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Turning Conflict to opportunity in the Workplace

Presented by: Dr Amanda (Mandy) Brisebois MSc, FRCPC, FACP, AoADI, CEC

Medical Director Palliative Institute Covenant Health

Trained in Conflict, Mediation, Negotiation, Equity, Diversity Inclusion

Certified Executive and Wellness Coach

CONFLICTS OF INTEREST DECLARATION



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No Conflicts of Interest



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LEARNING OBJECTIVES

At the conclusion of this presentation, participants will be able to:

- Recognize opportunities to grow as a team, and mitigate the development of conflict
- Be aware of the differences in how people approach conflict
- Master the **B Better Project** Strategy of being mindful in the moment
- Master the **Dr B Free** Approach to Creating a Transformation Roadmap and approaching meetings with Stakeholders

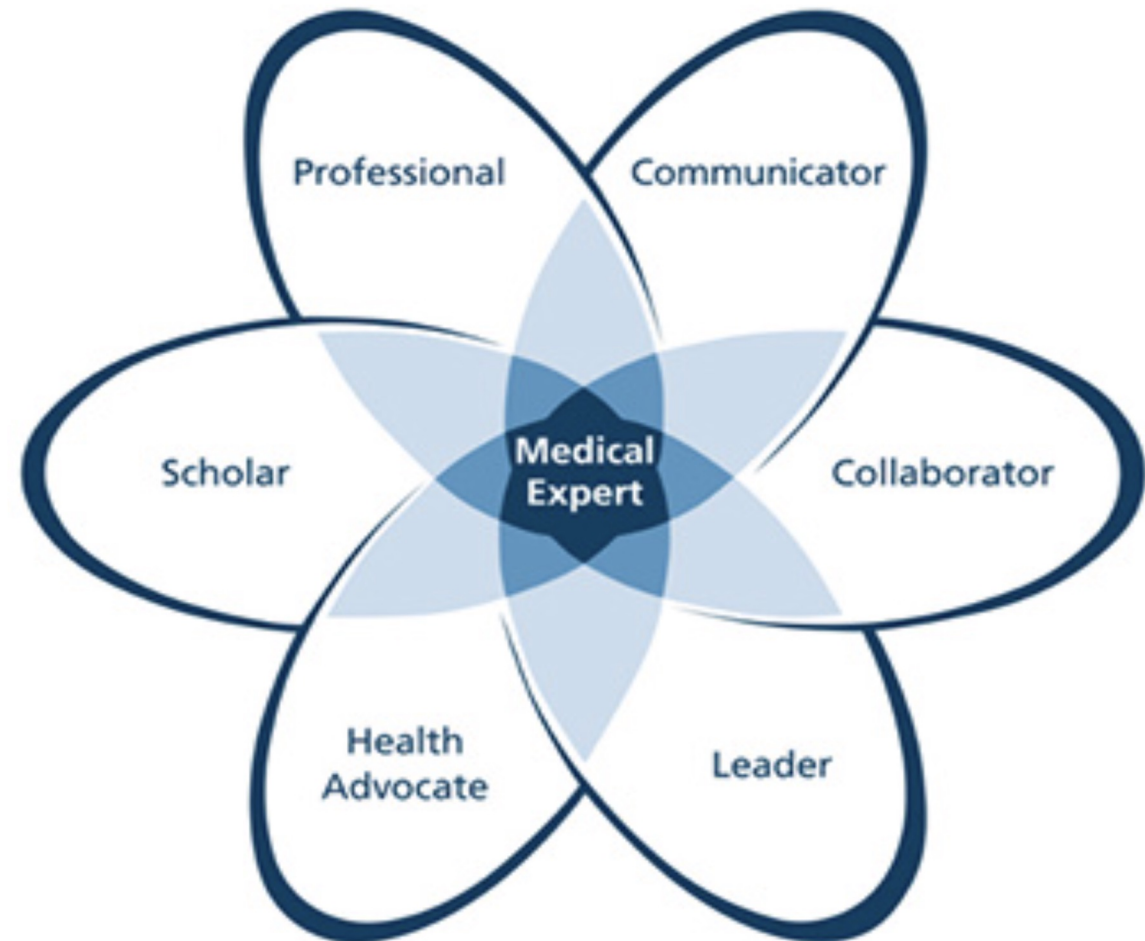


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CanMEDS COMPETENCY FRAMEWORK

- Collaborator
- Leader
- Professional
- Health Advocate
- Communicator
- Scholar



CONFLICT IN THE WORKPLACE: How is it hurting us?



Liz Fosslien
@LIZ ANDMOLLIE

[No Hard Feelings: The Secret Power Of Embracing Emotions At Work,](#)

What is Conflict?



