Resolve Conflict Through Improved Communication

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I have the following financial interests or relationships to disclose:

Maureen Waddle, MBA, is a Principal and Senior Consultant at BSM Consulting and Licensed Practitioner of Insights® Discovery.

BSM Consulting provides practice management solutions to specialty care providers, including the online resource BSM Connection® for Ophthalmology.

Anthony Johnson, MD, is on the AAOE board, but does not have any financial interest in the subject matter.
Write Your Conflict Examples

With Patients

With Peers

With Superiors or Subordinates
Objectives

**Understand** behavior styles and the impact in leadership and dealing with others

**Recognize** potential conflict

**Use** communication tactics to reduce and prevent conflict

**Turn** conflict into partnership
What is the Primary Cause of Conflict?
Case Study
Understanding Behavior Styles
How do we communicate?

Total Communication:

- **Words**: 7%
- **Non-words**: 38%
- **Body Language**: 55%
Case Study
Insights® Discovery: The Four Color Energies

- Challenging constructively
- Determining direction
- Delivering key results
- Initiating key actions
- Inspiring and motivating
- Injecting energy and optimism
- Visioning new possibilities
- Establishing effective relationships
- Nurturing growth
- Serving others
- Establishing trust
- Demonstrating loyalty and commitment
- Honoring and applying personal and collective wisdom
- Evaluating critical processes
- Ensuring consistency and reliability
- Establishing strategic principles

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Different Styles in Leadership

What are examples of situations that require different styles?

How do the different styles build relationships?

What is the key?

Case Study – Insurance Conflict

Does screaming work?
Perception and Empathy
If You Don’t Lower Your Side, You’ll Never Make a Connection
Recognize Potential Conflict
Common Examples of Potential Conflict

- Negotiating Anything
- Schedules
- Introducing a New Process
- Changing Anything
Communication Tactics
Rules for Communicating Through Conflict

M Most

R Respectful

I Interpretation
Entering a Potential “Tough Conversation”

- Brief statement
- Invite discussion
- ASK for the kind of decision you want the person to make
LAER for Effective Communication

<table>
<thead>
<tr>
<th>L</th>
<th>= Listen</th>
<th>Listen to what they are saying, not what you are thinking. Active listening.</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>= Acknowledge</td>
<td>Doesn’t mean you agree, but you are showing respect. As in, “I can see this has you frustrated”.</td>
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<tr>
<td>E</td>
<td>= Explore</td>
<td>Ask questions for understanding: Need? Importance? What would the ideal solution be?</td>
</tr>
<tr>
<td>R</td>
<td>= Respond</td>
<td>Respond (not react)</td>
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Acknowledgement Statements

Validate the person’s feelings

Show respect

Remove defensiveness and antagonism

Sample:
Patient: “I have been waiting for a half hour! What’s going on?”

Acknowledge First:
- “That is unfair to you and I can see why you’re frustrated.”
- “Wow. That is frustrating. I can see how the delay would make you feel like we don’t care.”
- “Uggggh, I’m frustrated for you too. That is frustrating to have set your schedule and have us not meet your expectation.”
Conflict Resolution: Triple A

**TECHNIQUES:**

- Acknowledge
- Apologize
- Action
Apology Statements

Need to be sincere (what are you apologizing for?)

Remove defensiveness and antagonism

Set the stage to move forward

Sample:
Patient: “I have been waiting for a half hour! What’s going on?”

Apology (After Acknowledgement):
- “I’m very sorry that we made you wait.”
- “I’m sorry for the inconvenience.”
- "Thank you for bringing this to my attention!"
Action

How do we make it better?

Don’t Tell  ➔  ASK
Well-Handled Conflict Creates Partnerships
Reduce Chances for Conflict

An ounce of prevention is worth a pound of cure.

- Benjamin Franklin
Reduce Chances for Conflict

1. Hire the right people
2. Anticipate, plan, and develop processes
3. Train, train
4. Create opportunities for communication
5. Value the different personality styles

Resources

The Third Option by Miles McPherson

The Serving Leader by Kenneth Jennings and John Stahl-Wert

Insights® Discovery: Programs to enhance communication effectiveness
Thank you!

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