Managing Interprofessional Conflict and Power Differentials

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Session Outline

1. What?
   - Definition of Conflict and its Role in Teamwork

2. Why?
   - Power
   - Task vs. Relations
   - Intent vs. Impact

3. How?
   - Reflect
   - Reframe
   - Question
COLLABORATION

Process of Positively Communicating and Coordinating Patient Care Tasks Among Interprofessional Providers

“the perception by the parties involved of differences, discrepancies and incompatible wishes”

Collaboration

- Promote Critical Thinking
- Seek Common Ground
- Strengthen Trust
- Improve Teamwork

Conflict
Having influence or control over the beliefs, behaviors and values of individuals, groups or institutions (Kuper A, Whitehead C. The paradox of interprofessional education: IPE as a mechanism of maintaining physician power? J Interprof Care. 2012 Sep;26(5):347-9.)
Understanding Workplace Conflicts

Task-Based Conflict

Relationship-Based Conflict
Task Conflict

- Standards
- Protocols
- Policies
Relationship Conflict

- Personality
- Norms
- Values
Workplace Conflicts

Task

Relationship
Workplace Conflicts

I didn’t know that. Thank you for letting me know.

I am familiar with the protocol. How might this patient be affected?

Could we re-check whether that’s the most updated....
Workplace Conflicts

Can we learn together?

I didn’t know that. Thank you for letting me know.

Can we re-check whether that’s the most updated....
Workplace Conflicts

Task

You hurt my feelings.

It's always about her/him!

Relationship

No one gives a ( ) about me.
Am I respected around here? You hurt me. No one gives a ( ) about me. HOW DARE YOU!

Workplace Conflicts

Task

Relationship

You hurt me.

No one gives a ( ) about me.
Workplace Conflicts

Task

Relationship

Underworld
Workplace Conflicts

Task

Feeling

I am angry

Relationship
Workplace Conflicts

Task

Relationship

Feeling

Ego

I am angry

I am right
Workplace Conflicts

- Task
- Relationship

Feeling: I am angry
Ego: I am right
Identity: I matter
Primer on Power

When those in power primarily function out of relationship conflict, the impact on team can include:

- Lack of psychological safety
- Silence
- Workarounds
Understanding Intent vs. Impact
Intent  Impact
Intent

Impact
Intent

Impact
The Ladder of Inference

Observation/Data

Intent

Assumptions

Meaning

Filter

Conclusion

Belief

Impact
The Ladder of Inference

Observation/Data
Filter
Meaning
Assumptions
Conclusion
Belief

I wonder...
I am curious...
Tell me more...
“When we overload our workout with a tennis ball, it makes the game seem a lot slower and you are able to process things a lot better.”

Steph Curry, Basketball Player
Golden Gate Gate Warriors
Primer on Power

1. Recognizing potential implicit bias is essential in those in power.

2. They need self-awareness of the root causes that shape their **fables** and **foibles**.

Conflict Dialogue Training

1. Get Ready
2. Create Space
3. Do Work
4. Close & Affirm

Step 3: Do the Work

1. Elicit other’s story
   - Ask 3 questions
   - Listen actively
   - Acknowledge emotions
   - Apologize

2. Share your story
   - Ground your story in facts
   - Use words to express emotions
Reflect
Focus on feelings and issues; Neutralize language

Reframe
Determine the wants and underlying interests of the person

Question
Gather Info to generate future options.

Source: The Dispute Resolution Center of Snohomish, Island & Skagit Counties
That Gossip Monger is Always Talking Behind My Back!

Reflect

Sounds like you are upset about things said behind your back.

Reframe

You prefer to have issues discussed openly.

Question

What would be different if direct communication were occurring?

Source: The Dispute Resolution Center of Snohomish, Island & Skagit Counties
The Art and Science of Asking Questions

Closed-Ended

- Efficient for confirming
- Narrow options
- Help listeners focus

Open-Ended

- Invite others’ stories
- Gather information
- Generate options
- Expand perspectives
- Orient to the future

Little probing of others’ perspectives
Habit forming takes time and practices

Source: The Dispute Resolution Center of Snohomish, Island & Skagit Counties
Out beyond ideas of wrongdoing and rightdoing, there is a field. I will meet you there.

Rumi
Acknowledgment

Donor and Founder of the George G. B. Bilsten Endowed Professorship in the Art of Communication with Peers and Patients

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