

Career Development Series 2022

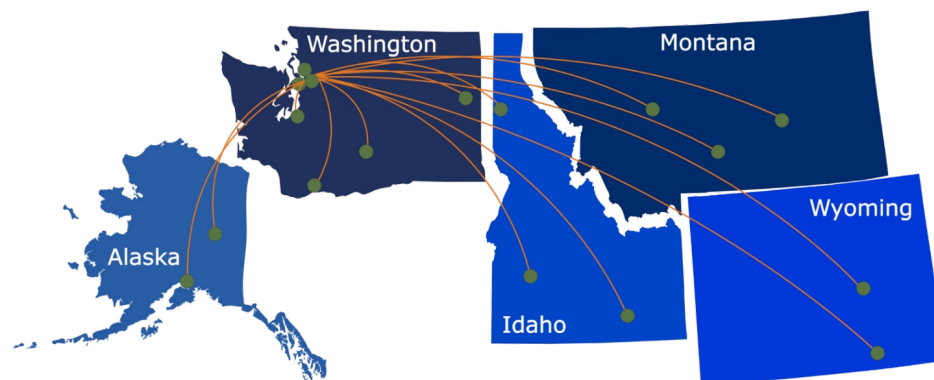
## **Handling Everyday Conflict with Curiosity, Compassion and Courage**

Presentation will begin at 12:00 PM (PT)



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Institute of **Translational** Health Sciences  
ACCELERATING RESEARCH. IMPROVING HEALTH.



## What We Offer:

- 1 Research Support Services:** Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.
- 2 Community Engagement:** Members can connect with regional and community based practice networks
- 3 Education & Training:** Members can access a variety of workforce development and mentoring programs and apply for formal training programs.
- 4 Funding:** Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.

# Contact ITHS

## Director of Research Development



- Project Consultation
- Strategic Direction
- Resources and Networking

**Melissa D. Vaught, Ph.D.**  
**ithsnav@uw.edu**  
**206.616.3875**

## Scientific Success Committee

- Clinical Trials Consulting
- Guidance on Study Design, Approach and Implementation
- Feedback on Design and Feasibility

[https://www.iths.org/investigators/  
services/clinical-trials-consulting/](https://www.iths.org/investigators/services/clinical-trials-consulting/)

## Feedback

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At the end of the seminar, a link to the feedback survey will be sent to the email address you used to register.

Career Development Series 2022

# Handling Everyday Conflict with Curiosity, Compassion and Courage

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Presented by:

**Sara Kim, PhD**

Research Professor, Surgery

George G.B. Bilsten Professor in the Art of Communication with Peers and Patients Associate Dean for  
Educational Quality Improvement



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# Learning Objectives

**At the end of the session, participants will be able to:**

- 1** Describe the types of conflict and their consequences
- 2** Explain the role of bias and emotions in handling conflicts
- 3** Apply dialogue skills to conflict situations that arise in personal and professional arenas

# **HANDLING EVERYDAY CONFLICT WITH CURIOSITY, COMPASSION AND COURAGE**

Sara Kim, PhD  
Research Professor, Surgery  
George G.B. Bilsten Professor in the Art of  
Communication with Peers and Patients  
Associate Dean for Educational Quality Improvement



ITHS Career Development Series  
June 14, 2022





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

Boulding, K.E. (1963) Conflict and defense:  
A general theory. New York, NY: Harper & Row

**CONFLICT**

Gift of Conflict =

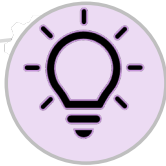


New Learning +  
Relationship Building

# Session Objectives

## BECOME AWARE

Develop self-awareness in conflict handling style and emotional responses to conflict



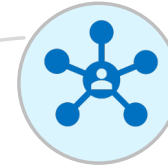
## PRACTICE

Practice dialogue skills for eliciting perspectives and deepening mutual understanding



