

## **Negotiating Workplace Conflict: “Hotseat” Simulation!**

Presentation will begin at 11:15 AM (PT)



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- 1 Research Support Services:** Members gain access 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 our **Director of Research Development**



- **Project Consultation**
- **Strategic Direction**
- **Resources and Networking**

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

# Upcoming Career Development Series 2020

**January 23<sup>rd</sup> – Time Management (Webinar)**

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**February TBD – Specific Aims**

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**February TBD – Developing Leadership Skills**

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## 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.

# Negotiating Workplace Conflict: “Hotseat” Simulation!

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Presented by Sara Kim, PhD



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# Learning Objectives

- 1 Describe key differences between task and relational conflicts.
- 2 Identify factors that escalate routine disagreements into emotionally charged conflicts.
- 3 Explain the four-step conflict dialogue model.



# Negotiating Workplace Conflict: “Hotseat” Simulation!



ITHS Career Development Series

January 16, 2020

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, School of Medicine

# Session Outline

1

Type and Cycle of Conflict

2

Conflict Dialogue Model:  
Framework & Application

**“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**





In every conflict, there incubates a seed of new learning –something previously unknown about myself, others, and issues.

Resolving conflicts must be anchored in this learning mindset as well as in the commitment to preserving relationships with other human beings.

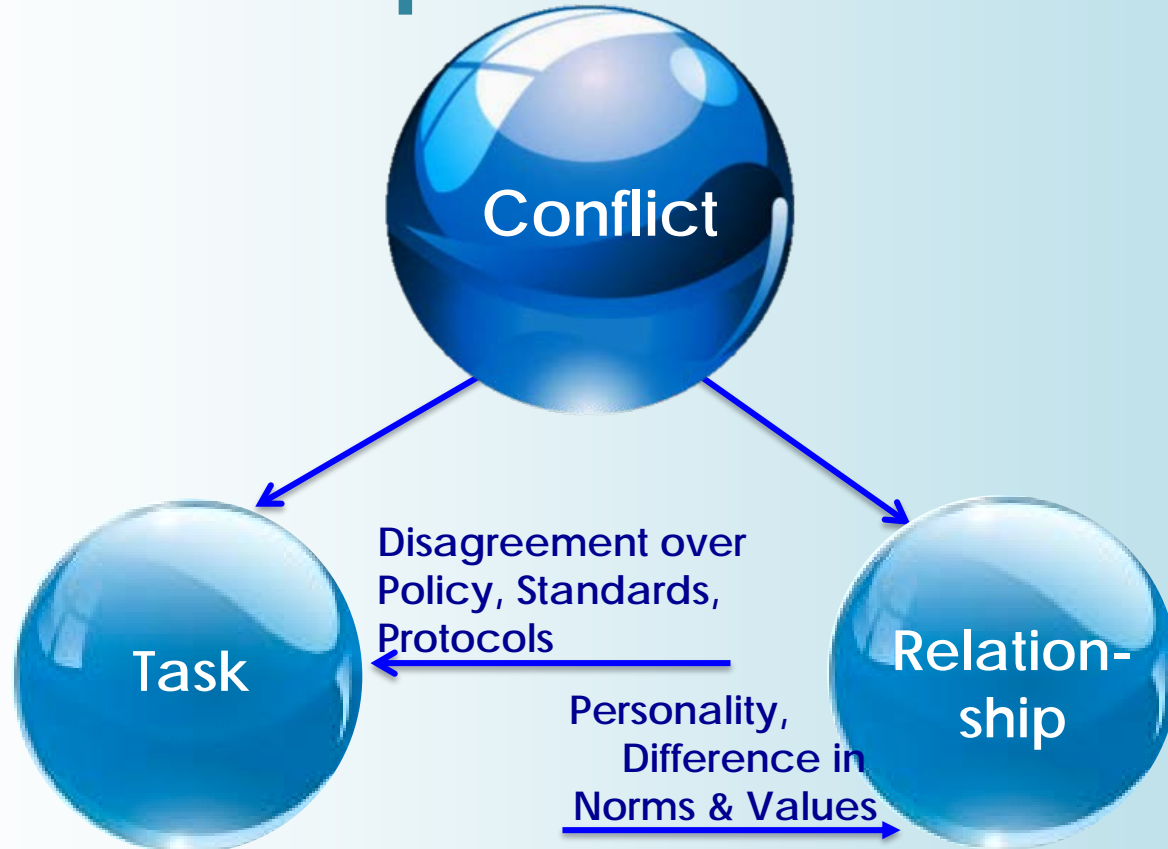
WHAT'S  
YOUR

STORY





# Workplace Conflict

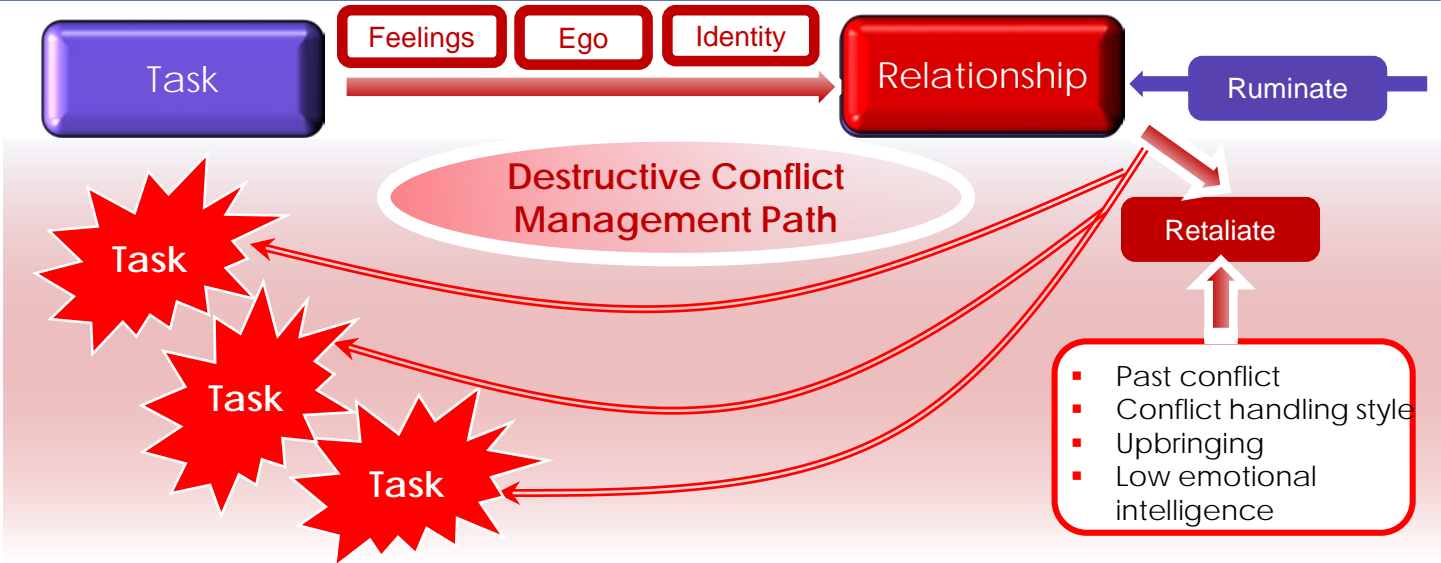


de Wit FC, Greer LL, Jehn KA. The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*. 2012; 97(2), 360-390.

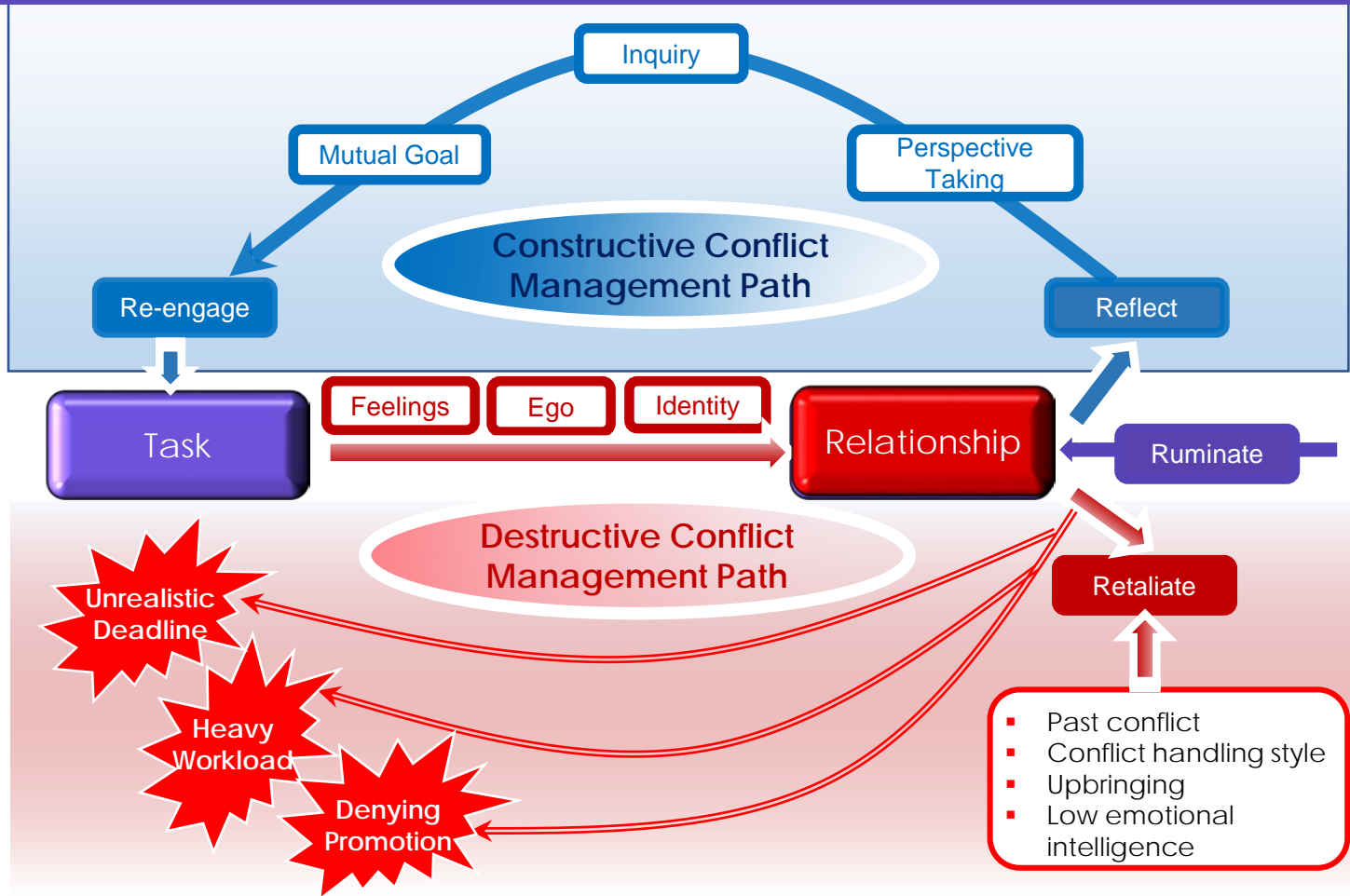
# Constructive & Destructive Conflict Management Paths



