

LEADING WITH INTENTION: FOUNDATIONAL SKILLS FOR HANDLING INTERPERSONAL CONFLICT

ITHS Career Development Series

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Thich Nhat Hanh
(1926-2022)

*"When we come into contact
with the other person, our
thoughts and actions should
express our mind of
compassion, even if that person
says and does things that are
not easy to accept."*

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Outline of Session

Part

1

What are the
Gift and Peril of
Conflict?



Part

2

Lead with
Intention: Asking
& Listening Skills



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

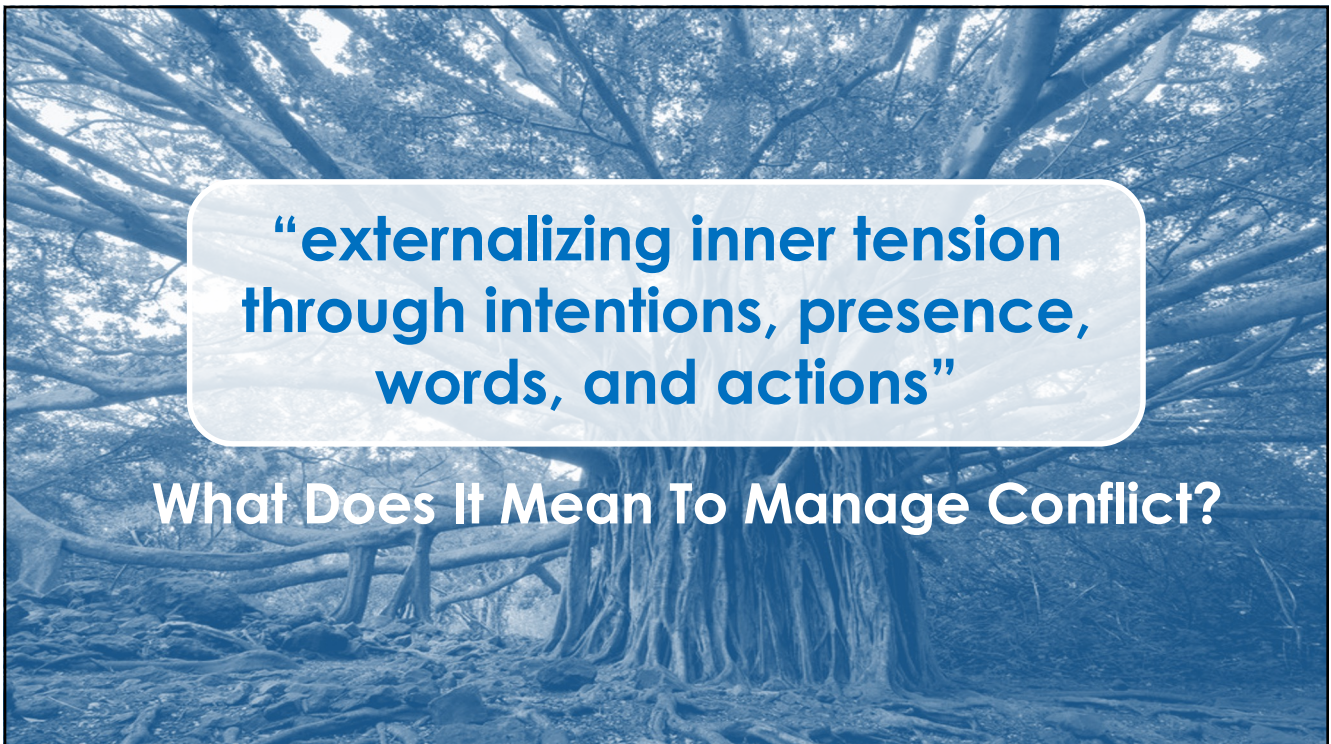
Boulding, K.E. (1963) Conflict and defense:
A general theory. New York, NY: Harper & Row

CONFLICT

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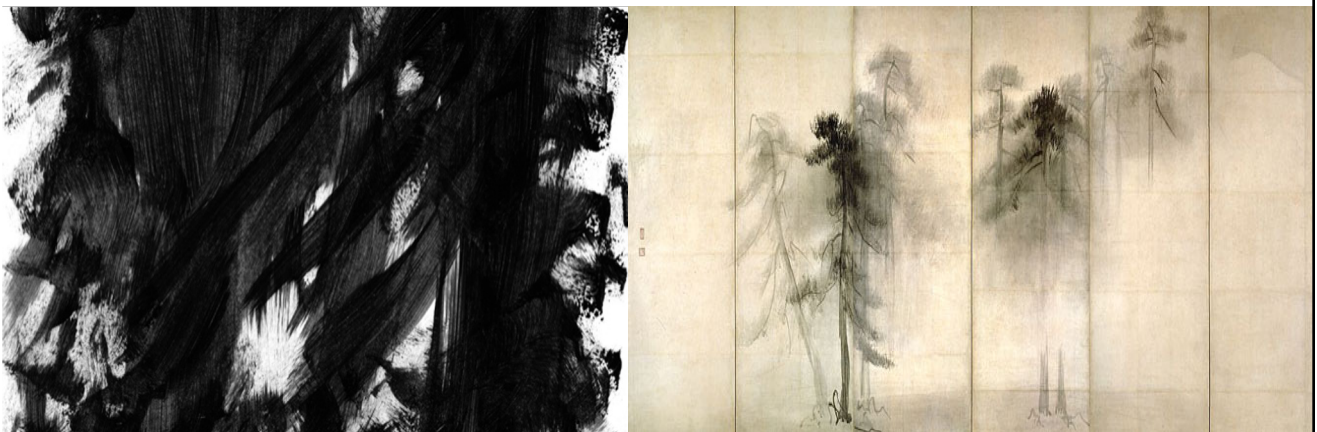
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Triggers and Negative Emotions

