

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

What Causes Conflict?



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

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

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



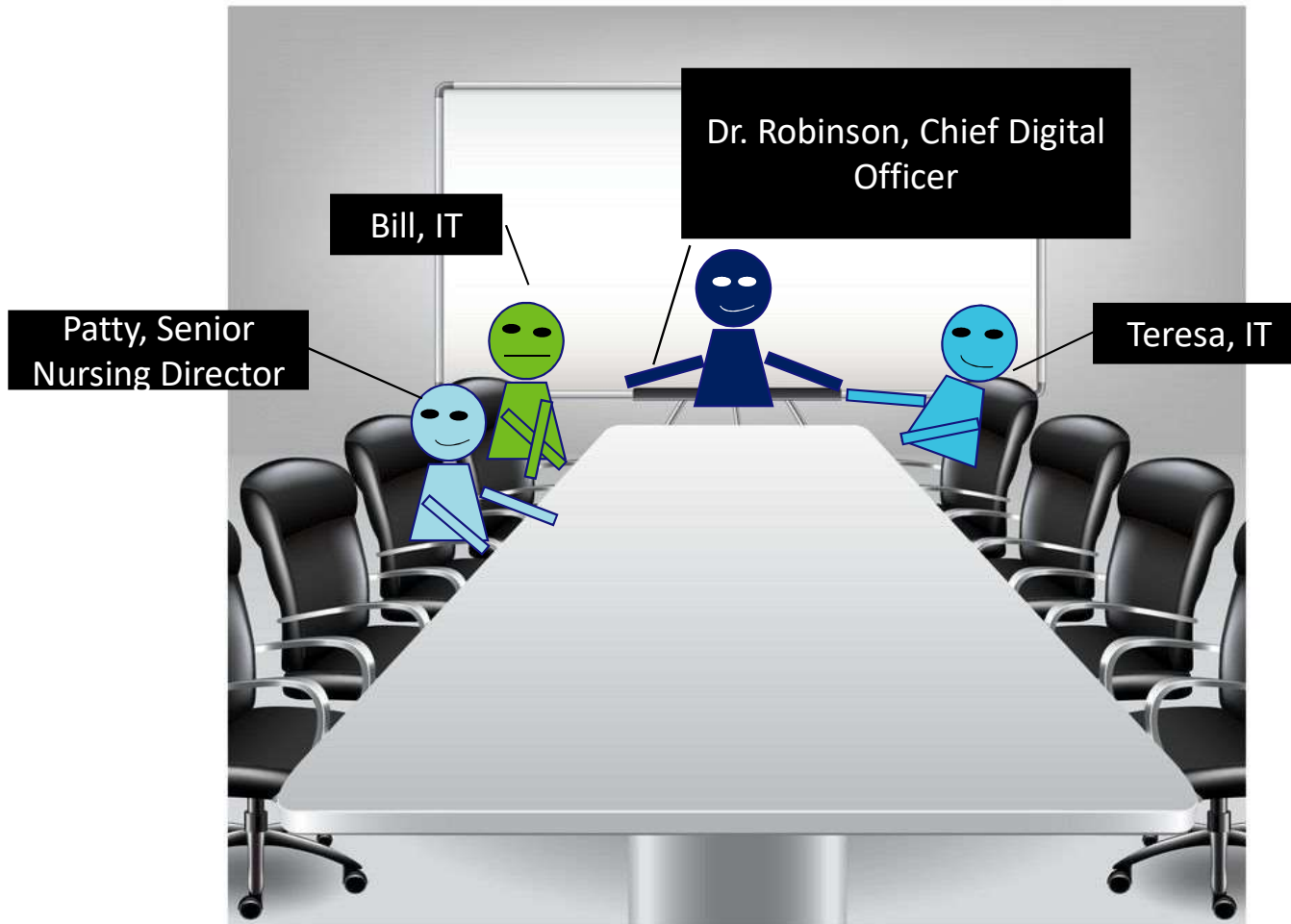
Why Work On Developing Conflict Management Skills?



Can Improve:

- Teamwork
- Productivity
- Team member satisfaction

Case Study





“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”.