Conflicts exist where there are contending interests

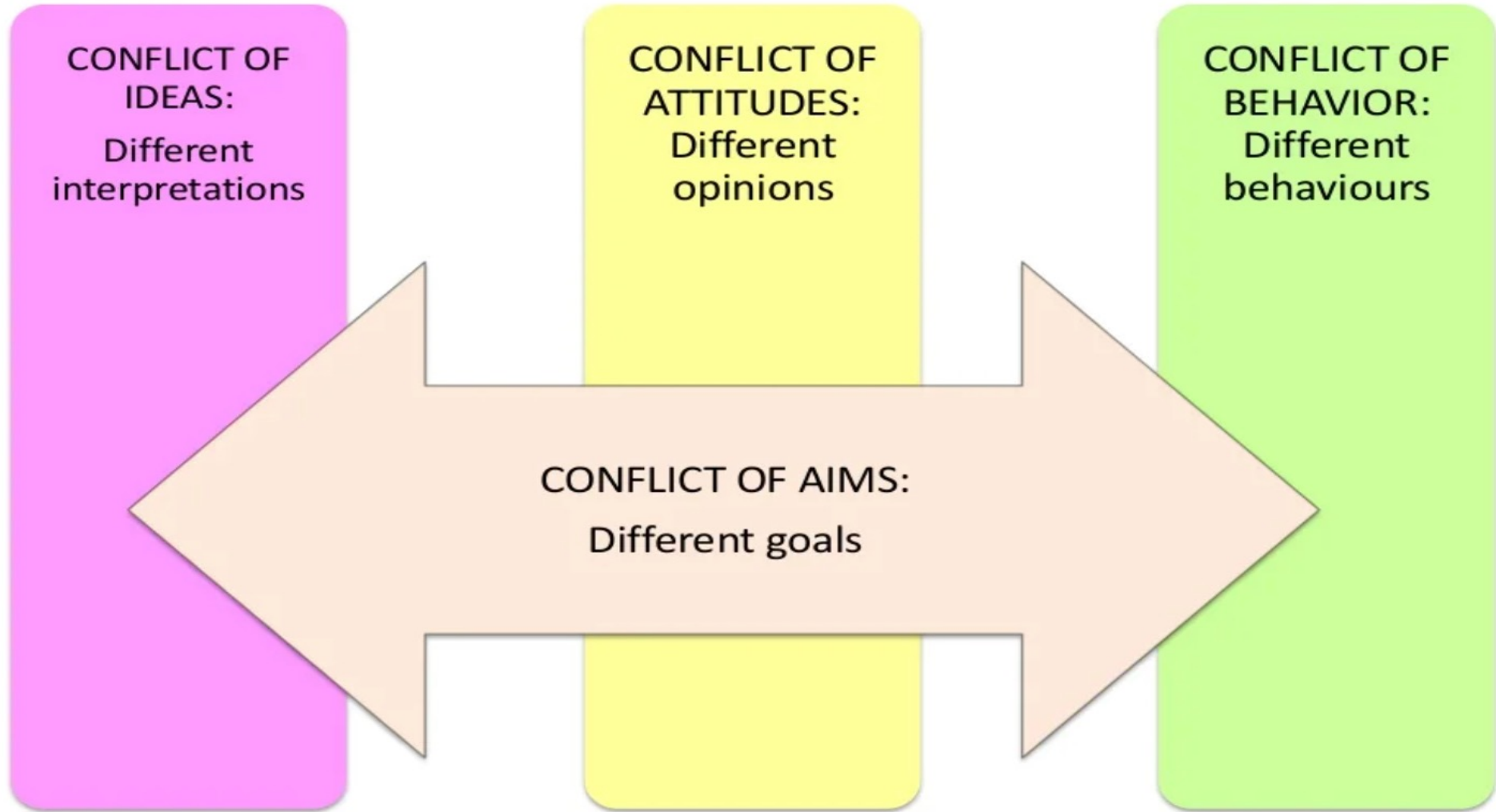


It arises from a need to secure stakes and positions



Conflicts can be active or passive.

