Managing Effectively in Today's Public Health Environment

LIVE SESSION 2
MANAGING CONFLICT AND FEEDBACK

NEW ENGLAND PUBLIC HEALTH TRAINING CENTER

UNE UNIVERSITY OF NEW ENGLAND

PHLN IN PARTNERSHIP WITH PUBLIC HEALTH LEARNING NETWORK

Acknowledgements

BU

Boston University School of Public Health
Activist Lab

Today's Presenters

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EXECUTIVE COACH & EXPERT FACILITATOR

Kym Dakin

VOICE into LEARNING LLC

Rules of engagement

- ✓ Limit use of competing technology

- ✓ Share the floor – be respectful

- ✓ Ask questions at anytime

- ✓ Protect confidentiality

- ✓ Bring in context and reality

- ✓ Participate actively

Learning outcomes

- Ease the way to having difficult conversations by learning and practicing new tools
- Understand the principals of giving and receiving feedback
- Webinar follow-up clarification on coaching and development and other unanswered questions

Agenda

Time	Segment
9:00	Wecome and setting the stage
9:30	Shining a light on problematic work situations
11:45	Lunch
12:30	Coaching, development and webinar follow-up
1:00	Giving and receiving feedback
1:45	Practicing crucial conversations
2:30	Closing activities

Your Homework

- Identify a person within your organization with whom you have a conflict or whose behavior at work is problematic.

- Identify a time in your life (school, home or work) when you received feedback - about something in your behavior, performance or attitude - that actually PROMPTED you to consider or make a change. What was it about the feedback that moved you to think differently?
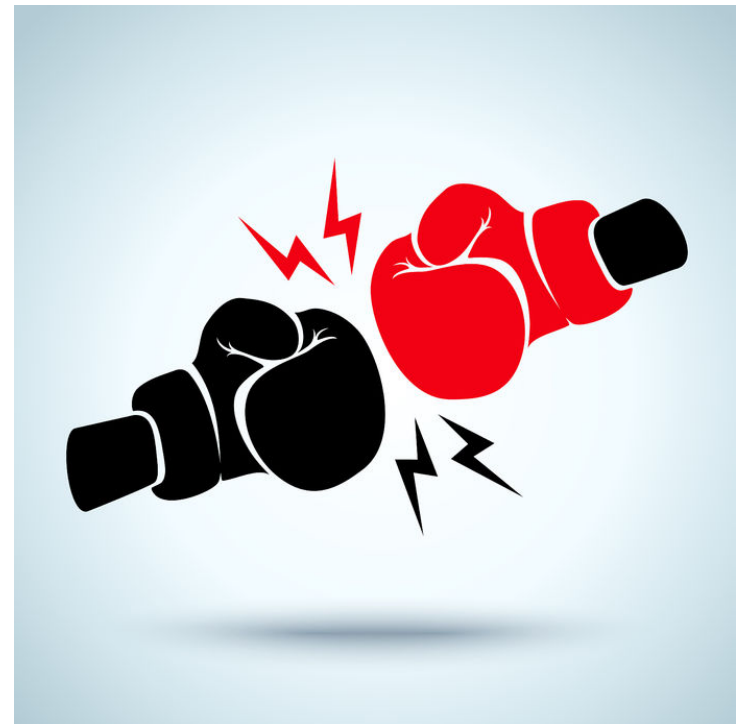
Conflict: Ugh or OK?

Peers can *activate* new points of view.

Method? Activated Scenes

- A scene that you and your team create that depicts a problematic situation.

- Audience suggestions to the problem are then explored within a facilitated structure.

Creating an *effective* activated scene

❖ Realistic

❖ Improvised by your team

❖ Leaves us wanting something different

❖ Situation that needs to *Change*

❖ A moment of decision

❖ Demands help!