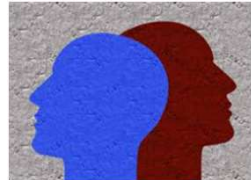




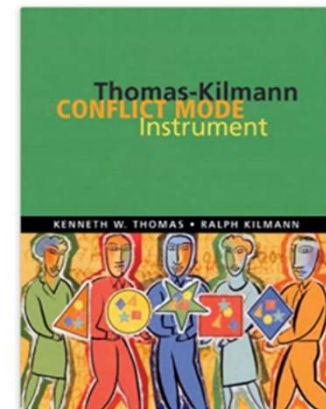
“Okay, Bill and Theresa, I want the current priority list by end of day. Patty, I want your milestones for Magnet so I can see what you need. See you back here tomorrow so we can resolve this!!”

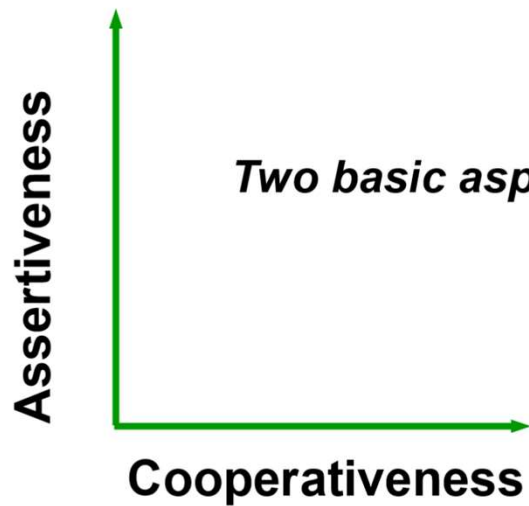


Anatomy of Conflict



- 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?

