Conflict Resolution
& How to Manage
Difficult Employee
Hot Spots

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Learning Objectives

Upon completion of this course, you will be able to
- Explain why conflict occurs
- Understand the differences among coworker personalities & diversity
- Recognize the difference between constructive and destructive conflict
- Recognize the benefits of conflict management
- Apply strategies to prevent conflict
- Recognize the five individual approaches to conflict
- Use collaboration to resolve conflict in a positive manner

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Conflict Resolution

- What Causes Conflict between two or more people?
  - Differences in Perceptions, assumptions or values

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Rider

- Conscious mind (Neo-Cortex)
- Thinking part of your brain
- Talking to yourself
- Intellectually attempts to control behaviors
- Can learn new ways
- Trains the horse

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Horse

- Subconscious (Limbic system)
- Stores and uses learned information
- Unconscious behaviors
- Controls our feelings
- Learns from repetition
- Does not deviate once learned

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Understanding Behavior Styles
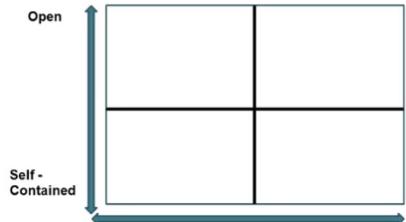
Open

Self -
Contained

7

Understanding behavior styles
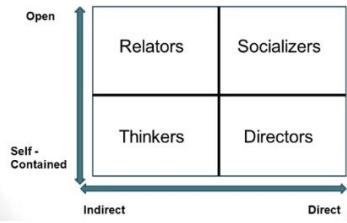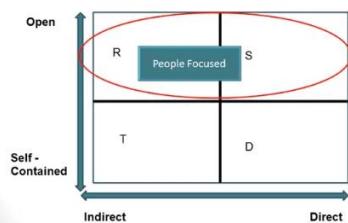
Open

| Relators | Socializers |
| Thinkers | Directors |

Self -
Contained

Indirect   Direct

8

Understanding behavior styles

Open

R   People Focused   S

T   D

Self -
Contained

Indirect   Direct

9

Understanding behavior styles

Open

R | S

T | Task Focused | D

Self - Contained

Indirect | Direct

10

Understanding behavior styles

Open

R | S

Passive

T | D

Self - Contained

Indirect | Direct

11

Understanding behavior styles

Open

R | S

Aggressive

T | D

Self - Contained

Indirect | Direct
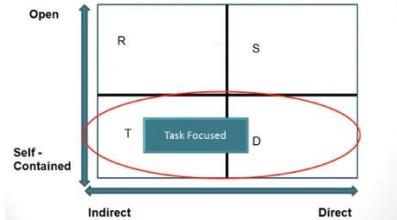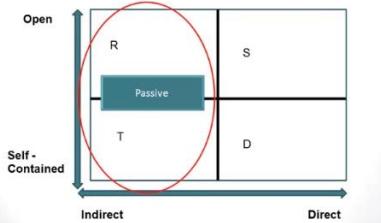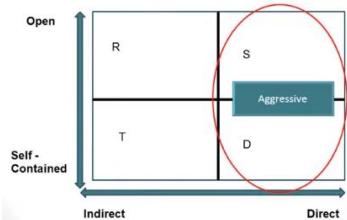
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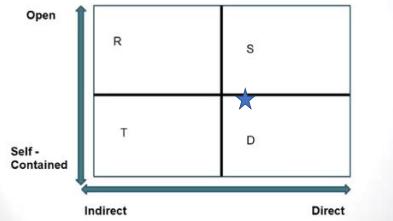
Which are you?

13

Co-Worker?
_____
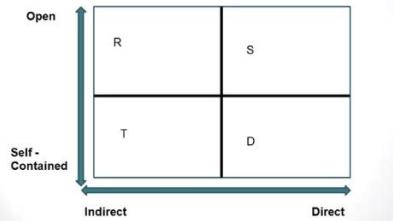
14

Co-Worker?
_____

15

Which are you?

Open

R   S

T   D

Self -
Contained

Indirect   Direct

16

Which are you?