But *NOT* this

An Activated Scene is NOT

- ❖ Comical
- ❖ Longer than 5 Minutes
- ❖ One that depicts solutions
- ❖ One that uses real names

Activated Scenes Include

Actions

Strategies

Clear Conflict

Consequences

AND...
A Protagonist trying to achieve a goal
An Antagonist blocking that goal

Activated Scene Questions…..

- Was the Scene realistic?
- What did the Protagonist want?
- What got in the way?
- What was the Moment of Decision?
- What else might the Protagonist try?
- Let's Watch!

How specifically did your colleagues shine a light on other options?
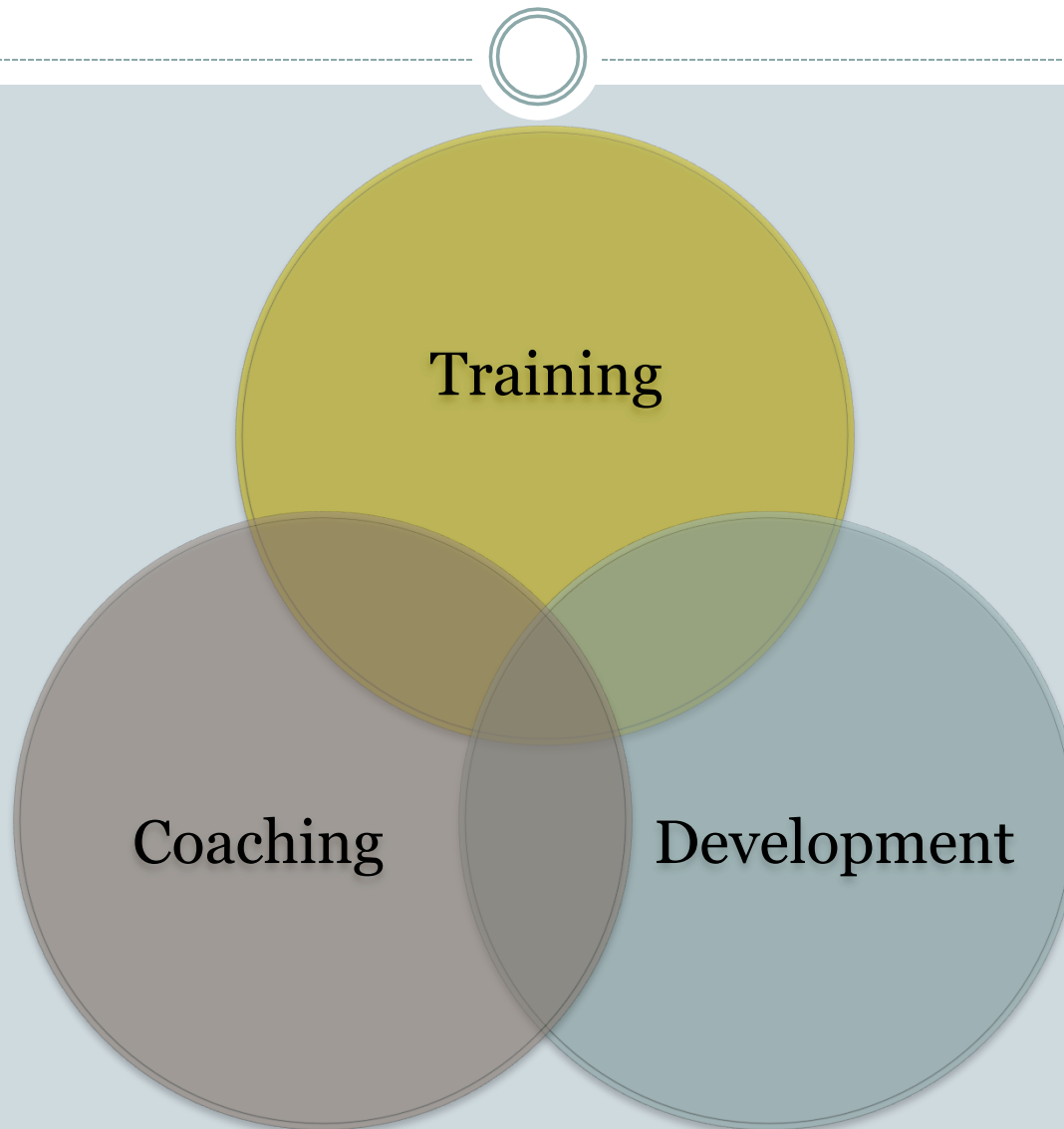
What was helpful (or not) about the activity?