Causes of Conflict



CONSEQUENCES of CONFLICT

Adverse Consequences

Decreased Efficiency

Suboptimal Productivity

Disrupted Cognitive Functioning

Stress

Absenteeism

Staff turnover

De-motivation

Affirmative Consequences

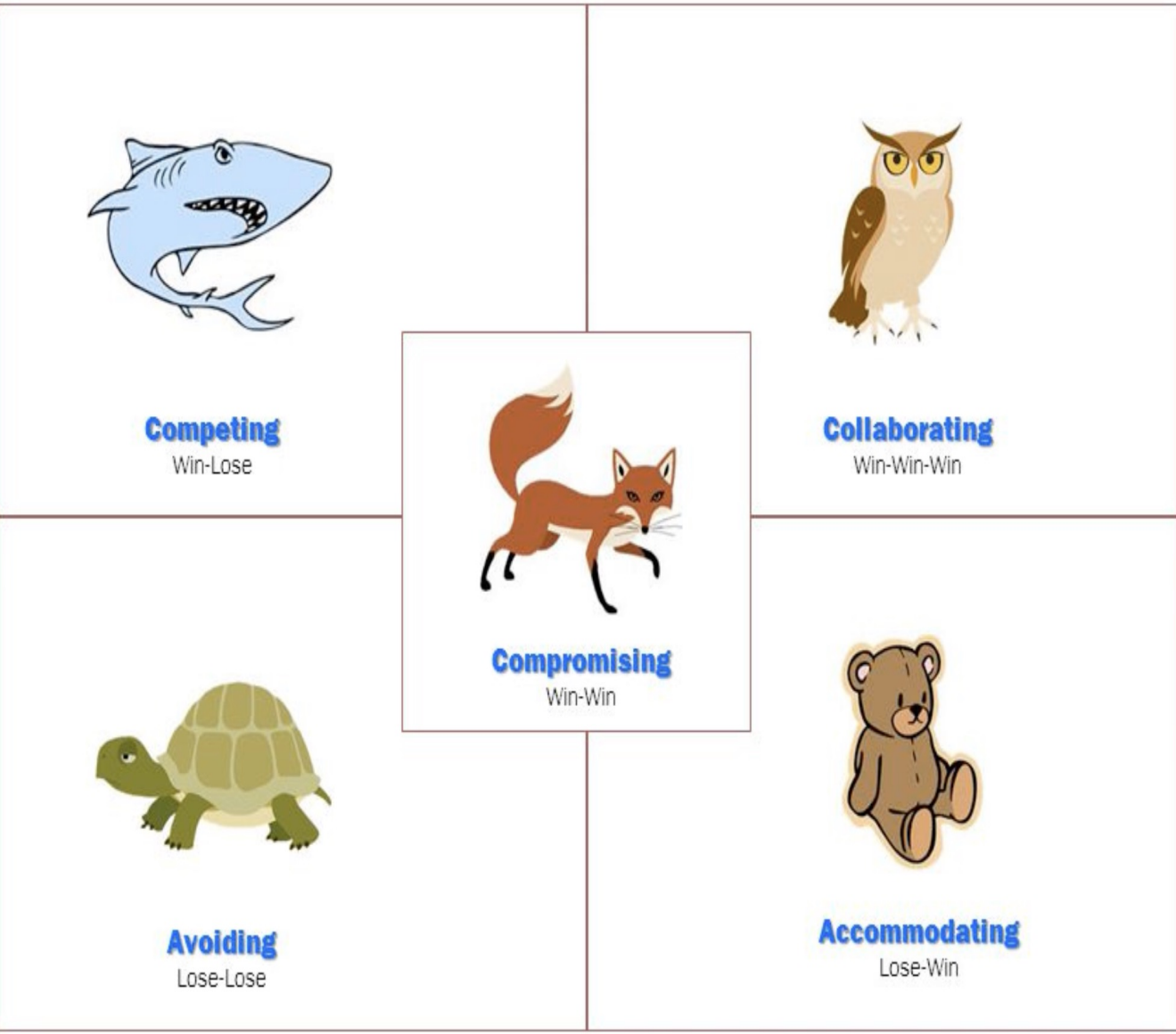
Better Understanding of Subject

Illuminate Way-forward

Inventive / Resourceful
Resolutions

Styles of conflict management

ASSERTIVENESS



COOPERATION



Where ARE THE OPPORTUNITIES?

- MODELLING OF HOW TO DEAL WITH OUR DIFFERENCES, IN THE MOMENT
- DEALING WITH A CONFLICT, ONCE WE HAVE LET THE MOMENT PASS



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MODELLING OF HOW TO DEAL WITH OUR DIFFERENCES IN THE MOMENT



B: BREATH

B²: BELIEVE POSITIVE INTENT, BOUNDARIES

E: EMOTION

T: THINK

T: TIMING

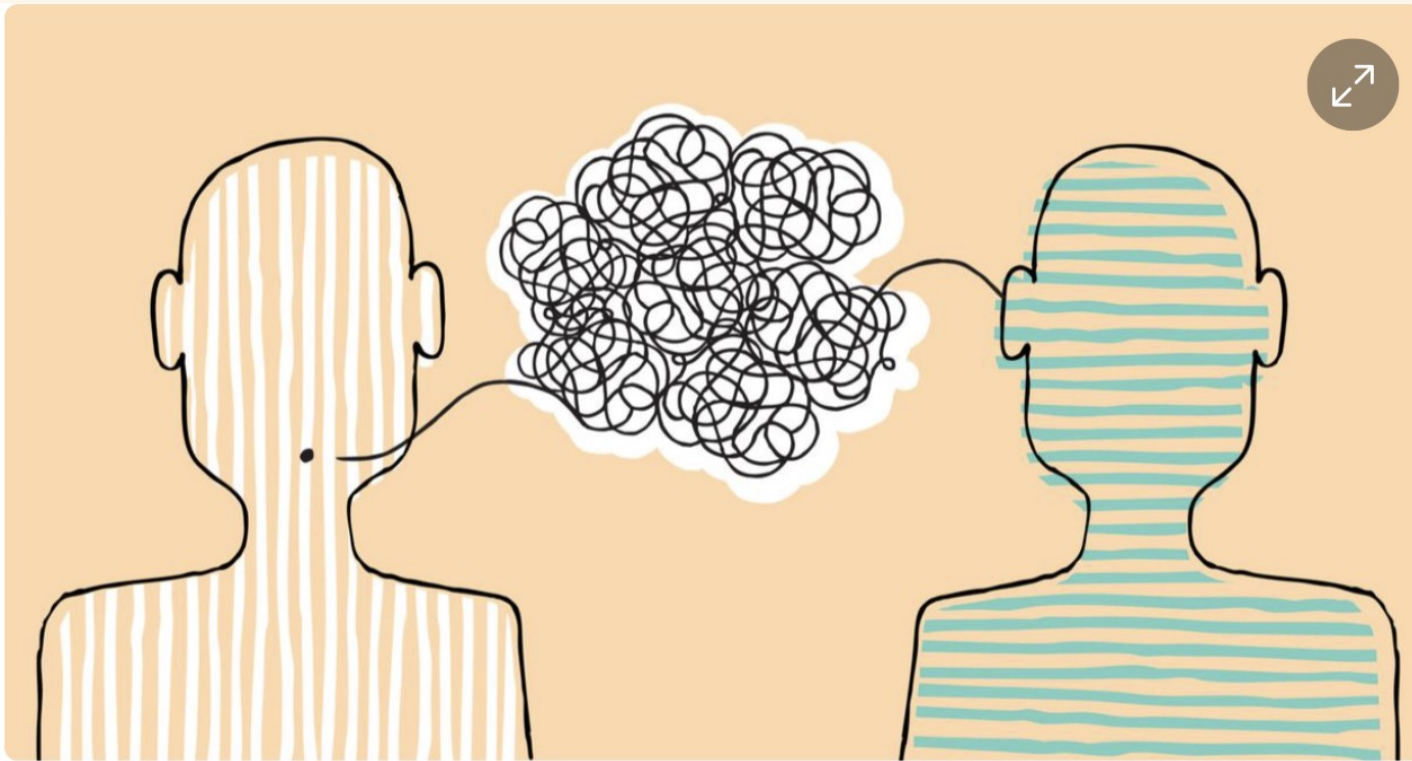
E³: EXPLORE (Appreciative inquiry) END GOALS. EDGES

R: REGROUP

THE B BETTER PROJECT



A discussion: what could happen if we talk in the moment?