	What Triggers Me	Internal Negative Emotions
1	People not following rules/social compact or not doing things the right way; people who hurt others/who commit injustice; people who are critical of me and try to prove me wrong	resentful, irritation
2	Rejections by others; not being thanked (especially after I did something nice for them); being dismissed without having my feelings acknowledged	self-effacing, prideful
3	Not being seen or acknowledged for my unique contribution; others making me/my work look bad; others thwarting my effort/success	numb (not feeling feelings), hung up on self-image
4	Limited opportunities for innovation and creativity; forced to conform to standards; others judging me based on their assumption of who I am	envious (of what others have or do)
5	Lack of discretion in others; gossips/idle chats; others' impulses intruding upon my time and energy; others' unexpected actions creating surprises	fearful of others' intrusion
6	Lack of consistency or transparency in others (=people changing their mind often); others failing to keep their words/promises; hidden agenda	fearful and anxious
7	Lack of freedom/autonomy; perception of limitations, shortages, deficiencies (opportunities, fun, resources); feeling of unable to escape negativity	stricken with panic
8	Betrayal; insincere people; being gossiped about; paying the price for being vulnerable and candid with others	hard-hearted and cynical
9	Disrespect for my autonomy; being excluded/overlooked; people who sow seeds of conflict and tension; poor listeners; taken advantage of by others	angry or stubborn but avoiding expressing true feelings to others

Sources: Beatrice Chestnut and Uranio Paes, *Chestnut Paes Enneagram Academy*; Peter O'Hanrahan, *The Emotional Habits of the Nine Personality. The Enneagram Defense System: Access Points for Self Awareness & Growth. The Enneagram at Work.*

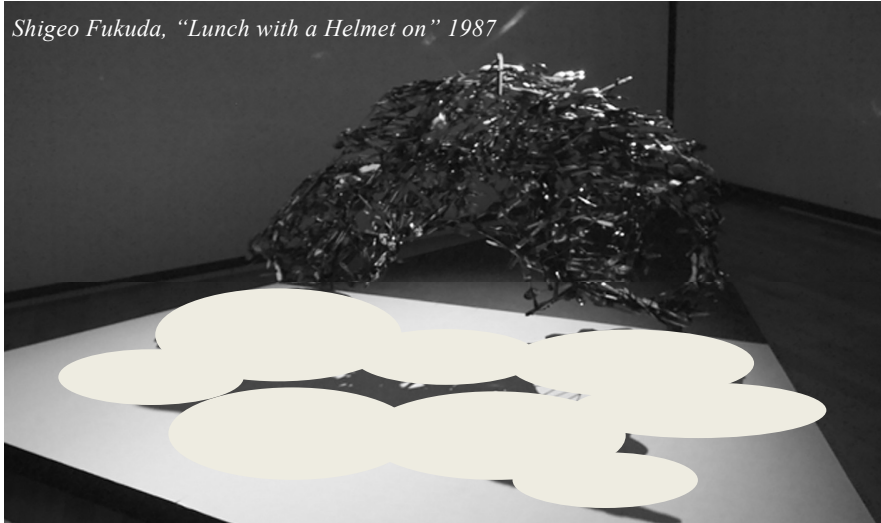
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Opening Space = Allow the Whole Picture to Emerge