... AND ACTION!

Lunch
11:45 – 12:30

Keys to High Performance

Training

Coaching

Development

Training

- Formal and on-the-job
- Job, social, team, computer, management, leadership skills, etc.
- Low/medium/high cost options

  - Brown bag lunches

  - Onsite workshops

  - Online webinars

  - Regional/national programs

  - University courses – certifications or degrees

- Formal and on-the-job

  - Special projects

  - Stretch assignments

  - Job expansion/promotion

  - Job shadowing

  - Job rotation

- 360-degree feedback

Development

Coaching

- Communicate performance goals, standards, and expectations

- Set priorities

- Describe "what" and "how well"

- Provide ongoing developmental, positive, and/or corrective feedback as needed

Summary Points

- Develop a training and development plan (for organization and staff)

- Differentiate training needs from motivational/ engagement issues

- Foster a coaching environment – set staff up to succeed.

- Training and development opportunities and specific feedback are **engagement drivers**.

Post-session Assignment from Webinar

What will you do to strengthen your current onboarding process?

Other questions from earlier classes

- How can you diminish the number of inappropriate applications you receive for an advertised job?
- Coaching and development
  - What does development of staff entail?
  - Does coaching have to do with permanency of position?
  - What about development for a good employee who's nearing retirement?
- What are some ways to deal with employees who are incredibly resistant to change?

Giving Feedback

From "Feedback in the Future Tense," by Hal Plotkin

Harvard Business School Publishing, 2002

"Give the employee a goal to work toward, not a legacy to overcome."

Six-step process

1. Identify specific employee successes and failures
2. Stop talking and start listening
3. Discuss the implications of changing or not changing behavior
4. Link past accomplishments to needed changes
5. Agree on an action plan
6. FOLLOW UP!

"If you [manager] do your job correctly, there will be sufficient ongoing communication so that all your employees know what is expected of them and how well or poorly they are doing."

Grossman and Parkinson
Becoming a Successful Manager

First, what are your own triggers?

HIS FAULT

HER FAULT

THEIR FAULT

NOT ME

Giving and receiving: remember "4 corners?"

