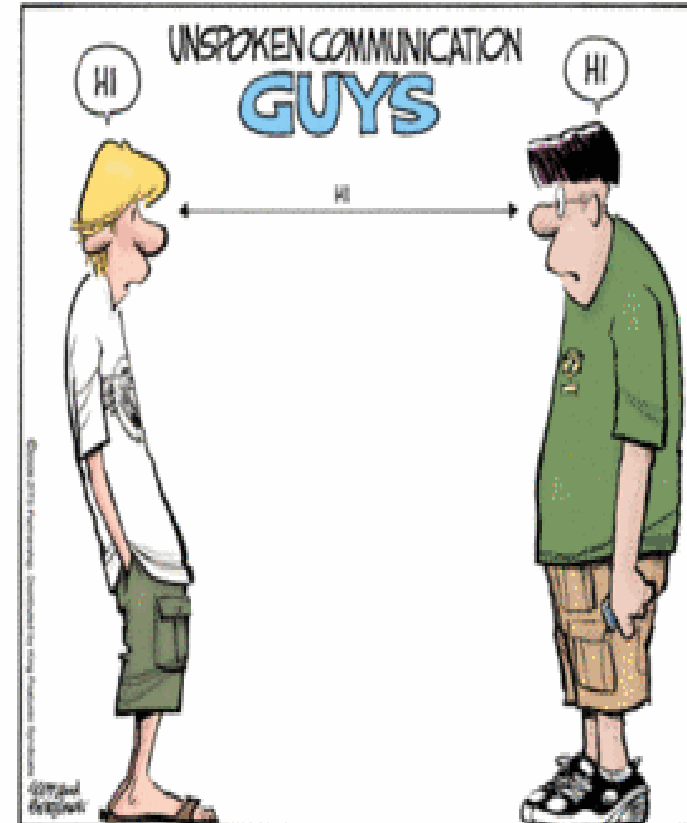
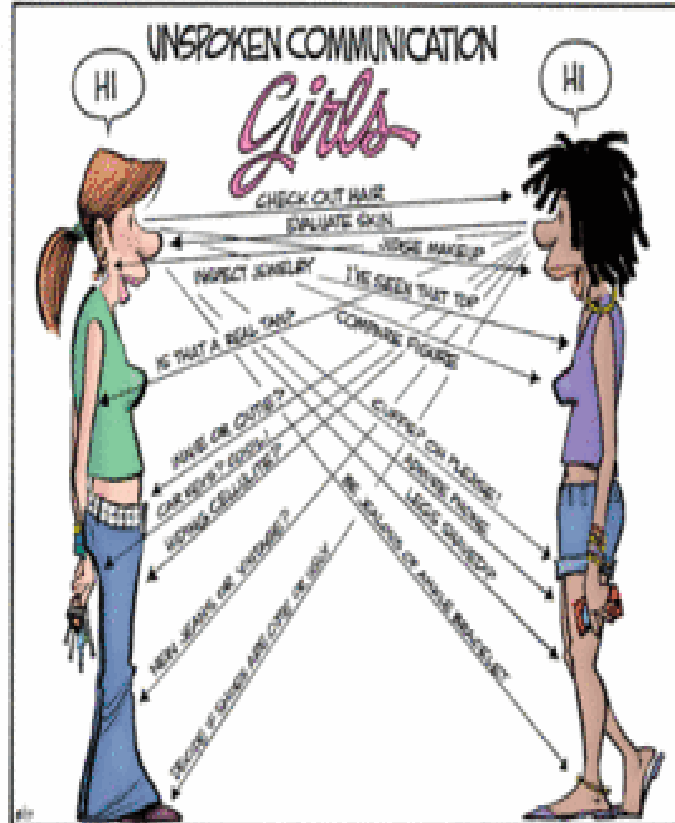
## Focus on the positives

- What did you learn from the process?
- Any novel ideas emerge?
- What DID improve?

