Emerging Healthcare Leaders Webinar:

Practical Strategies to Manage Team Conflict in the Digital World

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Welcome

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Agenda

• Overview of Conflict: Causes & Consequences
• Case Presentation
• Anatomy of Conflict: Case Analysis
• Conflict Management Styles
• Interprofessional Teaming & Conflict
• Practical Strategies
Learning Objectives

• Analyze a case of team conflict and apply management strategies to prioritize effectiveness
• Define sources of conflict in the team setting
• Illustrate the five most common conflict management styles
What Is Conflict?

• Social situation where 2 parties **struggle** with one another
• Due to incompatibilities in perspectives, beliefs, goals or values;
  • This struggle **impedes** the achievement of predetermined goals or objectives

Ogunyemi D, J Grad Med Ed 2010; 118-125
What Causes Conflict?

- Lack of clarity around roles
- Changes within the organization
- Personality differences
- Differing expectations
- Conflicts of interest
- Resource limitations
- Poor communication

Ogunyemi D, J Grad Med Ed 2010; 118-125
Poor Communication Leads To?

- Adverse events in 52-70%
- Increased odds of complications
- Worse individual performance
- Worse team-based performance
- Malpractice in 24% of cases

Weaver SH, BMJ Qual Saf 2014; 23: 359-372
Digital Workforce Complexity: Why This Matters

• Remote vs in person teams
• Communication via text, zoom, email and phone
• Digital clarity with email: how do we avoid miscommunication?
• Conflict via zoom vs in person vs multi-chain email
Why Work On Developing Conflict Management Skills?

Can Improve:

- Teamwork
- Productivity
- Team member satisfaction

“As of today, we have 370 days left before the new hospital opens.”
“Dr. Robinson, before you start your agenda, I have a question. Where’s our nursing project in your queue? It’s in the top 10 right?”
“Patty, our top priority now is to re-organize our project list. The new hospital is taking up more IT time than anyone realized because we’re putting in Alexa”.
“Patty, the nursing project cannot possibly be in the top 10. We have more important projects that need more IT time”. 
“More important projects? Bill, you won’t have a hospital if we don’t have nurses to staff it.”
“Patty, do you have any idea how much extra work falls on our entire IT department? It’s not reasonable for yours to be in the top 10. Top 30, maybe, but not top 10.”
“Top 30? We’ll miss the deadline if not top 10. We need it done to renew our Magnet status”.
“Bill, our department and Patty’s are both under the wire. Let’s find a way to make this work”.
“Okay, Bill and Theresa, I want the current priority list by end of day. Patty, I want your milestones for Magnet so I can see what you need. See you back here tomorrow so we can resolve this!!”
Anatomy of Conflict

- What was the source of the conflict?
- Who was trying to resolve the conflict and who wasn’t?
- Who do you most closely identify with in the case?
- Reflection: How do you prefer to deal with conflict?
  - What would you have done if you were sitting at that table?
How do you handle conflict?

*Two basic aspects of all conflict-handling modes*

Your Conflict Mode = Skill + Situation
5 Conflict Styles
Shannon-Kim 4 Step Conflict Dialogue Model

- Prepare effectively if time allows
- Explore the point of view of the other person
- Tell my story/perspective in a respectful and non-emotional manner
- Negotiate next steps toward resolution

This was not on the agenda. No one could be prepared.

No one made effort to explore POVs

This was NOT done by Bill and to a lesser extent Patty

Dr. Robinson avoided this (because tensions were high and he did not have all the facts) and deflected to the next meeting
What styles are common in healthcare?

Example of one healthcare practice:

Avoiding

Compromising

Accommodating

Most Common

Ogunyemi D, J Grad Med E 2011
**Practical Strategies: Use RACI charts to clarify**

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Who is responsible for doing the actual work for the project task.</td>
</tr>
<tr>
<td>Accountable</td>
<td>Who is accountable for the success of the task and is the decision-maker. Typically the project manager.*</td>
</tr>
<tr>
<td>Consulted</td>
<td>Who needs to be consulted for details and additional info on requirements. Typically the person (or team) to be consulted will be the subject matter expert.</td>
</tr>
<tr>
<td>Informed</td>
<td>Who needs to be kept informed of major updates. Typically senior leadership.</td>
</tr>
</tbody>
</table>

Montgomery A, Kumar R. “What is a RACI chart? Here’s Everything you need to know”, 2020
**Practical Strategies: Active Listening**

- Mirroring: Repeat the last 3 words
- Silences: To let the mirror sink in
- Tone of voice

Voss, C, *Never Split the Difference*
Practical Strategies: Mirroring

- Behavior in which we copy each other
- Can be speech patterns, body language, tone of voice, tempo of voice
- Sign that people are establishing the kind of rapport that leads to trust

Voss, C. Never Split the Difference
Practical Strategies: Labeling

- Label emotions, don’t ignore them
- Ability to recognize the perspective of the other and VERBALIZE that recognition
- It seems like, It sounds like, It looks like....
- NOT, I’m hearing that....

Voss, C, Never Split the Difference

Conclusion

• 1-2 conflict styles may be preferred but they can be adapted

• Every time you experience a conflict, reflect back on which styles were used and what was most effective

• Prepare for conflict by thinking about how aware you are at that moment and how you will manage yourself

• Consider the Shannon Kim 4 step model to resolving conflict

• Practice Mirroring and Labelling to build rapport with others in the conflict

• Consider RACI charts in your workplace to clarify roles and avoid conflict
Thank you!

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Questions?