# Constructive & Destructive Conflict Management Paths



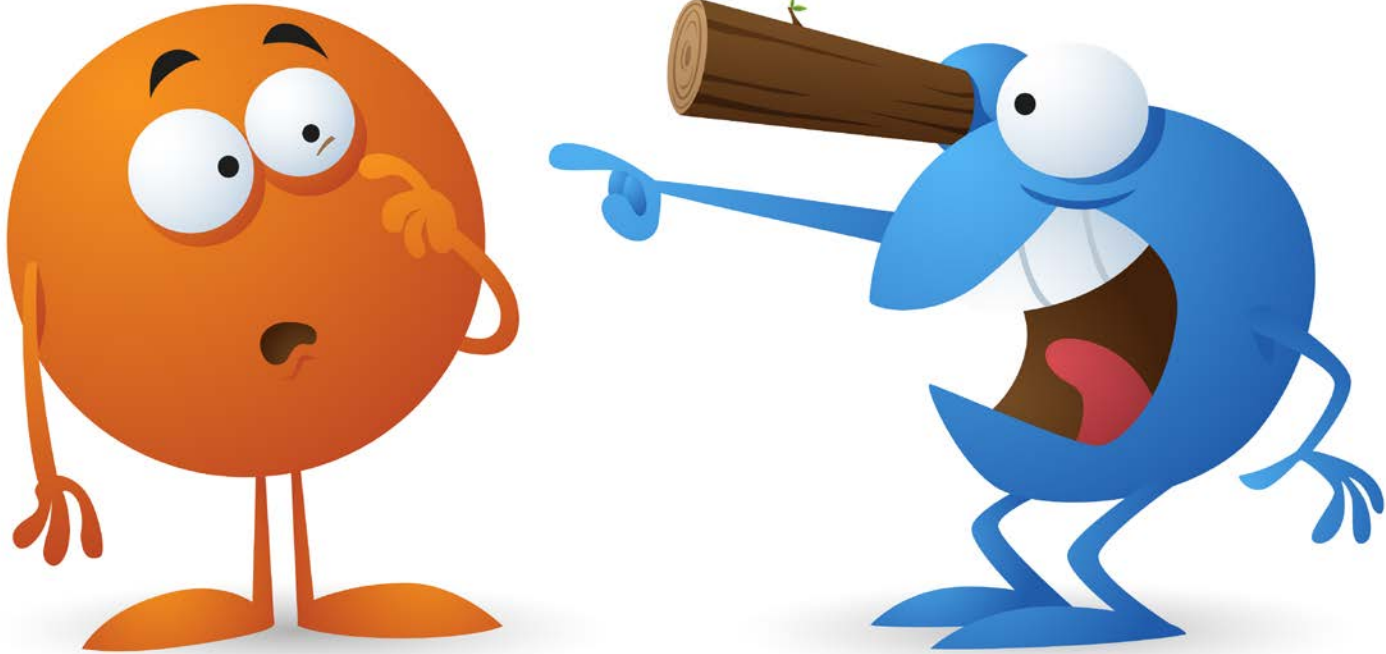
# Constructive & Destructive Conflict Management Paths



What would signal to you that  
you may have personalized  
a conflict?