- Psychological Safety
- Roadblocks: concerns
- Evaluations
- Patient safety
- Relationship building
- Recognizing common goals
- Work enjoyment

Manage the Communication

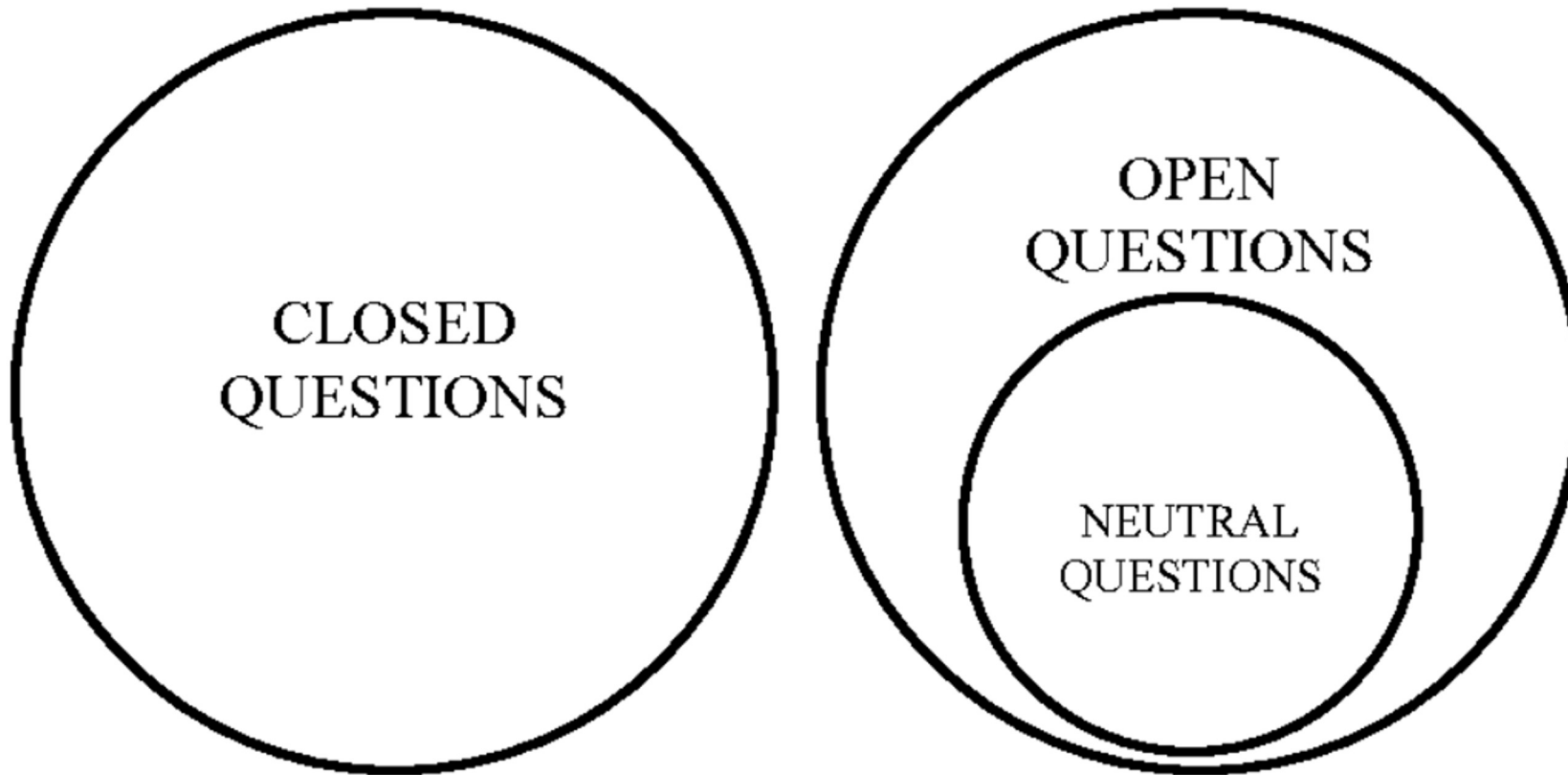
Neutral vs. Words
laden with layers
of meaning

Decrease
mechanical
language

Allow for cultural
differences in
language

Words may have
different meanings
for different
people...ask them
to elaborate

Framing neutral questions



Framing neutral questions

What....

How....

Tell me about....

CUSS to communicate concern

- C – “I’m Concerned” or “I need clarity”
- U – I feel Uncomfortable/Unsafe
- S – Stop the line/procedure
- S – Patient Safety is at risk

SOME GREAT OPENERS

- WHAT JUST HAPPENED?
- HELP ME UNDERSTAND
- I AM CONFUSED...
- I AM SENSING SOMETHING.....
- I AM FEELING UNCOMFORTABLE
- "TIME OUT"
- I NEED A MOMENT



A discussion:
what could
happen if we
walk away?