## APPLY

Apply the HEAR-TELL-LEAP dialogue model to a real-life scenario

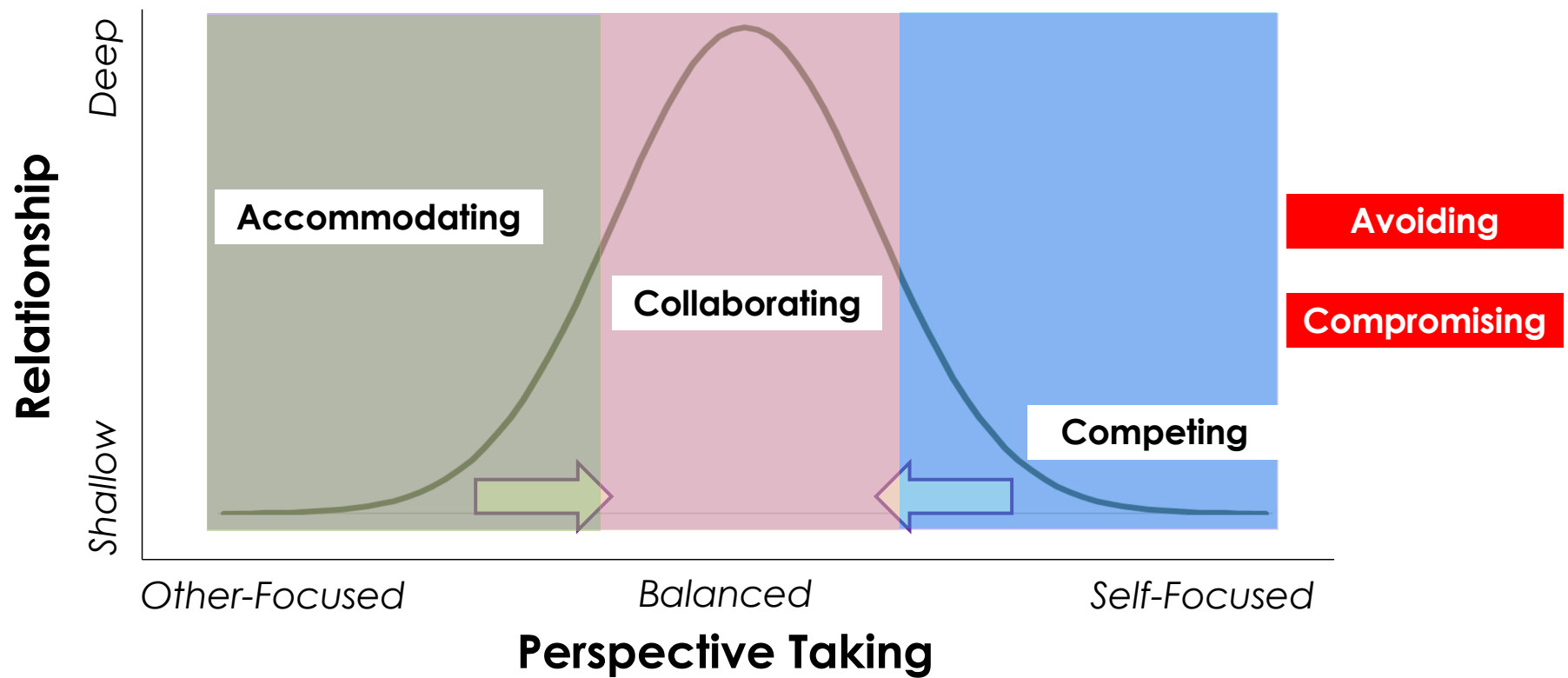




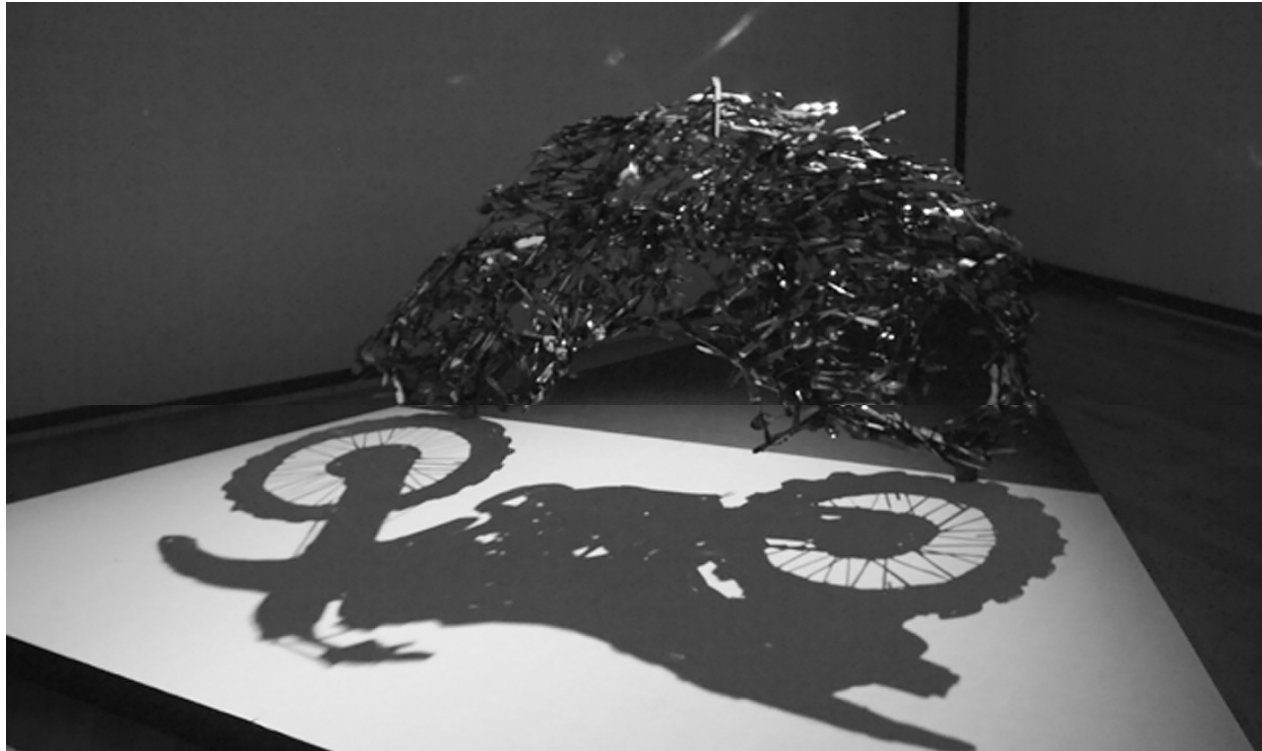
## What Is My Conflict Handling Style?

Style	Observable Behaviors	Locus of Concern
Competing	Assertive, Uncooperative, Out there to win, Exert power, authority	ME > YOU
Accommodating	Unassertive, Cooperative, Yielding to Other's Will (against own will)	ME < YOU
Avoiding	Unassertive, Uncooperative, Sidestepping/Postponing Issues, Withdraws from Threatening Situation	ME YOU
Collaborating	Assertive & Cooperative, Explore Disagreement and Seek Insight, Concerned about Underlying Needs	ME = YOU
Compromising	Mildly Assertive & Cooperative, Can be Transaction Driven, Preferring Middle Ground, Expedient Solution	ME YOU

# What Is My Conflict Handling Style?







*Shigeo Fukuda, "Lunch with a Helmet on" 1987*

# DIDACTIC 1



- 1 Conflict Handling = Perspective Taking
- 2 Perspective Taking = Ask Question and Listen with Respect and Curiosity
- 3 Leadership Hallmark = Role Modeling  
Constructive Conflict Management Approaches

*Photo Credit: Chris Sabor*



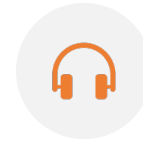


## Ask Questions

### Lead With:

- **WHAT:**  
What made it difficult for you to...  
What led you to make the decision?  
What concerns you the most?
- **HOW:**  
How do you see things differently?  
How did you arrive at your conclusion?  
How can we move forward together?

**Avoid Leading With WHY**



## Listen

### Lead with Your Intention:

- We are in a difficult situation.  
(*Neutralizing Tension*)
- It was helpful to hear your perspective. (*Suspending Judgment*)
- I do appreciate everything you have done. Would you find it helpful to hear... (*Acknowledge*)

### Avoid Saying BUT:

I hear you but...  
Good idea but...

# DIDACTIC 2

- 1** Our Emotions are Shaped by:
  - Autobiographical Memory
  - Narrative/Narration
  - Anticipation
    - Threat → Safety
    - Past Event → Over-reaction
    - Learning → Growth
- 2** Leadership Hallmark = Self-Remembering, Self-Reflection

