Managing Effectively in Today’s Public Health Environment

LIVE SESSION 3

MANAGING CONFLICT AND GIVING GREAT FEEDBACK
Acknowledgements

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Today’s Presenters

Grace Cleaves

Kym Dakin
Rules of engagement

- Share the floor – be respectful
- Ask questions at anytime
- Protect confidentiality
- Bring in context and reality
- Limit use of competing technology
- 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
- Series assessment and closing
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<thead>
<tr>
<th>Time</th>
<th>Segment</th>
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<tbody>
<tr>
<td>9:00</td>
<td>Welcome and setting the stage</td>
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<td>9:30</td>
<td>Shining a light on problematic work situations</td>
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<td>10:15</td>
<td>Break</td>
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<tr>
<td>11:45</td>
<td>Lunch</td>
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<tr>
<td>12:45</td>
<td>Giving and receiving feedback</td>
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<td>1:35</td>
<td>Break</td>
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<td>1:45</td>
<td>Practicing crucial conversations</td>
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<td>2:45</td>
<td>Resilience at work</td>
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<td>3:30</td>
<td>Closing activities</td>
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<td>4:00</td>
<td>Adjourn</td>
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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?
- Read “Candor at Work”
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

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

Actions
Strategies
Clear Conflict
Consequences
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?
“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
Giving Feedback

From “Feedback in the Future Tense,” by Hal Plotkin

“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!
You TAKING feedback
Your old stories? Your style? What drives reactions?

First, what are your own triggers?
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.
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

<table>
<thead>
<tr>
<th>Healthy Conflict IS NOT</th>
<th>Healthy Conflict IS</th>
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<tbody>
<tr>
<td>Adversarial</td>
<td>Respectful</td>
</tr>
<tr>
<td>Hostile</td>
<td>Focused listening and learning</td>
</tr>
<tr>
<td>About the person</td>
<td>Dynamic and engaging</td>
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<tr>
<td>Winning or losing</td>
<td>Sharing of information</td>
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But what if conflict happens in the moment?

What are examples of things that are said or done that potentially cause an immediate conflict or sense of upset?
“Sudden” conflict: language to try
IN THEORY, YOU SHOULD SAY SOMETHING LIKE - I'M TOO ANGRY NOW, I'LL BE BACK IN THREE HOURS!
From Distress to Self-Care

HOW CAN RESILIENCE HELP YOU AND YOUR STAFF?
Enhancing Your Resilience Core

Five essential characteristics

- Purpose (Meaningful life)
- Perseverance (Get up, again)
- Self-Reliance (Remember?)
- Equanimity (Balance, optimism)
- Authenticity (Coming home to yourself)

Gail Wagnild, PhD, RN, LAC
Where’s the “You” in Your Office?

What makes you smile?

What helps you remember what’s important in life?
What else?

- Who/what is “the dog” in your life?
- Three-minute meditation
  http://marc.ucla.edu/mpeg/Bod y-Sound-Meditation.mp3
- Three good things in life – the evening gratitude list
What is the observed effect on the giver?

Top two signs of resilience:

1. Giving: deliberate acts of kindness
2. Practicing gratitude
Our model is a 6-year-old
Acknowledgement

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Wrapping Up

WHAT YOU THOUGHT AND
WHAT YOU GOT

EVALUATIONS
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