People

Action

Who are you and what do you need?
What are your hot buttons?
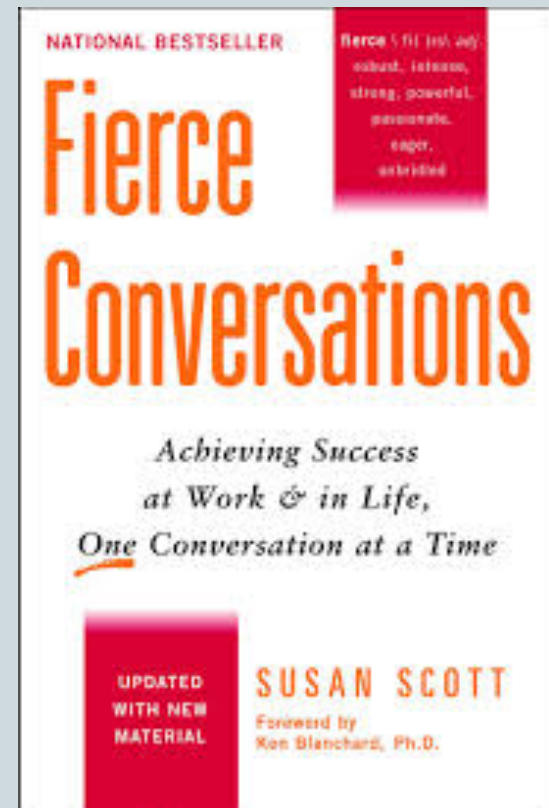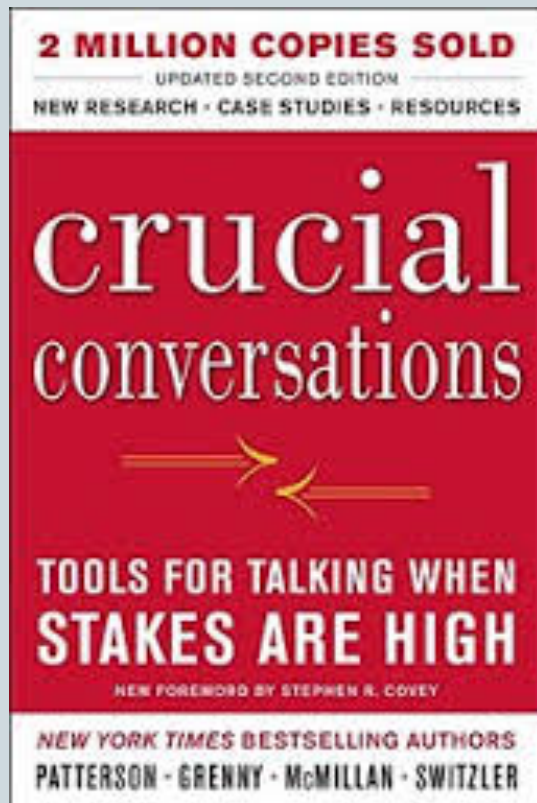What do you have to watch in yourself when receiving feedback?

Structure

Meaning

Crucial Conversations

You can read all about it, but practice is more important.

Identify the Source of the Difficulty

Are your differences on:

- Interests related to an issue

- Motivations

- Work Styles

- Communication Styles

- Perceptions about what's *critical*

- Life experience/cultural backgrounds

Can solutions partially satisfy both individuals' interests?

Making the Invitation
to a Difficult Conversation

- **Best if you yourself witnessed the problem**

- **Best if done close to "the moment"**
  - "I want to talk with you about what just happened.."
  - "Let's go over the details when we talk.."
  - "I want your point of view on.."
  - "I'm certain there is a solution.."
  - "I'm curious about…"

Holding Difficult Conversations

Opening Statement

- Issue
- Example of behavior
- Your emotion
- What's at stake
- Your contribution
- Invitation and commitment

Interaction

- Dig for full understanding
- Acknowledge and honor their view
- Talk less; Listen more

Resolution

- Learning
- Agreement on next steps

Listen first w/o rehearsing response

| Healthy Conflict IS NOT	Healthy Conflict IS
Adversarial	Respectful
Hostile	Focused listening and learning
About the person	Dynamic and engaging
Winning or losing	Sharing of information

But what to do if conflict happens in the moment?

In twos, what are examples of things that are said or done that potentially causes an immediate conflict or sense of dis-ease?