Open

R   S

T   D

Self -
Contained

Indirect   Direct
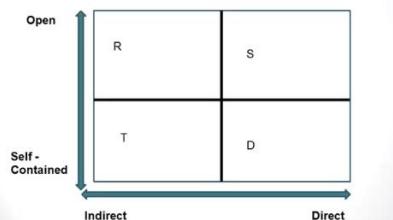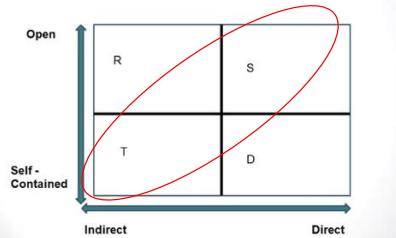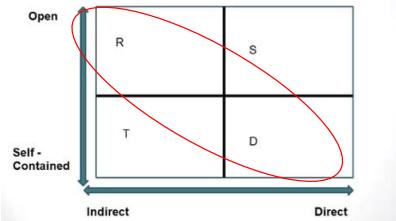
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Remember – they are just different!

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Learning Style Differences

- Visual
- Auditory
- Kinesthetic

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Generational Differences

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Generational Differences

Traditionalists

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Generational Differences

22

Generational Differences

23

Generational Differences

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Generational Differences

Traditionalists   Boomers   Millennials   GenX   GenZ / Nexters

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Managing the Difficult Employee or Physician
Generational differences

- Is this truly a difficult employee or just a misunderstanding about perceptions, assumptions or beliefs?

Boomers Assets:
- Service Oriented
- Driven
- Willing to go the extra mile
- Good at relationships
- Want to please
- Self sacrificing
- Good team player

Boomers Liabilities:
- Uncomfortable with conflict
- Reluctant to go against peers
- Overly sensitive to feedback
- Judgmental of those seeing things differently

Xers Assets:
- Adaptable
- Technology literate
- Independent
- Unintimidated by authority
- Creative

Xers Liabilities:
- Impatient
- Questionable people skills
- Inexperienced
- Cynical

Millennials Assets:
- Collective Action Oriented
- Optimism
- Tenacity
- Multi-tasking abilities
- Technology Savvy

Millennials Liabilities:
- Need for supervision and structure
- Inexperienced in understanding business structure & hierarchy
- Inexperienced particularly in handling difficulty people

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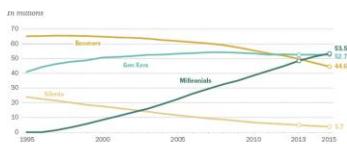
Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.
Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

More than a third of the workforce are Millennials
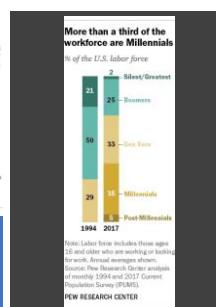
Millennials are the largest generation in the U.S. labor force
CHALLENGE! Future Services & Opportunities Needing New Skills & Talent

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Con... ...mployees/CoWorkers

- Is this truly a ... ...t perceptions, assumptions or beliefs?

CLASH POINTS ON C...
- Veteran – Build a...
- Boomers – Build a...
- GenXers- Build a ... portable/transfer...
- Millennials – Buil... careers

CLASH POINTS ON A...
- Veteran – Chain o...
- Boomers – Chang...
- GenXers- Self-Co... much respect for...
- Millennials – Don't command/ collaborate

53% of us would rather give up our sense of smell than give up our technology!!

TIPS FOR RETENTION
- Millennials – Company's civic & social responsibilities in the world
- Make work interactive and group oriented (ie: technology and social media)
- Try to personalize their work
- Give them a voice and allow collaboration or work teams.

Question: How important do you think technology is to millennials?

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TYPES OF DIFFICULT PEOPLE/COWORKERS

- COMPLAINERS
- BULLIES
- SILENTS
- INDECISIVES
- KNOW IT ALL'S
- BLAMERS

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Focus	Focus on the Facts
Prepare	Prepare the Evidence
Tell	Prepare Yourself on How To Tell Them That You Don't Believe them without calling them a lier.