# Communication

# Zits

by  
JERRY SCOTT and  
VIN BORGHMAN



# Effective Communication

## General Tips:

- Communicate early and often - to reduce uncertainty
- Seek first to understand, then to be understood
- Make it a two-way process, open & truthful
- Result of a communication is the response you get - It may not be what you intended!
- Remember, we are always communicating, even when we think we are not!



## Evidence base

- Meta analysis of a range of psychological interventions (including mediation and conflict resolution) revealed one factor to be the biggest predictor of positive outcomes .....

# It's all about relationship

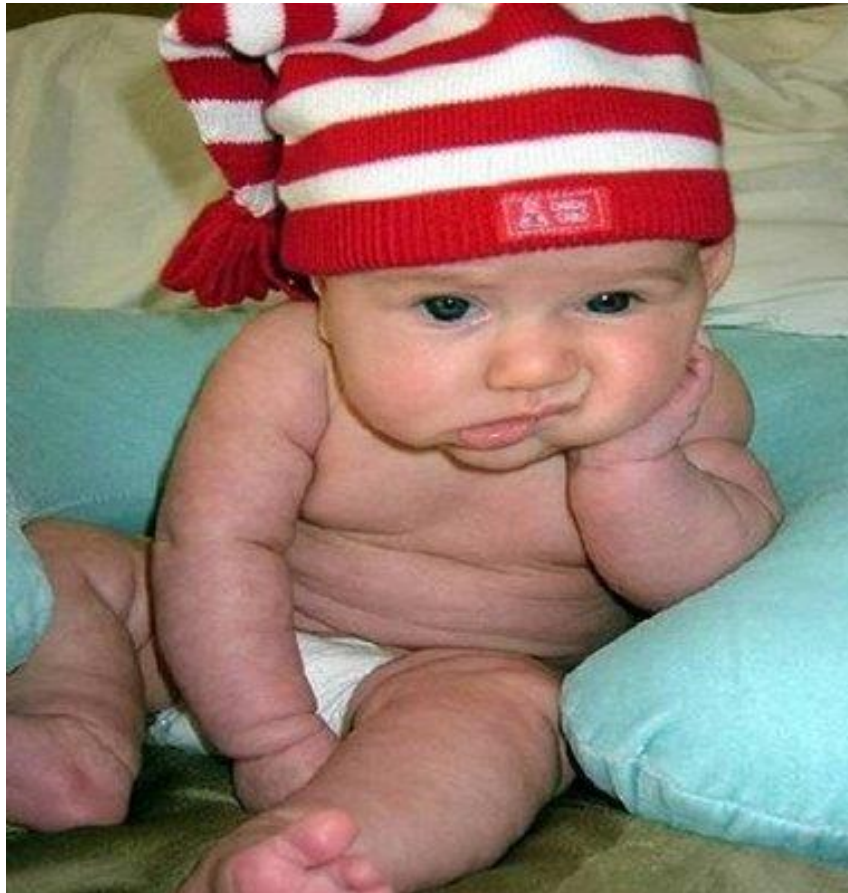
- A common set of interpersonal skills
  - Verbal Fluency
  - Warmth
  - Acceptance
  - Empathy
  - Ability to identify feelings
  - Ability to form strong relationships with a wide range of people

# Person Centred Counselling

➤ Carl Rogers



# Attending Behaviour



# Focus on verbal communication and body language

- Both are a two way process
- Aim is to convey emotional availability and interest