- HOW IMPORTANT IS THE PERSON/TEAM
- HOW IMPORTANT IS THE ISSUE
- HOW MIGHT THE PERSON REACT
- ARE OTHERS INVOLVED (OR MIGHT THEY BE)
- CHRONIC CONFLICT AND ESCALATION



A group of people in a meeting, with several hands raised in the air, symbolizing psychological safety. The background is blurred, focusing on the hands and the central text.

PSYCHOLOGICAL SAFETY

CONFLICT



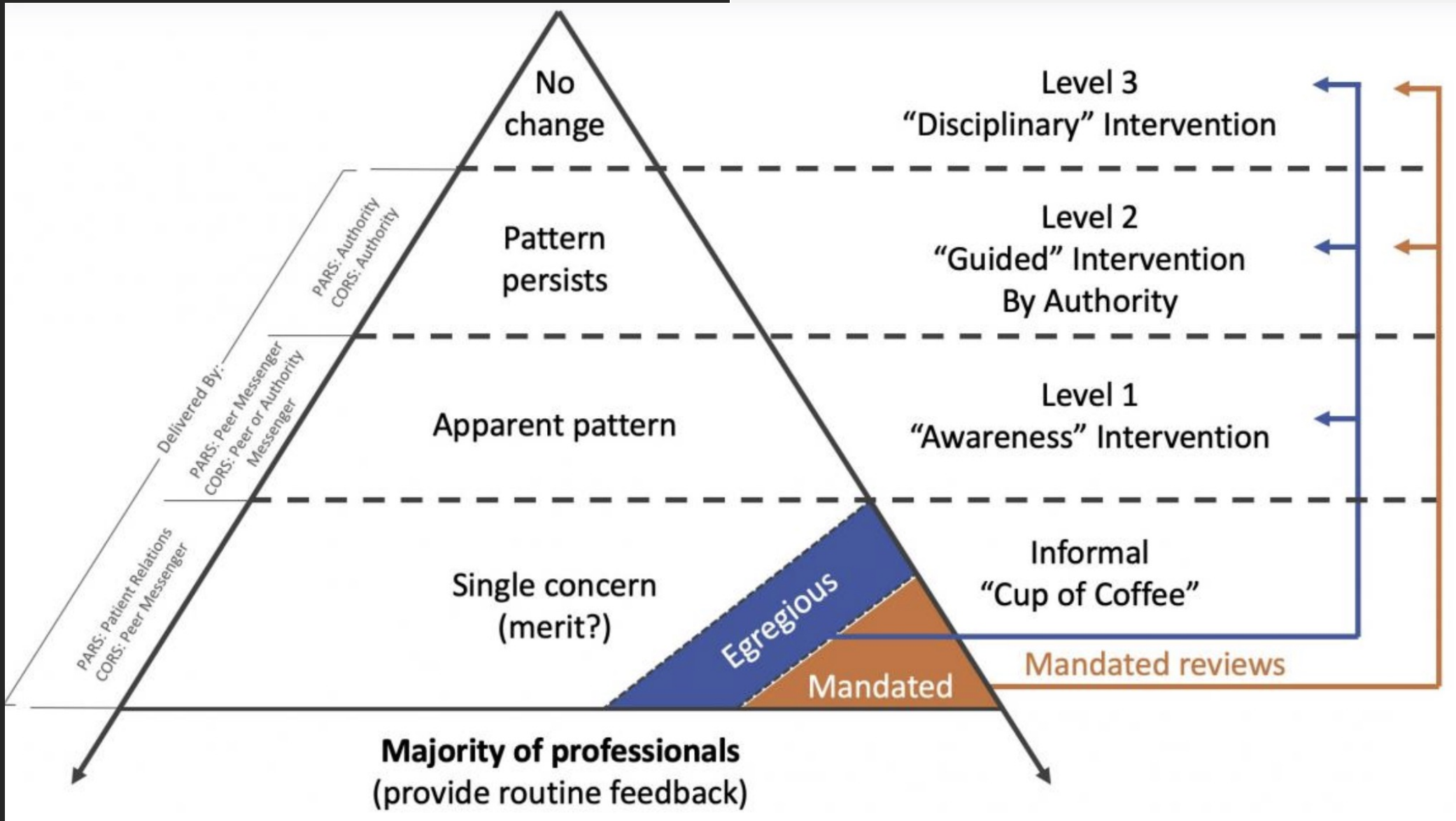
1- FAILURE OF COMMUNICATION

2- FAILURE OF COLLABORATION

3- FAILURE OF EXPECTATION
ALIGNMENT

4- FAILURE OF FOCUSING ON COMMON
GOALS

“FAILURE” =
OPPORTUNITY



WHO TEACHES OUR
LEADERS TO HAVE
THESE “CHATS” and
“INTERVENTIONS”?

INFORMAL DISCUSSION

~~COFFEE CHAT~~

AWARENESS
INTERVENTION

GUIDED INTERVENTION

DISCIPLINARY
INTERVENTION

What is the process when we undertake meetings for conflict issues?



WHAT DO YOU DO?