Shigeo Fukuda, "Lunch with a Helmet on" 1987



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Outline of Session

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What are the
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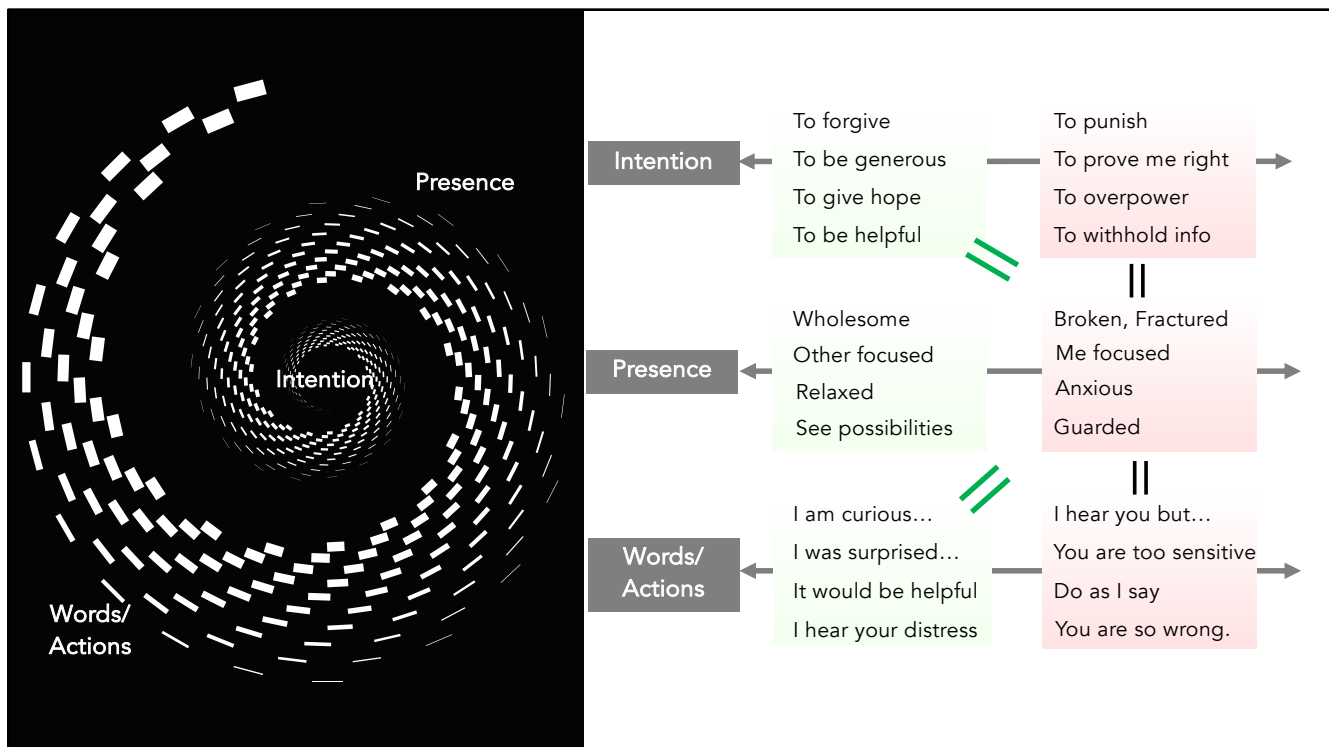
Part

2

Lead with
Intention: Asking
& Listening Skills



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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?

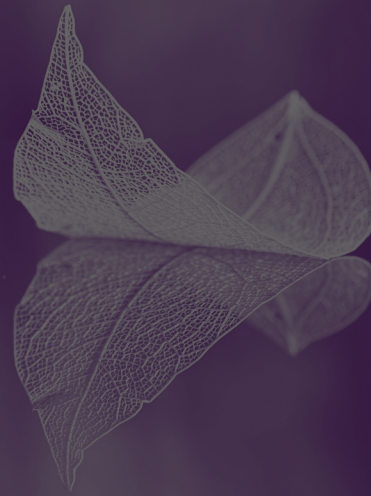
Avoid Leading With WHY

Let's Practice: How Would You Ask the Questions Differently?

- Why on earth would you think like that? No one agrees with you.
I'm curious, what specifically informed your opinion?
- Why did you give that medication dose? It's wrong, you know.
I'm concerned about the dose. What leads you to believe it's safe for this patient?
- Why are you making a solo decision? This feels like an abuse of power.
How do you plan to include others' voices? I know you care about a joint decision.

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Listening is
an act of
creating
an experience
for the speaker.



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Listen

Lead with Your Intention:

- [Neutralize Tension When Emotions Run High] I can see how difficult the situation is.
- [Suspend Judgment Even When I Disagree] It was helpful to hear your perspective.
- [Express Appreciation to Let Others Feel Seen] I do appreciate everything you have done. Would you find it helpful to hear...

Avoid Saying BUT:

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

Let's Practice: What's Your Intension & Words?

- 1 It's all about you, isn't it?
[Compassion] What must I do to help you feel included?
- 2 You know you are consistently disrespectful towards me.
[Curiosity] It's important I understand how my words and actions are affecting you negatively. I'm sorry for the distress I seem to have caused.
- 3 What's the point. Nothing changes around here.
[Empowerment] If changes were to happen, what would you see?

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Resources

- Conflict Mode Questionnaire: <https://psycho-tests.com/test/conflict-mode>
- 14 Conflict Resolution Strategies for the Workplace, Christina Wilson, PhD, Positive Psychology, March 10, 2022 <https://positivepsychology.com/conflict-resolution-in-the-workplace/>
- Patterson K, Grenny J, McMillan R, Switzler A. Crucial conversations tools for talking when stakes are high. McGraw-Hill Education; 2012.
- Edmondson AC, Smith DM. Too hot to handle? How to manage relationship conflict. California management review. 2006 Oct;49(1):6- 31. [Attached]
- Kim S, Buttrick E, Bohannon I, Fehr R, Frans E, Shannon SE. Conflict narratives from the health care frontline: A conceptual model. Conflict Resolution Quarterly. 2016 Mar;33(3):255-77. [Attached]

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Thank 

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