# Verbal Communication

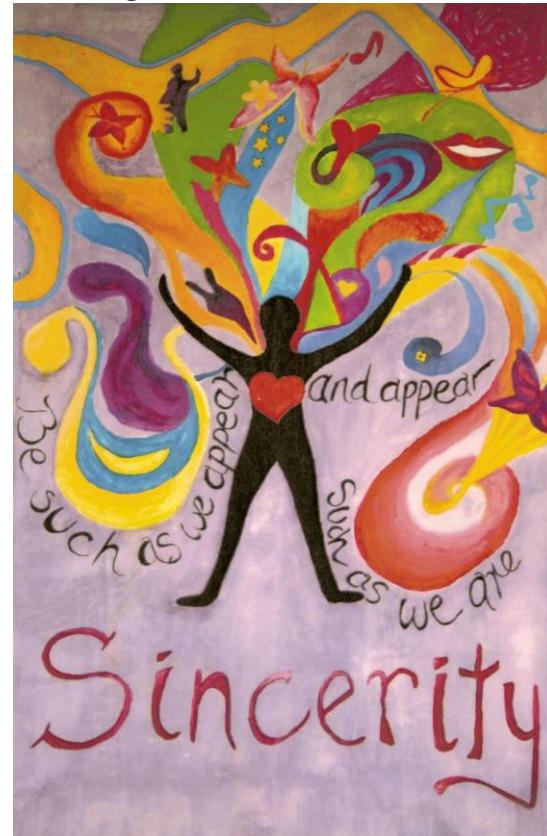
- Listening
- Understanding
- Clarifying
- Summarising
- Challenging

# Body Language

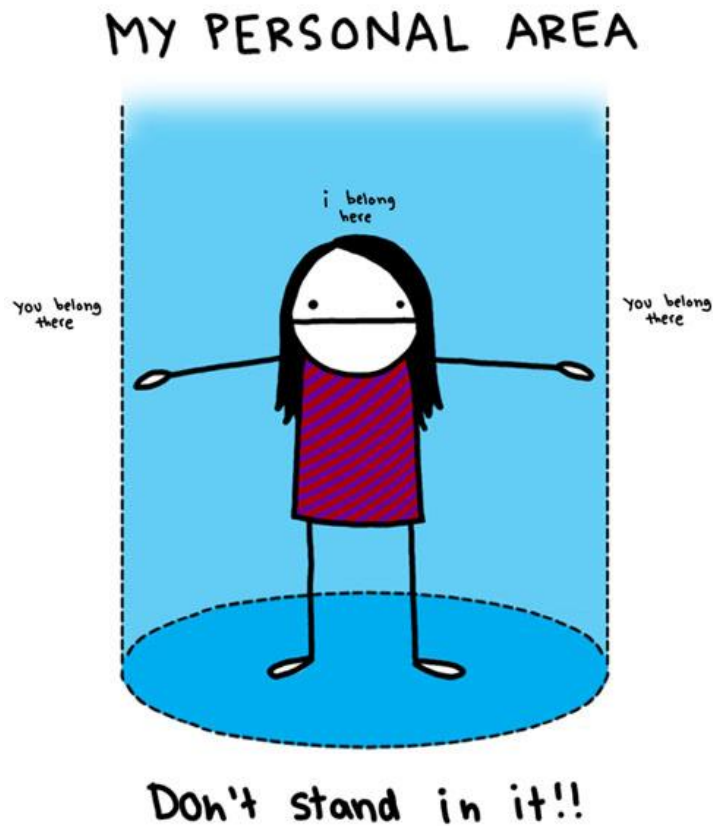
- Open and relaxed posture
- Mirroring
- Leaning forward
- Gaze and eye contact
- Facial expressions

# Genuineness

- “Sincerity - if you can fake that, you've got it made.”  
— George Burns



# Cultural Awareness



# Modes of communication

## SHARE INFORMATION

## SHAPE BEHAVIOUR



### **General publications**

flyers  
newsletters  
videos  
articles  
posters

### **Personal invitation**

letters / memos  
reports  
postcards

### **Interactive activities**

telephone  
email  
visits  
seminars / meetings  
learning sets  
modeling  
team briefings  
motivational events  
celebrations