STORIES OF MY "FAILURES"

What Works

Negotiation /
Mediation

Looking at both sides
of the argument

A *Win-Win* attitude

What Does Not

Holding on rigidly to a
position

Declining to strike a
compromise

Name calling and
blame-trading



The most
important
part of
support:
PLANNING

Understanding & Preparation



COACHING PHILOSOPHIES



HONOURING EMOTIONS



MASTERING PROCESS



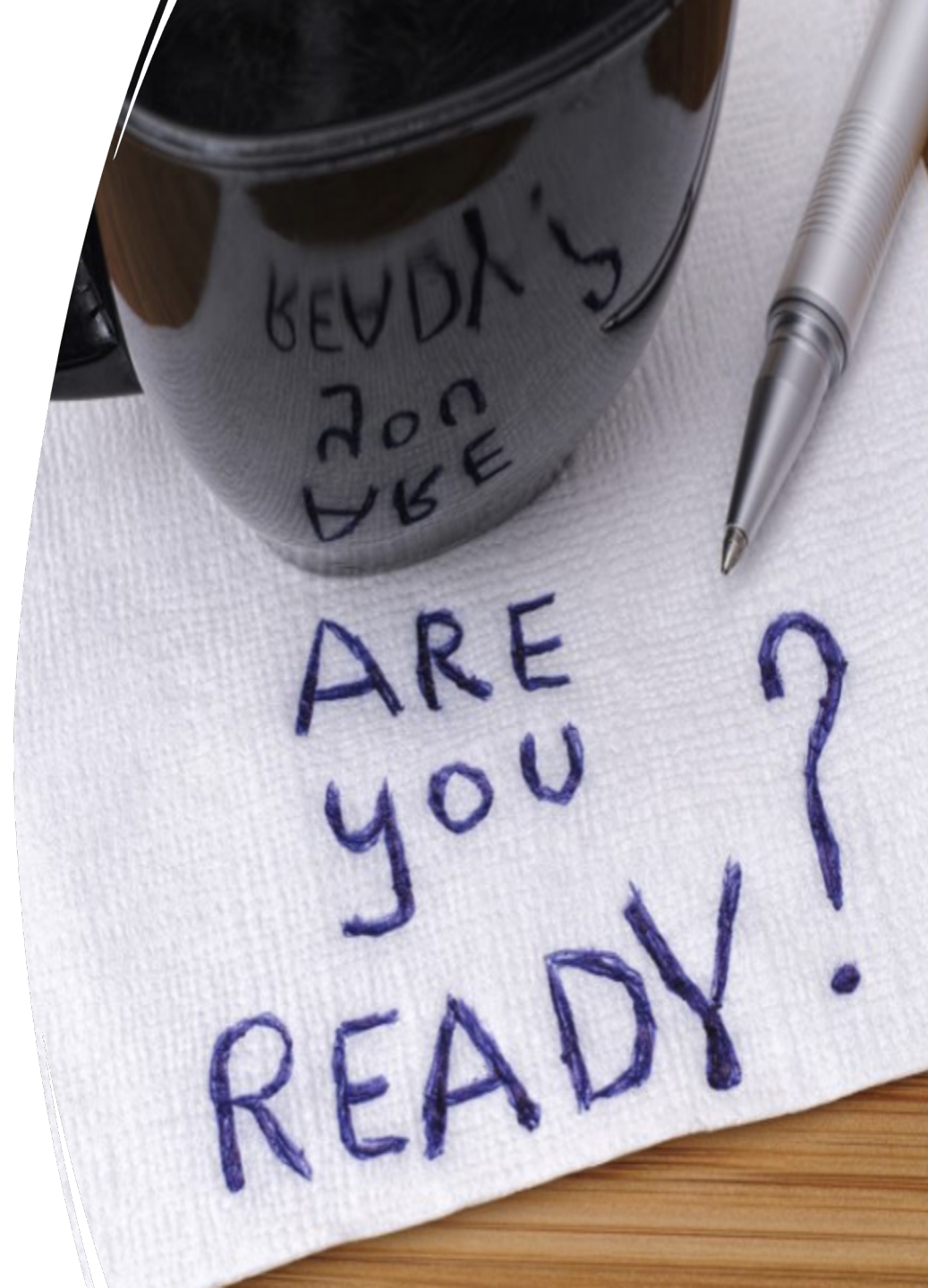
MEETING SUPPORT – STAYING NEUTRAL



ONGOING SUPPORT



STAYING ALIGNED WITH ORGANIZATIONAL LEADERS, and INVOLVING THEM IF POSSIBLE





TRANSFORMATIONAL
ROADMAP

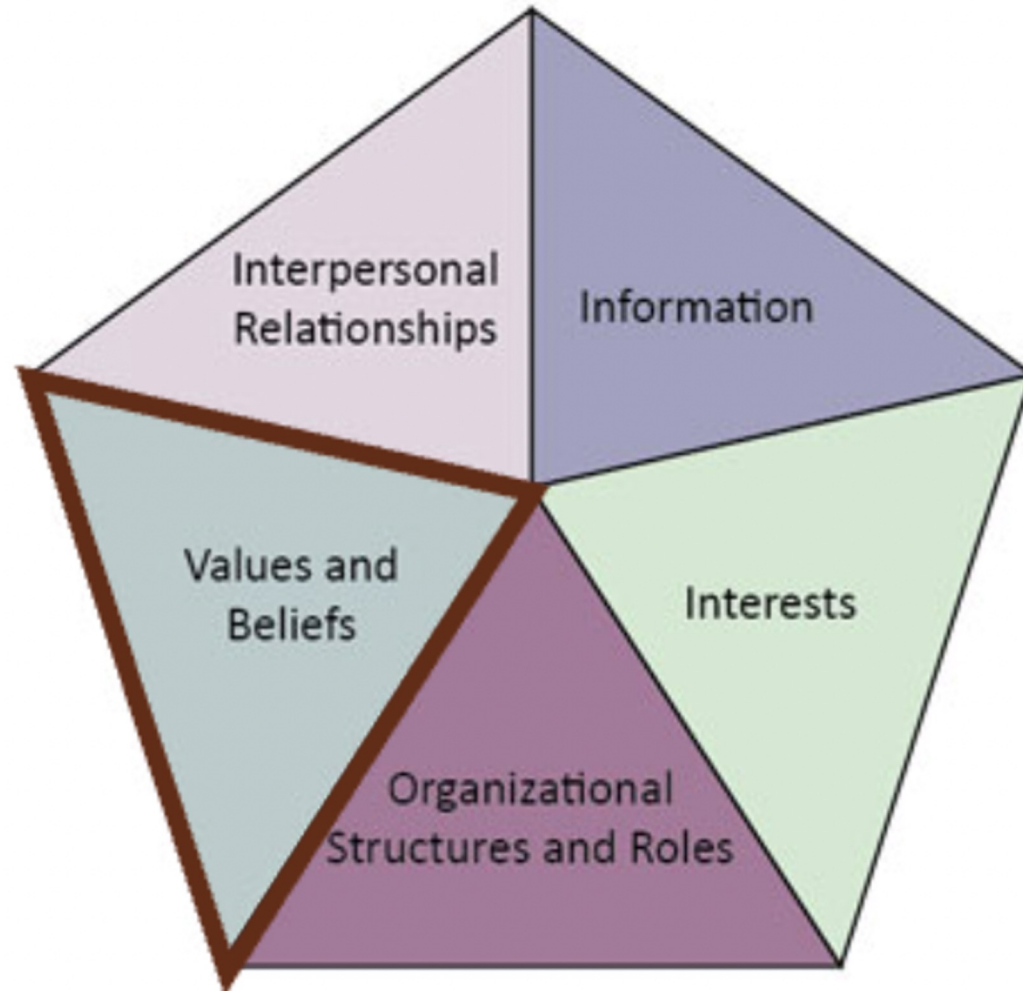


CREATION



What to Do with it?
THE PLANNING PROCESS

Working through a real problem



***B FREE* FROM Conflict:** **The transformational roadmap**

B - Breakdown the issues