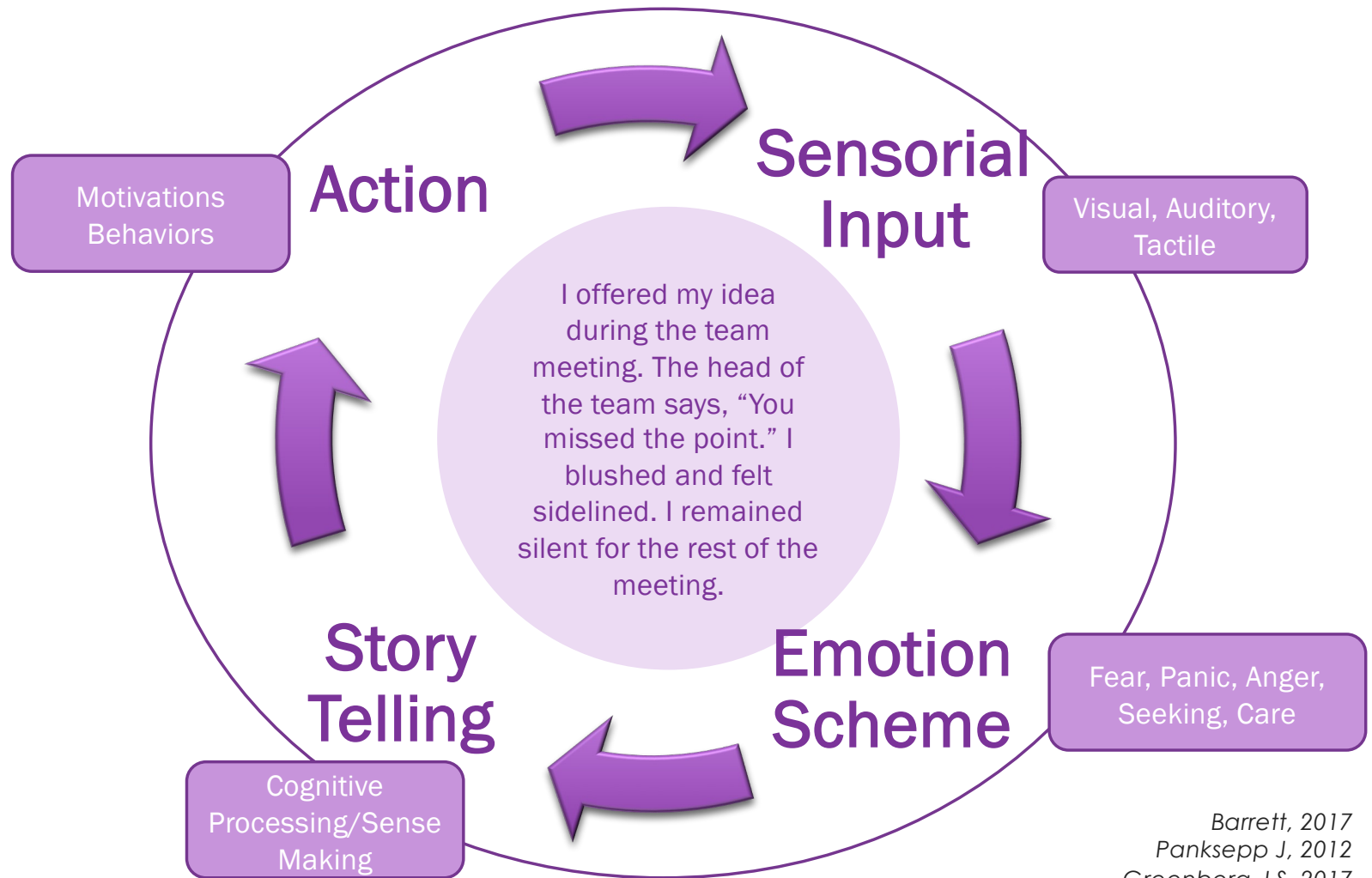


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