### **Face-to-face**

one-to-one  
mentoring  
seconding  
shadowing

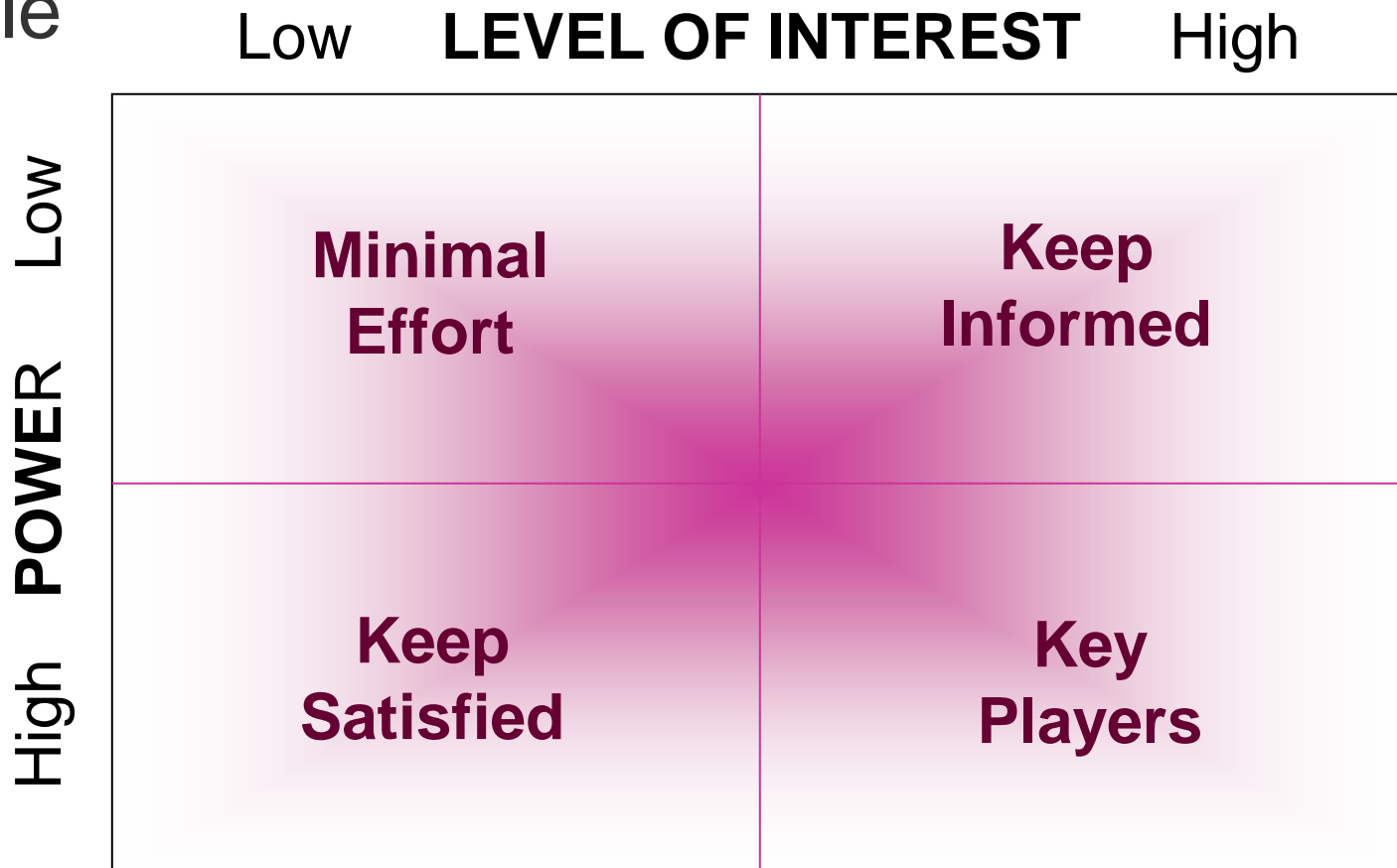
*Adapted from Ashkenas, 1995*

## Styles of communication

- Formal
- Informal
- One subject
- Many subjects
- One-way, “closed”
- Two-way, “open”
- To individuals
- To teams or groups
- Long and detailed
- Short and sweet
- Serious
- Warm and friendly



