



UNIVERSITY *of* MARYLAND
MEDICAL CENTER

Chief Resident Leadership Training

Conflict Resolution

June 8, 2018

Encountering conflict in your role as Chief Resident

- Don't fear conflict- embrace it as part of your job
 - ❑ *It will find you whether you look for it or not*
 - ❑ *The ability to recognize conflict, understand the nature of conflict, and bring swift and just resolution will serve you well.*
 - ❑ *You will encounter numerous stakeholders in your role.*
 - ❑ *Conflict may exist between physicians, between physicians and staff, and between the staff or the health care team and the patient or patient's family.*
 - ❑ *Conflict is normal and can be healthy.*
 - ❑ *Emotional intelligence is key.*
 - ❑ *Conflict→ adverse effect on morale, productivity and patient care*
- 2 critical causes
 - *Communication*
 - *Emotions*

Triggers

Can include:

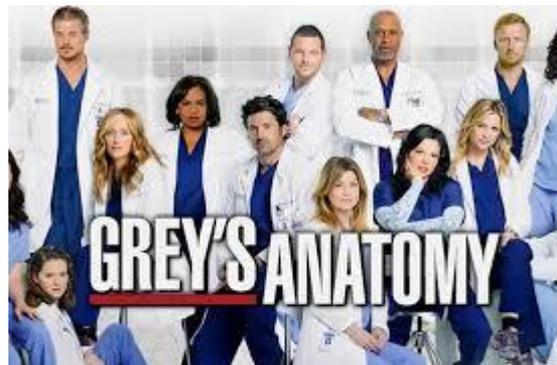
- Lack of communication
 - Colleagues who don't pull their weight
 - Unfair criticism
 - Rules
 - (Perceived) preferential treatment
 - Sexism or racial inequality
 - Being put down
 - Verbal abuse
 - Inappropriate responses from managers
 - Poor prioritizing
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- Baylor University Medical Center Proceedings; April 2001

Keys to dealing with conflict

- Define acceptable behavior
- Professional code of conduct with clear expectations
- Hit conflict head-on
- Understand the WIIFM factor
- The importance factor
- View conflict as opportunity

- Forbes- Leadership- Feb. 22, 2012
- SHRM July 13, 2015 how to Resolve Workplace Conflicts

No conflict- right?





Personality- conflict resolution styles

- **Competing**: “My way or the highway” style. This person takes quick action, makes unpopular decisions, stands up for vital issues and protects himself.
- **Accommodating**: “It would be my pleasure” approach. This person is reasonable, wants to create goodwill and keep the peace, and tends to retreat if pushed by others.
- **Avoiding**: “I’ll think about it tomorrow” strategy. This type wants to avoid tension, and so is adept at sidestepping issues or buying time before making decisions.
- **Collaborating**: “Two heads are better than one” methodology. This type is skilled at relationship-building, merging different perspectives and winning commitment from others.
- **Compromising**: “Let’s make a deal” approach. This type is good at finding temporary solutions to a conflict, especially when dealing with time constraints, even if the solution is not ideal.
- SHRM, Dana Wilkie, Oct.. 2015

Reducing conflict

- Set ground rules. Ask all parties to treat each other with respect and listen
- Due process is key; every issue has 3+ sides and perceptions of the truth!
- Get the facts; don't jump to conclusions
- Ask each participant to describe the conflict and re-state what others have said
- Summarize the conflict and obtain agreement from participants
- Opportunity to build consensus
- Brainstorm and summarize all possible options for a solution
- Make sure all parties agree on next steps
- Perceived fairness helps drive your success
- End any meeting respectfully, with thanks, apology if needed
- In an educational environment, accountability for one's actions is critical; however, the consequences of inappropriate behavior do not have to be public



Thank you