# Fundamental Attribution Error



# Fundamental Attribution Error

	Situational & Contextual	Fixed & Stable Traits
Positive Behavior	<b>YOU</b>	<b>ME</b>
Negative Behavior	<b>ME</b>	<b>YOU</b>



# Session Outline

1

Type and Cycle of Conflict

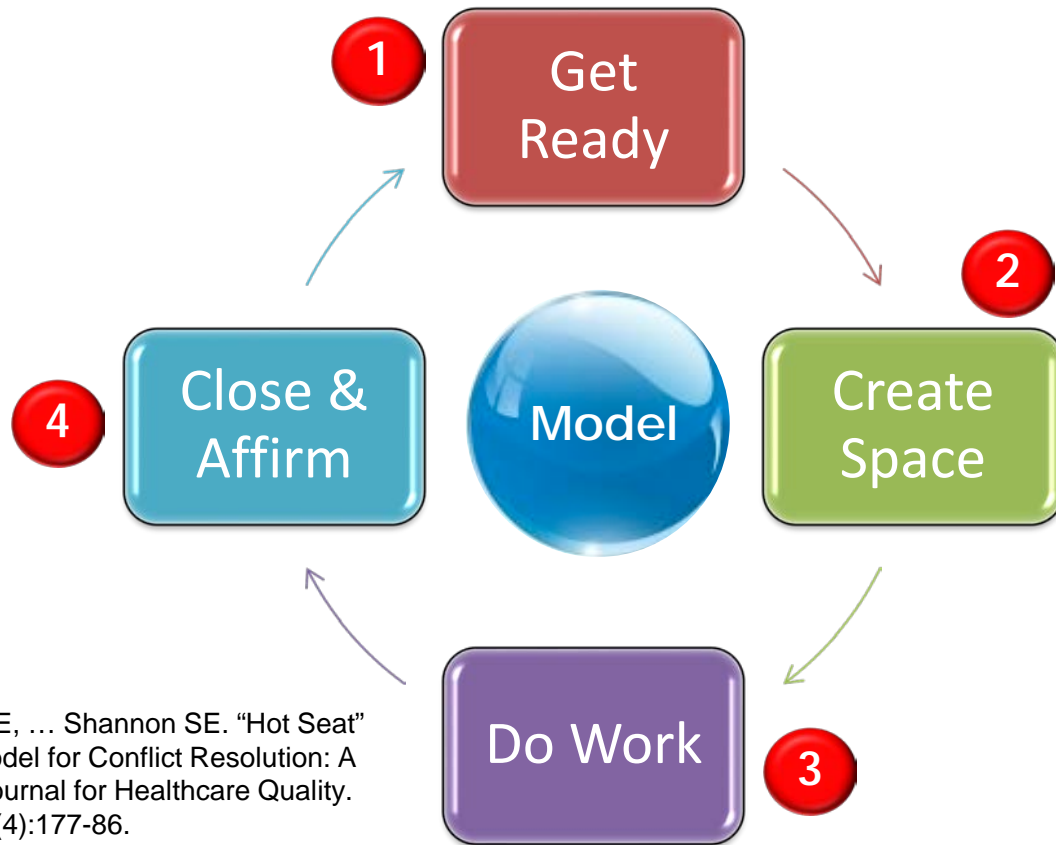
2

Conflict Dialogue Model:  
Framework & Application

Out beyond ideas of  
wrongdoing and  
rightdoing,  
there is a field.  
I will meet you there.

*Rumi*

# Conflict Dialogue Model



Kim S, Frans E, ... Shannon SE. "Hot Seat" Simulation Model for Conflict Resolution: A Pilot Study. *Journal for Healthcare Quality*. 2018 Jul 1;40(4):177-86.

# Step 1: Get Ready

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- Commit to a respectful & curious attitude
- Clarify your goal(s) for the conversation
- Consider setting for dialogue
- Don't rehearse your anger; acknowledge your biases

# Step 2: Create Space

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- Offer neutral start to dialogue
- Suggest mutual goal
- Psychological safety

# Step 3: Do the Work

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Copyright 2016: Sara Kim, Sarah Shannon

1. Elicit other's story
  - Ask 3 questions
  - Listen actively
  - Acknowledge emotions
  - Apologize
2. Share your story
  - Ground your story in facts
  - Use words to express emotions

# Step 4: Close & Affirm

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- Negotiate next steps
- Thank you
- Affirm working relationship

Thank You

Sara Kim

sarakim@uw.edu

YOU!



# 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.