"Sudden" conflict: language to try
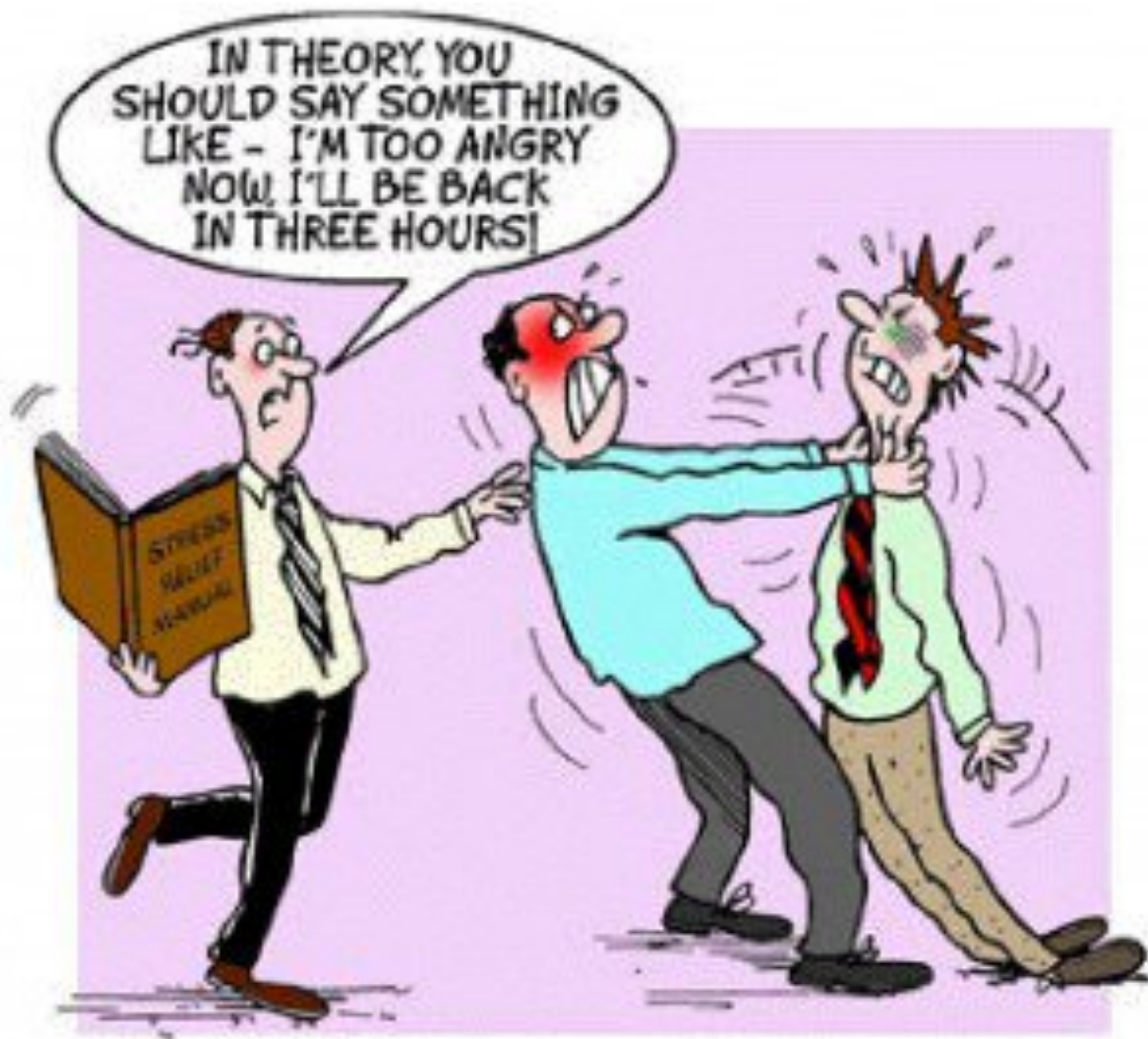
Let's Return to Resilience

Have you tried any new resilience practice – either at work or at home – since our last live session together?

You have so much to be thankful for.

Top two signs of resilience:

1. Giving: deliberate acts of kindness
2. Practicing gratitude

What is the observed effect on the giver?

Our model is a 6-year-old

Upcoming Course Schedule

Budget and Financial Management - Part A (November 17, 2016, 12-1:30) Webinar

Budget, Financial and Project Management – Part B; Course wrap-up (December 1, 2016, 9-3) In Person

Acknowledgement

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Thanks for attending!

ANNOUNCEMENTS
PLUS-DELTA
EVALUATIONS

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