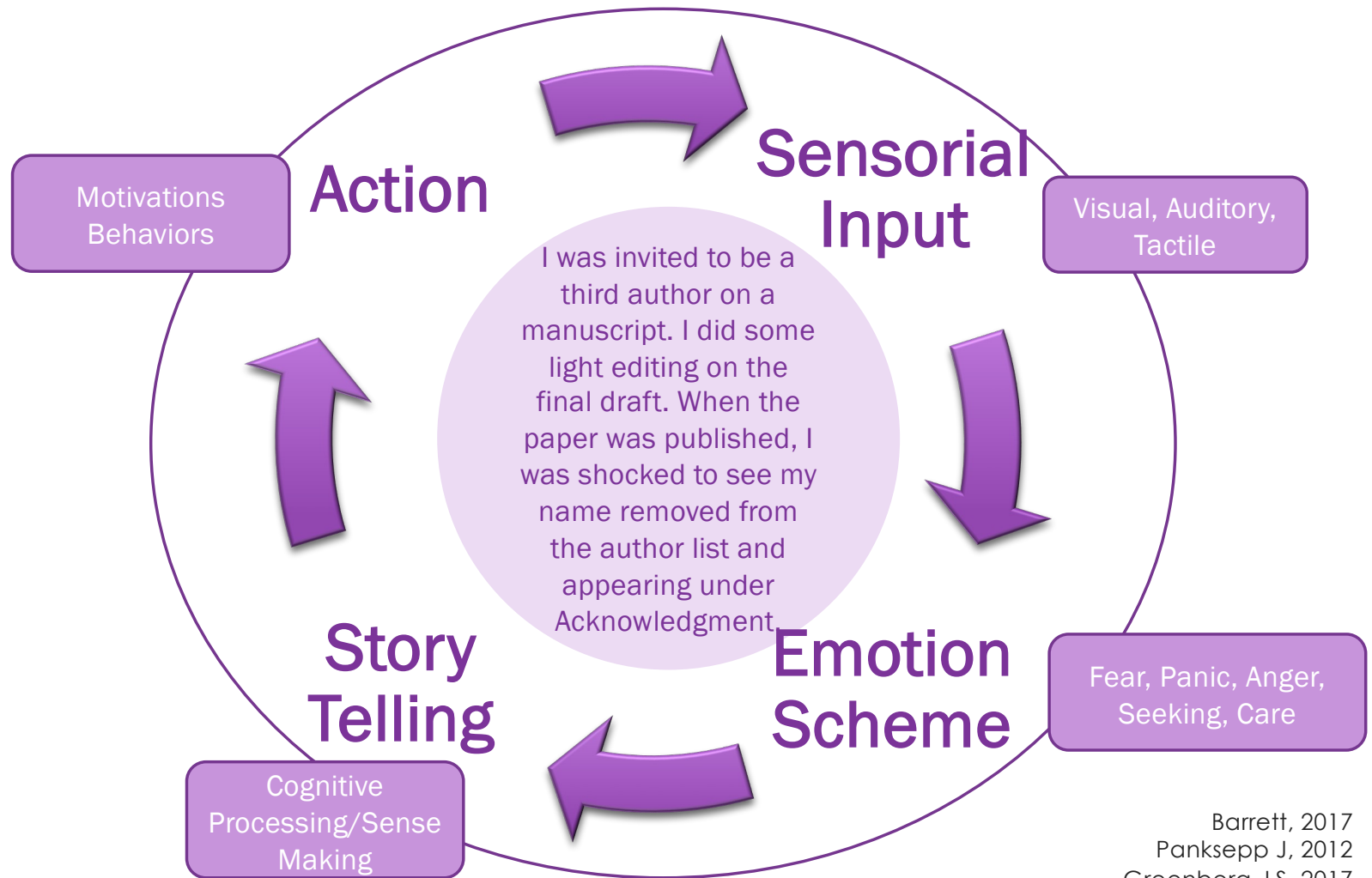