Deniers and Liers

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Ask	Ask Open-ended questions.
Shut Up	After asking the open-ended question, shut up and listen no matter how long they respond.
Direct	If they still remain silent, give them the direction, the expectations for behavior and performance with deadline for completion and then say, *"Since you haven't objected otherwise to what I have asked for, I take that we are in agreement and I can expect that you will deliver what has been asked of you."*

The "Silent Treatment"

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5 APPROACHES TO HANDLING CONFLICT

COLLABORATION

COMPRIMISE

COMPETITION

ACCOMMODATION

AVOIDANCE

32

COLLABORATION

COMPRIMISE

COMPETITION

ACCOMMODATION

AVOIDANCE

33

COLLABORATION

COMPRIMISE

COMPETITION

ACCOMMODATION

AVOIDANCE

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## WHICH ONE WOULD YOU BE?

Every afternoon, your coworker Sandra likes to come over to your desk to chat. You like Sandra, but you can't get any work done when she is around. Which of the following approaches are you most likely to take:

a) Talk to Sandra for a minute or two, then excuse yourself;

b) Start leaving your desk around the time you know Sandra will drop by

c) Ask Sandra if she'd like to chat during the lunch hour or after work

d) Tell Sandra that she can't chat with you anymore because you're busy

e) Continue to chat with Sandra each afternoon. You value her friendship and don't want to alienate her by bringing up your issues.

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People Have Conflict or Stress Response Styles

Challenge	Cooperate	Surrender	Deny	Flee
• Negative • Argumentative • Criticism • Skepticism	• Compromise • Seek solutions • Understand mutual goals • Want to do good work	• Adverse to conflict • Avoidance • Resentful	• Deny the behavior • Don't accept responsibility • Redirect blame	• Move away from • Refuse to get involved • Seek transfer • Quit

TIPS TO HELP DIFFUSE IF YOU KNOW THEIR STYLE:

• Identify the persons conflict response style and prepare accordingly.
• Focus on only positive outcomes and seek agreement as to the importance.
• Discuss Facts and Events, not emotions.
• Ask Open-Ended Questions (especially those that are passive, withdrawn or silent objectors)
• Listen carefully; paraphrase for correct understanding.
• Note the triggers that set them off.
• Ask to collaborate on the solution pointing out the win-win to both parties.

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Conflict Resolution

- What Causes Conflict between two or more people?
  - Differences in Perceptions, assumptions or values

The Key is Emotional Awareness & Control!

- Scarce resources
- Work Conditions or Environment
- Differing Work Styles
- Conflicting Perceptions
- Conflicting Objectives
- Stress
- Unclear Roles
- Personal Differences
- Uncertainty

- Keep your emotions under control. If someone is going to be unprofessional, not you!
- If you are feeling too emotional, take deep breath, lower your voice, talk slower and not faster, sit back, unfold arms. If they are physically upset, let them speak their mind and allow to deescalate their emotions unless disruptive, disrespectful or harmful.
  Tell them that you are willing to hear them out if they can behave similar to you.
- Try to understand what is troubling them. "help me understand" "why do you feel"
- Understand what is troubling you. "bias, values, assumptions, or facts"
- Stay motivated to resolve the conflict. "let them know that you want to resolve this"
- Communicate clearly and effectively feelings and motivation.
- Attract and influence others to be supportive. (if necessary)

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Destructive Conflict

- Energy is diverted from work
- Personal differences are exacerbated
- Teams become segregated and uncooperative
- Workplace morale falls further adding to stressful environment

TIPS TO KEEP CONFLICT CONSTRUCTIVE
1. Don't complain; instead request
2. Give reasons to justify
3. Be very clear
4. Be respectful even if you don't agree
5. Use your voice face-to-face; no email/texting
6. Admit your mistakes and take accountability

LISTENING TECHNIQUES TO KEEP IN POSITIVE
1. Don't interrupt your coworker when they voice concerns
2. Establish and maintain good eye contact
3. Don't look down or around the office when coworker is speaking
4. Don't assume you know what your coworker is saying before he or she is finished
5. Be aware of all body language
6. Paraphrase your coworkers concerns to make sure that you understand them and ask for confirmation.