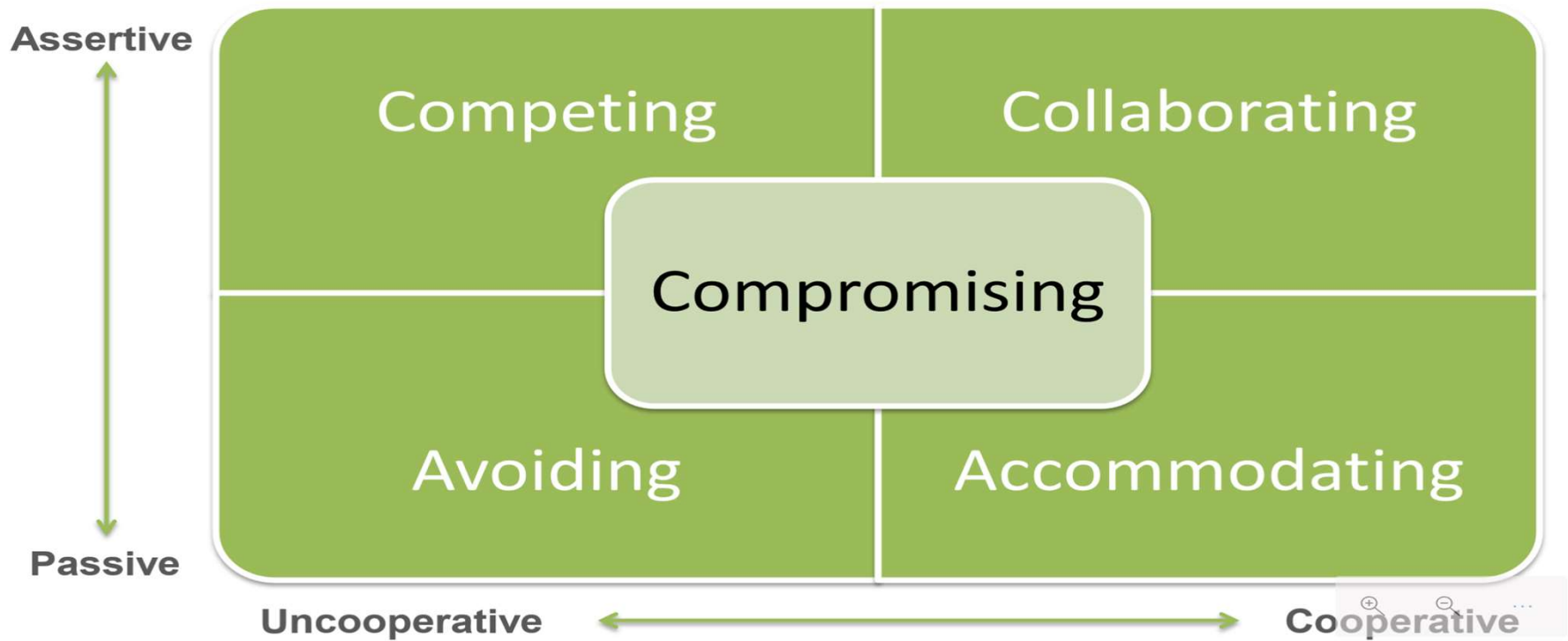




Two basic aspects of all conflict-handling modes

Your Conflict Mode = Skill + Situation

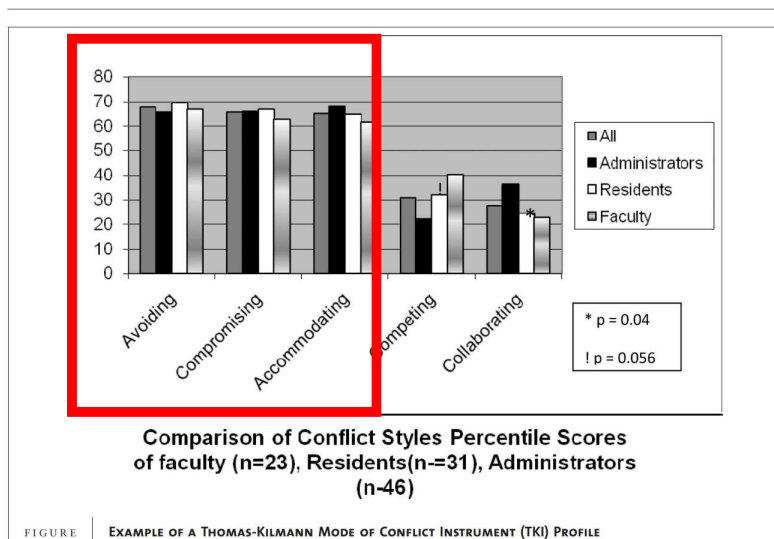
5 Conflict Styles



Shannon-Kim 4 Step Conflict Dialogue Model

- Prepare effectively if time allows
This was not on the agenda. No one could be prepared.
- Explore the point of view of the other person
No one made effort to explore POVs
- Tell my story/perspective in a respectful and non-emotional manner
This was NOT done by Bill and to a lesser extent Patty
- Negotiate next steps toward resolution
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



Most
Common

Accommodating

FIGURE | EXAMPLE OF A THOMAS-KILMANN MODE OF CONFLICT INSTRUMENT (TKI) PROFILE
Definitions: faculty, board-certified physicians who were residency program directors or academic faculty who supervised residents, GME administrator, nonphysician personnel in graduate medical education administration or residency program coordinators; residents, postgraduate trainees in an approved Accreditation Council for Graduate Medical Education residency training program.

Practical Strategies: Use RACI charts to clarify

Responsible	Who is responsible for doing the actual work for the project task.
Accountable	Who is accountable for the success of the task and is the decision-maker. Typically the project manager.*
Consulted	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.
Informed	Who needs to be kept informed of major updates. Typically senior leadership.

RACI matrix example

Project activity/deliverable	Project manager	Consultant	Architect	Contractor	Client	R	A	C	I
						Responsible	Accountable	Consulted	Informed
Define functional and aesthetic needs	I	I	C	I	R				
Assess risk	A	R	I	C	I				
Define performance requirements	A	R	I	I	I				
Create design	A	C	R	I	C				
Execute construction	A	C	C	R	I				
Approve construction work	I	I	C	C	R				

Software Advice.

Montgomery A, Kumar R. “What is a RACI chart? Here's Everything you need to know”, 2020

Practical Strategies: Active Listening

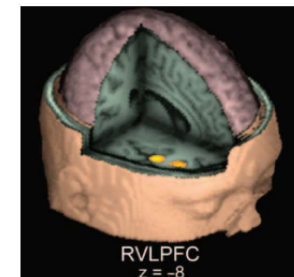
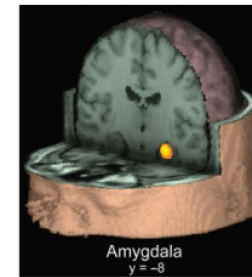
- Mirroring: Repeat the last 3 words
- Silences: To let the mirror sink in
- Tone of voice

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

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....



When people are shown photos of faces expressing strong emotions, the brain shows greater activity in the amygdala

When people are asked to label the emotion, the activity moves to the area that governs rational thinking (prefrontal cortex)

Voss, C, Never Split the Difference

Lieberman M et al, Psy Science 2007; 18(5): 421-428

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?