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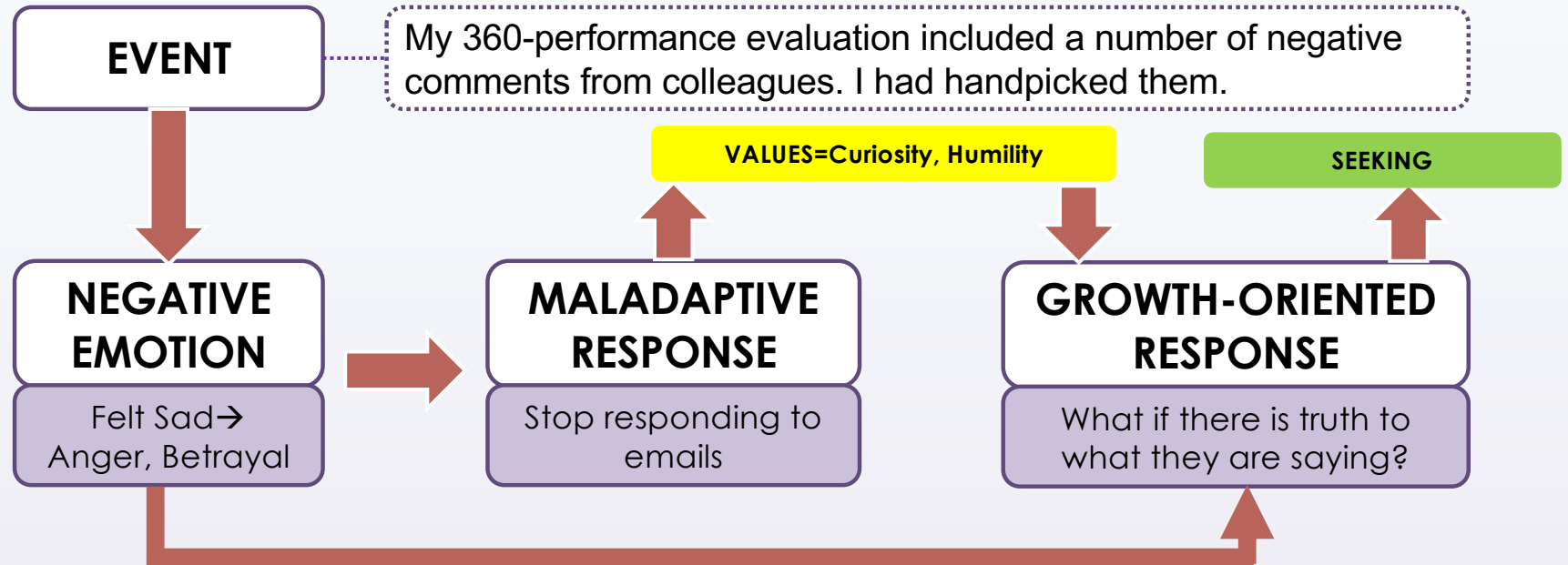
# EMOTION