F - Focus , reflect. on why it matters, interests. This takes work

R - Reflect on stakeholders and their interests

E - End point / goals

E - Edges/blind spots what don't you know

TRANSFORMING OUR DIFFERENCES: B FREE ROAD MAP

PRACTITIONER:

Situation of Concern:

Breakdown the issues: Solvable, neutrally worded problems

FOCUS: What is important to you with respect to the issues (psychologically, socially, technically, spiritually)

Reflect: Consider the stakeholders and why the issues matter to them

Endpoints: goals to achieve at the end of the process

Eedges: Blind spots, gaps in understanding (of your actions and others)

CREATING A ROADMAP



THE MEETING

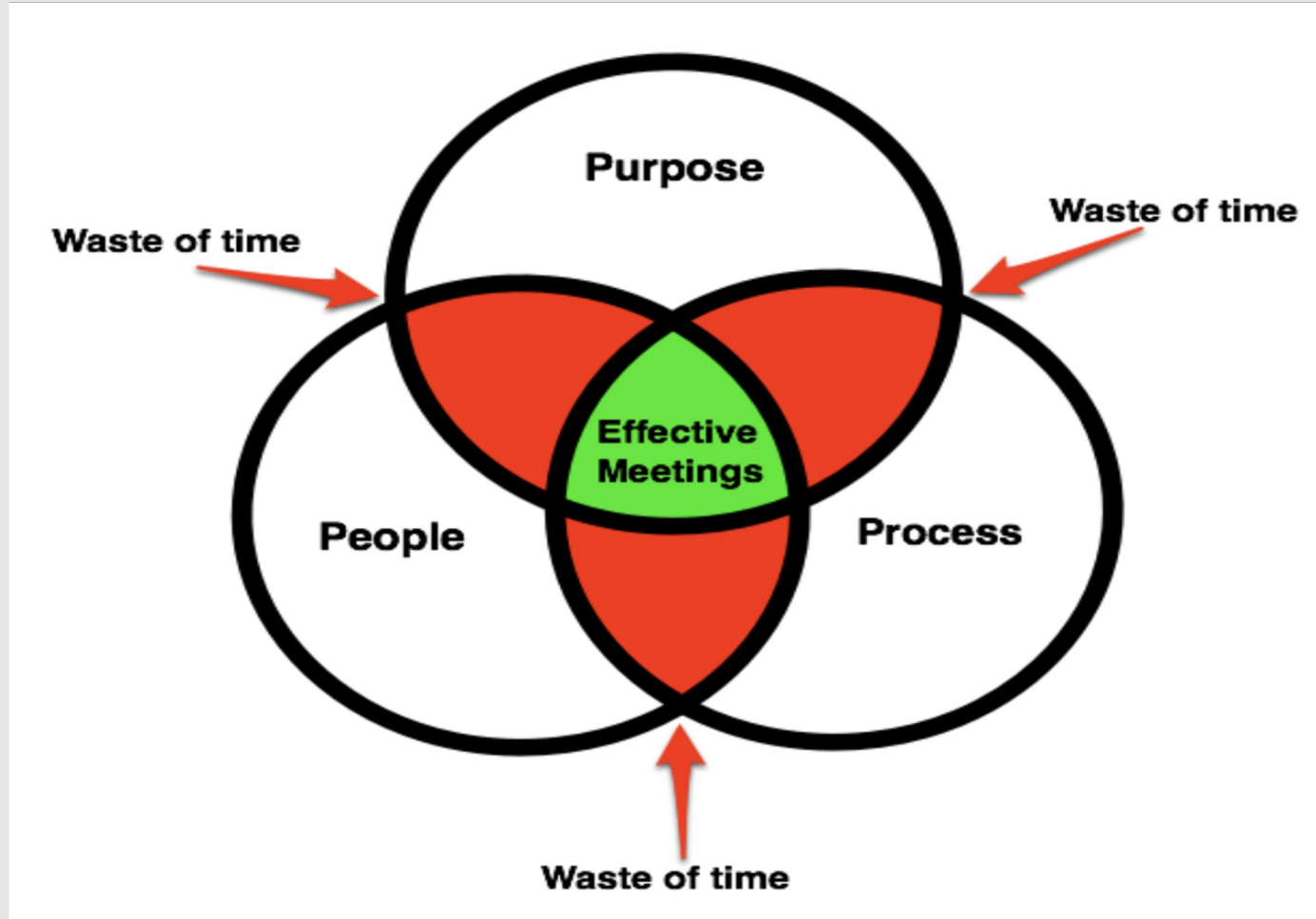


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What can go wrong in a meeting?