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Conflict Resolution

- Stop and Evaluate the Situation
  - Walk away, give it time, evaluate why I am feeling this way
- Decide if a Response is Even Necessary
  - Don't make it into something if it isn't something
- Choose Best Response
  - Avoid blame
  - Accept accountability if needed

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Conflict Resolution

- Crucial Starting Point is to Acknowledge the Issue Verbally
  - Use words specific to the actual situation
  - Stick to observable behaviors
  - Avoid destructive personal comments
  - Use "I" language
  - Focus on behavior instead of their emotions
- Next crucial point is strong listening skills
  - Don't interrupt or assume what they mean

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Conflict Resolution

- Can We Just Agree Upon….
  - Attempt to find some areas in which both parties can agree. Go really wide and then narrow.
    - Can we both agree that we really want our company to be successful?
    - Can we both agree that we want our physicians to be happy with us and brag about the center?
    - Can we both agree that in order to accomplish these goals we must…..

  Can you gain agreement that both parties are willing to share a commitment as well as have mutual respect of each other?

  Are you willing to:

  Accommodate – both agree to disagree and accept differences & agree not to let differences grow into major problems.
  Compromise – both parties give in on something.
  Give a concession(s) – one party gives into the other for the good of the project, goal, company, etc.
  Reach Consensus – both parties see other point of view again based upon proof evidence.

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Managing the Difficult Employee or Physician ie: Human Capital Equipment Failures

- Time Out Now
- One on One Private Meeting
- Verbal Warning
- Written Warning
- Probation Period
- Termination

- Focus only on the behavior and not the person. Use words like "my/our observation".
- Do not use words like "opinion", "feeling", "feel like".
- Utilize & reference Policies, Employee Handbook , Govt regulations ie: specific behavior that violates these.
- Talk about measurable outcomes of the behavior:
  - Lost time, lost productivity, destruction of, waste of, deterioration of, unbillable claims, hurt feelings, jeopardy of legal action, out of compliance to regulations, etc.

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Documenting Unsatisfactory Behavior

- Investigate the facts and document them.
- If the investigation involves an accusation of a serious policy violation that could cause the employee's immediate dismissal, consider suspending the employee pending the investigator's results.
- Before concluding the investigation, confront the employee with the allegations against him or her.
  - Give the employee an opportunity to explain his or her position.
  - Make record of the explanation.
- If the employee's explanation identifies new information or additional people who have knowledge of the facts under investigation, then thoroughly pursue the investigation of such information and/or interview the additional witnesses.
  - Document any additional steps in the investigation.
  - Prepare a written summary of the investigation that states the findings based upon the investigation's results.

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Documenting Unsatisfactory Behavior

- If the investigation concludes that the employee violated one or more policies or job expectations, then the summary should identify and include the specific policies or expectations violated.
  - Policies often change and references to policy numbers or names may not help in litigation if no one remembers the policy's details.
- Depending on the severity of the issue, the manager must decide the appropriate action to take against the employee. If there is any doubt, the manager should consult with HR.
- Before imposing any discipline more severe than an oral warning, the employer should have an internal review process to assure consistency.
  - Review the facts revealed during the investigation with the HR manager.
  - Confirm the policy violation.
  - Asses the consistence of the discipline to be imposed with past practices within the manager's department as well as in other departments.

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Documenting Unsatisfactory Behavior

The Disciplinary Meeting

- Generally, more than one manager or supervisor should attend the meeting during which the employer tells the employee of the discipline imposed.
- When the discipline involves more than a verbal counseling, the managers should enter the private meeting with a previously prepared document that summarizes:
  - The events that prompted the employer to notice the issue and investigate it;
  - The policy violation or unmet expectation;
  - What the employee must do to correct the issue; and
  - The consequences for his or her not making such a correction.
- Ask the employee to sign the document.
  - If the employee refuses to sign it, the manager or supervisor should add a statement indicating the employee's refusal to sign the document.
  - Each of the supervisors or managers should sign the document.
- During the meeting, allow the employee an opportunity to respond.
  - If the discussion at the meeting covers any points beyond those stated in the disciplinary document, then another document signed by both supervisors or managers present should summarize such additional matters.
- Follow up!
  - Managers must monitor employee conduct/performance to ensure compliance with policies/expectations.