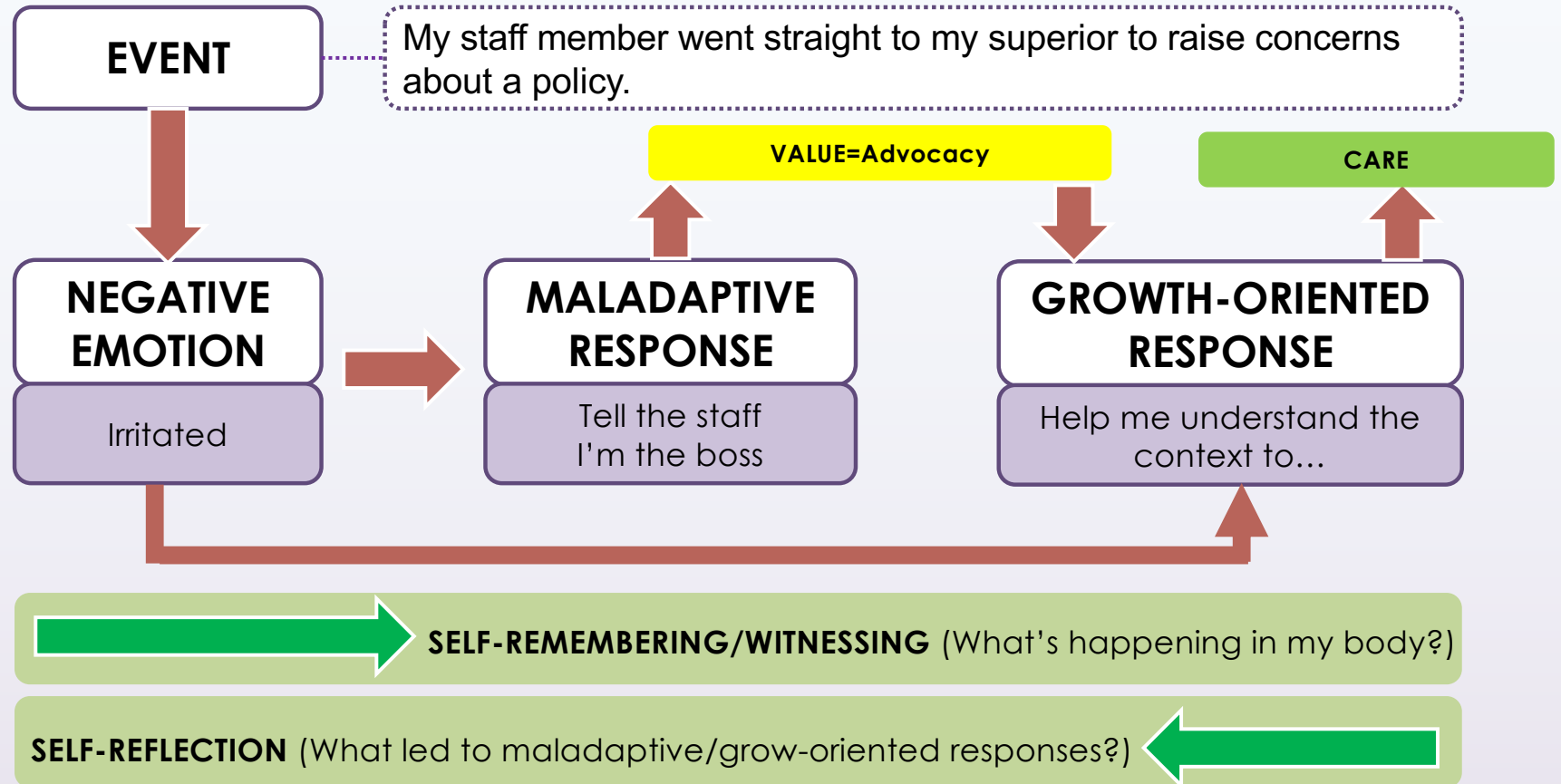
# EMOTION



## Emotional Management = Self-Remembering & Self-Reflection



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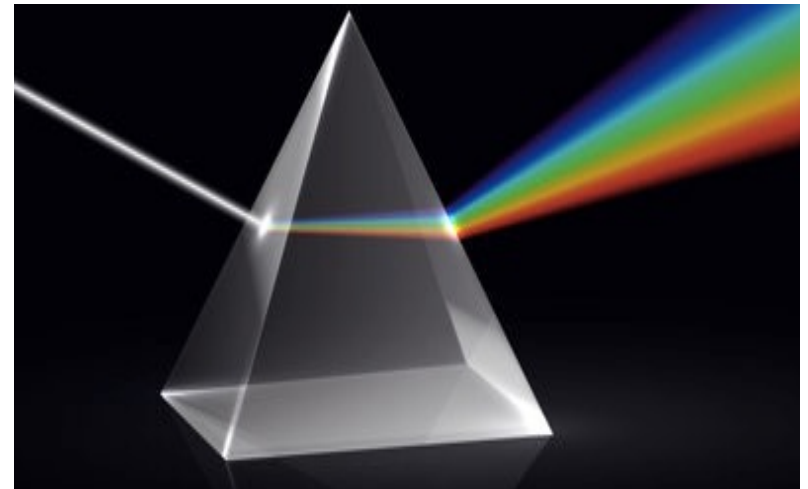
## **Reflect** [Feeling]

**Signal to others that you get them.**

- That must be frustrating.
- I hear how upset you are.
- I am sorry this is so tough on you.
- It must be disappointing to ...
- It's been a hard day.
- We couldn't have done it without you.
- Being recognized is important to you.
- Your passion for this work is clear to me.
- Obviously, you have thought a lot about this issue.



## **Reframe** [Needs]



**Generate possibilities.**

**Shift from the past to the future.**





## Reflect [Feeling]

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## Reframe [Needs]

What a hopeless situation.

Is there anything you can think of  
that's going well?

How do you expect me to get everything done?

I know doing a good job matters to you a lot.

Just get it done fast!

Efficiency is your priority. Here is my concern  
about safety.

My son only got into one college!

One school that matters to us came through.

## Let's Practice: What Would You Say?

1. **I get it, I don't matter.**
2. **It's all about you, isn't it?**
3. **You just ran with the idea and didn't bother to give me a courtesy heads up.**
4. **You have been consistently disrespectful towards me.**

You do matter to me/to the team. It's important for me to hear what might have created the perception at your end.

What must I do to be more inclusive?

Clearly, I could have done better. What would moving ahead look like at this point?

It's not my intention to be disrespectful. At the same time, I need to learn how my words and behaviors are creating a negative impact. I can do this with your help.

# Thank<

Sara Kim  
sarakim@uw.edu



# Thank You!

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Open for Questions



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## Feedback Survey

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A link to the feedback survey has been sent to the email address you used to register.

Please get out your device, find that email, and spend a few moments completing that survey before you leave today.

Tip: If on a mobile device, shift view to landscape view (sideways) for better user experience.