Preparing the meeting

How to keep a meeting moving forward: communication 101



#Content



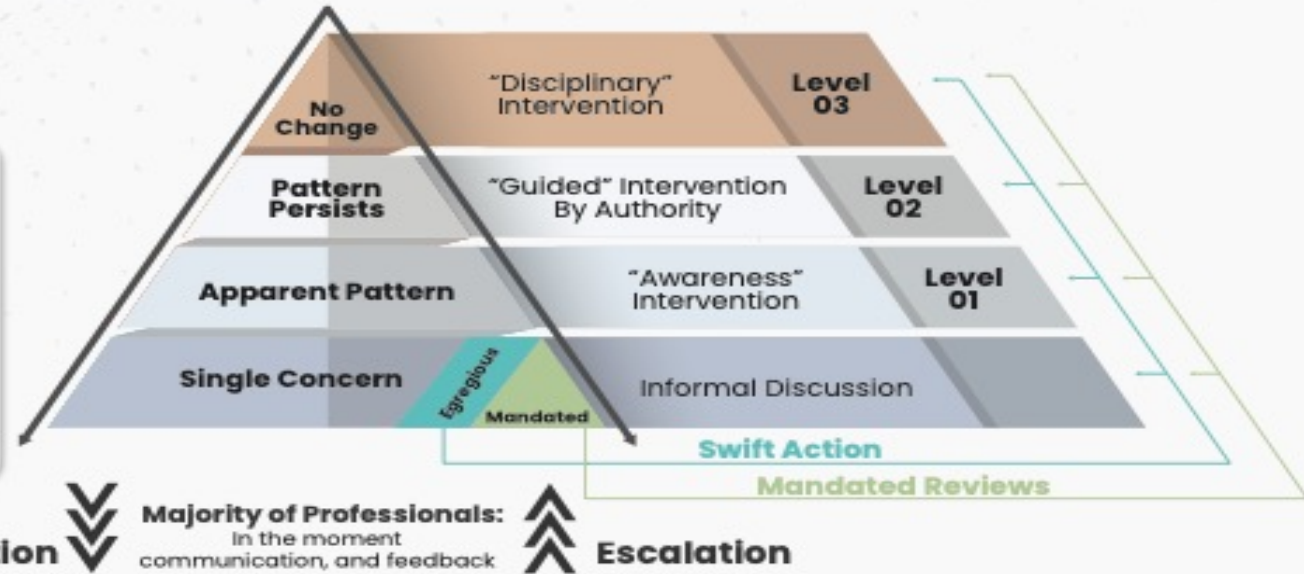
Follow Up
Planning is
CRITICAL

TRANSFORM OUR CONVERSATIONS: B BETTER 2 B FREE

THE B FREE PROJECT

Create Opportunity from Conflict

- B** Breakdown the issues
- F** Focus on why it matters (interests)
- R** Reflect on stakeholders' interests
- E** End point /goals
- E** Edges/blind spots (what don't you know)



De-escalation

Majority of Professionals:
In the moment
communication, and feedback

Escalation

Transforming Differences
into Successes

THE B BETTER PROJECT

Managing Differences: "In the Moment"

- B** Breath
- B** Believe positive intent, recognize Boundaries
- E** Examine your Emotions
- T** Timing - is this the Time and Place?
- T** Think about what the other party is experiencing
- E²** Engage in neutral, open questions. Appreciative inquiry. End point/goals
- R** Reflect, Regroup

Tips

Use *yes, and* statements.

Don't point fingers.

Let the person explain themselves, and actively listen.

Use *I* statements.

Emotion is good, calmly explain the experience.

Be willing to compromise or collaborate.

Don't take anything personally.

Pay attention to nonverbal communication

Prioritize resolving the conflict over being right.

Know when to apologize and forgive.

Focus on the conflict at hand and future goals, and not the past.

Use humor, when appropriate.

Remember the importance of the relationship. What can you lose?

Follow Up
is KEY

Carry out agreed method. Wait to see if the conflicts seems resolved.

If the agreed upon solution doesn't work, remember it is the solution that failed, not the person, and seek for a new solution.

Ask from time to time if the solution is working for both of you.



Practice

Transforming Differences
into Successes
THE B BETTER PROJECT

Managing Differences: "In the Moment"

B

Breath

B

Believe positive intent, recognize Boundaries

E

Examine your Emotions

T

Timing - is this the Time and Place?

T

Think about what the other party is experiencing

E²

Engage in neutral, open questions. Appreciative inquiry. End point/goals

R

Reflect, Regroup

THE B FREE PROJECT

Create Opportunity from Conflict

B

Breakdown the issues

F

Focus on why it matters(interests)

R

Reflect on stakeholders' interests

E

End point /goals

E

Edges/blind spots (what don't you know)



QUESTIONS?

abrisebois@me.com

<https://amandabriseboismd.com/>



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