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DISCIPLINARY CHECKLISTS

- Disciplinary Action Checklist   (see page 38)
- Termination Checklist for Disciplinary Reasons (see page 39)
- Termination Checklist for Performance Reasons (see page 40)
- Strategies for Coaching, Counseling and Disciplining Employees (see pages 41-42)

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EMPLOYEE SEPARATION DOCUMENTS

See Employee Separation Report handout

- Strongly advised to have a Separation Report of some kind used and kept in HR file
  - Manager's written documents attached regarding:
    - Suspension with Pay
    - Suspension without pay
    - Performance deficiencies
    - Rules Violations
    - Excessive tardiness or absences
    - No call no show after # days specified in your policies
- If voluntary resignation, have employee sign it and give reasons
- Necessary as supportive evidence for Unemployment claims

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Leadership Causes

- Poor Communication
- Attitude or Poor Disposition
- Unavailable
- Poor level of trust of leader
- Improper utilization of training
- Poor preparation of handling people problems
- Reactive instead of proactive leadership
- Improper pace / speed of the team
- Lack of goals

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Goals

- **S** – Specific, defined & quantifiable
- **C** – Clearly measurable, correct action plan and path
- **O** – openly discussed goals, feedback and buy-in (I never met a man that resists his own ideas)
- **R** – Realistic objectives
- **E** – Encouragement & Assistance is Available by you

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Leadership Causing Performance Issues

- Demotivating good behavior/good results
- Motivating/rewarding bad behavior/bad results
- Obstacles in the way but ignored
- Exceptions vs. Non-Exceptions on Standards
- Lack of Training / Lack of investing in the employee

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You learn that your OR Director has developed a very strong personal relationship with your Medical Director. She has decided that whenever she wants something, she goes around you and directly to the Medical Director. Recently, you have her direct orders on sending staff home when case load doesn't warrant them staying. She was less than interested in your instruction. Turns out that she goes to the Medical Director with the issue and the M.D. says to her not to worry about it and to let the staff stay.

WHAT WOULD YOU DO?

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One of your surgeons has a bad temper. During a surgical procedure today, he was barking commands at his nursing staff and was so irritated that his OR nurse wasn't following his instructions fast enough that he begins yelling at her and throws an instrument across the operating room.

WHAT WOULD YOU DO?

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You learn that your Clinical Director has been talking behind your back to the clinical staff. What she is basically saying is that she should be in your job and would do a much better job than you. You are noticing that the morale is deteriorating and your staff is starting to act disrespectful around you and not putting much effort into their non-patient care duties.

WHAT WOULD YOU DO?

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Your surgery center has a Materials Manager / Surgical Tech that has 30+ years experience and dwarfs the ASC experience level of the Clinical Director. Therefore, the S.T. has managed to provide more leadership to the ASC than the Clinical Director. The problem is that the leadership is off-base in many ways. After you have confronted her, she has decided to give you the silent treatment. You have noticed that your Clinical Director and certain other clinical staff are now behaving similarly and appear to be mad at you.

WHAT WOULD YOU DO?

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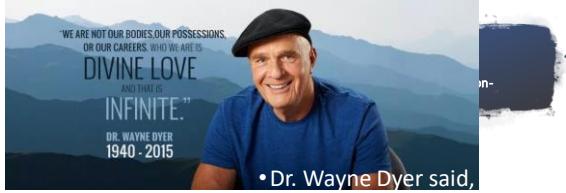
• Dr. Wayne Dyer said, *"Change the way you look at things, and the things you look at change."*

55

• **Could be opportunity to be pre-emptive and avert an even larger issue?**
• **Could be a symptom of something bigger**
• **Is an opportunity to meet a need?**
• **Will it help me learn what I can do about our culture, or manager or a team member?**
• **It is providing me information on behavior and usually a reason behind the behavior.**

• Dr. Wayne Dyer said, *"Change the way you look at things, and the things you look at change."*