# Communicate the Right Things to the Right People



# A Good Communication Plan...

**WHY**

**WHAT**

**WHO**

**WHEN**

**HOW**

**WHERE**

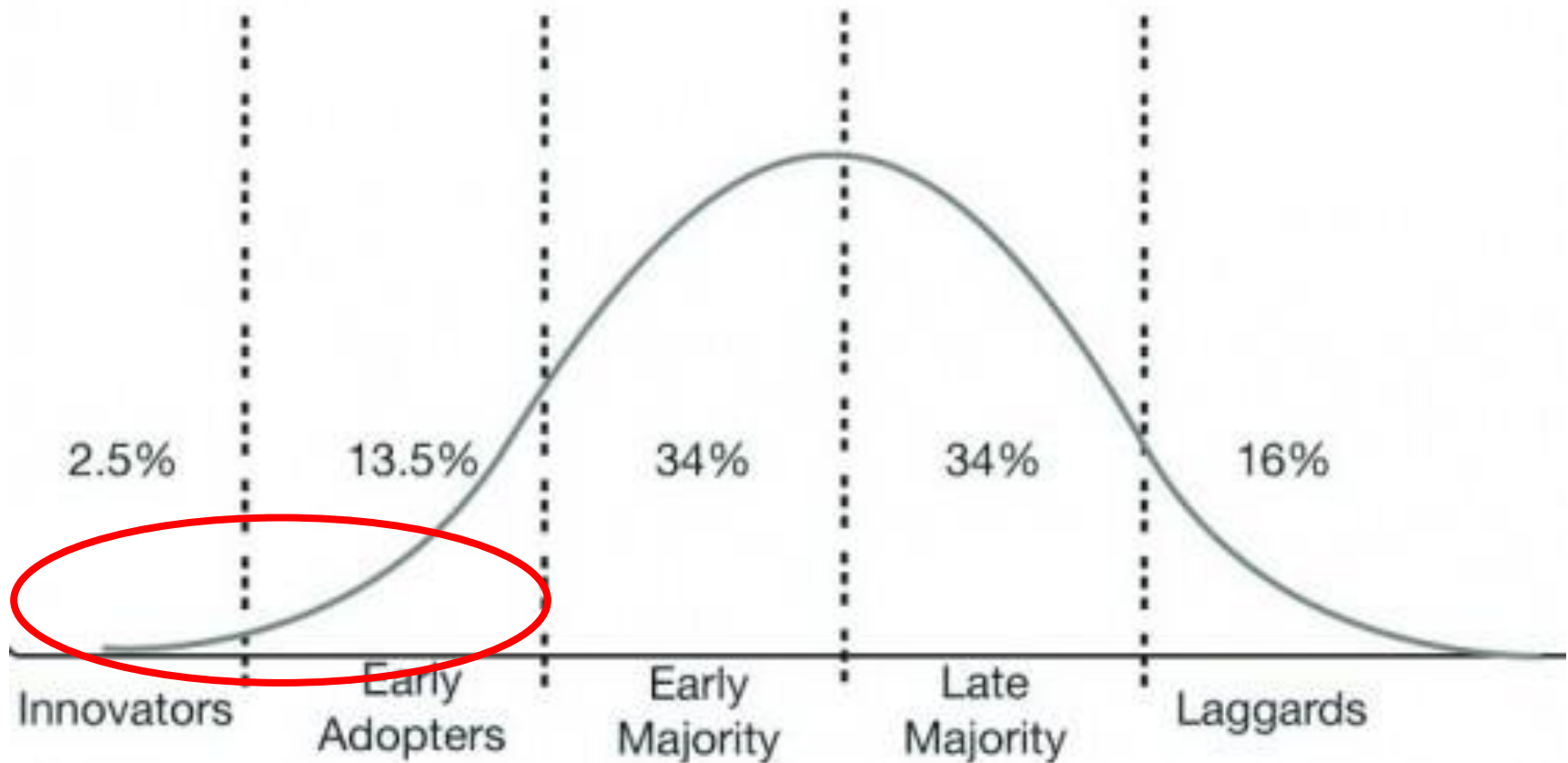


**For**

**CONTENT**

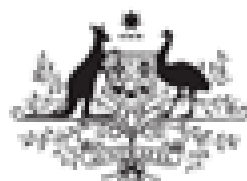
**and**

**PROCESS**



# Acknowledgements

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