• **Reframing Exercise:**
• **Draw Your Impact Map –Who & How the behavior ultimately affects the company.**
• **Example: Late doctor or employee, how did it affect the team, the patient, the day's operations, etc.**
• **Can we agree to agree that as to what outcomes will occur if the behavior or incidents continue to happen.**
• **Clear message of discipline.**
• **Transition session from discipline to coaching**

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Employee Surveys on Satisfaction, Culture, or Leadership
See survey handout

• **On a scale of 1 to 10, how happy are you at work?**
• **Would you refer someone to work here?**
• **Do you have a clear understanding of your career or promotion path?**
• **On a scale of 1 to 10, how would you rate your work-life balance?**
• **Hypothetically, if you were to quit tomorrow, what would your reason be?**
• **Do you foresee yourself working here one year from now?**
• **If you were given the chance, would you reapply to your current job?**

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Employee Surveys on
Satisfaction, Culture, or Leadership

- On a scale of 1 to 10, how happy are you at work?
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- Hypothetically, if you were to quit tomorrow, what would your reason be?
- Do you foresee yourself working here one year from now?
- If you were given the chance, would you reapply to your current job?

- **Do you feel valued at work?**
- **Do you believe the leadership team takes your feedback seriously?**
- **How frequently do you receive recognition from your manager?**
- **The last time you accomplished a big project, did you receive any recognition?**
- **Do you believe you'll be able to reach your full potential here?**

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Employee Surveys on
Satisfaction, Culture, or Leadership

- **Do you feel like the management team here is transparent?**
- **What three words would you use to describe our culture?**
- **On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor?**
- **Do you feel like coworkers give each other respect here?**

- **Do you believe we live authentically by our organizational values?**
- **Does our executive team contribute to a positive work culture?**
- **Do you have fun at work?**

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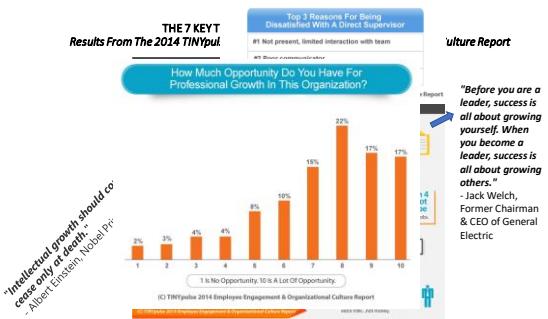
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The findings from this study show that organizations have much to work on:

- Showing employee appreciation and recognition
- Fostering a positive work culture
- Mapping professional growth plans
- Recruiting collegial, hard-working colleagues
- Hiring managers that are truly leaders
- Empowering employees with tools to succeed
- Enabling peer recognition

Reference:
https://www.tinypulse.com/2014-employee-engagement-organizational-culture-report?__hstc=276544837.d665 9d58752b663b35612470879ca2.1541444864035.1541444864035.1541444864035.1&__hssc=225544837.1.1541444864036&__hsfp=126902134

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Patient Satisfaction
See sample survey

- Our Phone Assistance
- Prior to Surgery
- Upon Arrival
- Our Facility
- Our Nursing Care
- Our Anesthesia Care
- Surgeon
- Family Experience
- Privacy
- Recovery in the Facility
- Discharge Instructions
- Home Follow-Up
- Gender
- Age group
- Like Best
- Like Least
- Confidence Level
- Recommendation to others

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Physician Satisfaction

- How effective is the business office?
- How easy is it to schedule a case?
- How available is the OR?
- Do procedures start on time?
- How quick are OR turnover times?
- Is necessary equipment easily available?
- What is the quality of the equipment?
- Is RN staffing adequate?
- Is the nursing staff knowledgeable and experienced?
- Is staff morale high?
- What is the quality of the care delivered by the nursing staff in pre-op, OR and post-op?
- What is the quality of the anesthesia services?
- What is the quality of the administrative staff?
- Is there a department or a staff member you'd particularly like to comment on?
- Do you have any overall positive or negative comments to make?
- If you gave the ASC a low rating, please let us know what we can do to improve.

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Thank You!

Questions?

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