

Workshop: Conflict Management for the Anesthesia Team
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CRASH 2010 Workshop Description (professional issues, interpersonal skills, ethics, education)

Workplace conflict is ubiquitous. When productively managed, conflict can yield improved patient care and lead to a stronger, more resilient team. When improperly managed or avoided, conflict can endanger patient safety, waste resources and bring negative attention to our departments. Additionally, conflict can create stress, diminish job satisfaction and undermine provider wellness.

In this interactive workshop, participants examine models of conflict resolution which have been effective in other workplaces, and learn to apply them to the perioperative team environment through analysis of video vignettes and team developed situations derived from personal experience.

Participants complete and receive a personalized TKI report, which characterizes each participant's preferred approach to conflict management. We will discuss how knowledge of individual styles and a mindful selection approach can lead to better conflict management.

There will be time for participants to discuss conflict issues in the context of the new approaches learned. Moderators are practicing anesthesiologists who have completed conflict management training, and studied the healthcare conflict literature. Our goal is a national dissemination of this ASA Wellness Task Force endorsed workshop. We believe conflict management training should become a required part of future specialty training.. Participants take away a personal conflict management inventory report, selected readings, and a new set of skills.

NOTE: Workshop is limited to 40 participants. **Pre-completion online of the TKI questionnaire (10 minutes) prior to attending the meeting is required if a personal TKI report is desired.** (A generic report will be supplied to registrants who are unable to take the TKI, and a personal report emailed later.) You may use the following link at any time to complete the TKI survey (please plan to pay the workshop fee on site**):

<https://online.cpp.com/en/index.aspx>

Login: : medcollwianes password: conflict01

ID: leave blank

NOTE RE: GUESTS OF PARTICIPANTS-We have had partners enroll in this workshop at other meetings; their evaluations have been positive. CRASH will allow this - space permitting. There is an enrollment fee to take the TKI (recommended). Check at registration prior to the workshop if your guest has interest.

***The Workshop fee defrays costs for the TKI , the most widely used conflict assessment instrument world-wide. No moderators have financial interests related to the TKI instrument.*

Each Participant will receive a workshop folder with readings and references

Conflict Resolution Workshop Sequence

Introduction and PowerPoint Overview

Warm-up activity late registrants take paper TKI

Video Vignette #1—front board scenario

Group Activity-Conflict Awareness Quiz

PowerPoint #1 Background on Conflict Impact and Impact

Group Activity Table : Describe and Post Realistic Perioperative Conflicts

PowerPoint #2 -- introduction to the TKI

Personal TKI reports -Review-

Discuss TKI report with a partner (5)-

Conflict Video Vignettes -- group discussion of styles used for resolution

Group Activity #3 -presentation 1 per table of a developed conflict vignette)

Summary/Final Plenary comments and questions; Review of folder inclusions
course evaluation (3)

Conflict Workshop Bibliography, Updated Fall 2009

Conflict Resolution, Difficult Conversations, Debriefing, Safety Communication- Sources for Physicians and Medical Trainees, especially Anesthesia, Surgery, and other procedure-rich specialties
Meir Chernofsky, Susan Staudt, Neil Farber

1. Stone D, Patton B, Heen S, Fisher R: Difficult Conversations: How to Discuss What Matters Most. Penguin Books, 2000. *If can read just one book on communication and conflict, this is the one. Will open your eyes to the errors we often make which lead to escalation of conflict. Easy read for when you just can't look at a text anymore. Well referenced, based on social science not self help.*
2. Website for Project on Negotiation at Harvard Law School: <http://www.pon.harvard.edu/> or perform a search on the words: Project on Negotiation Harvard. *An academic group based in the School of Law and various other graduate schools. Material is evidence based or at least comes from experienced social scientists. Great extended bibliography.*
3. Lingard L et al: Communication failures in the operating room: an observational classification of recurrent types and effects. *Qual Saf Health Care* 13:1330-34, 2004. *Read this short classification of communication failures and you will notice lapses you never thought of before. Breakdowns in communication both hurt patients and lead to conflict see reference #8.*
4. Davies JM: Team communication in the operating room. *Acta Anaesthesiologica Scandinavica* 49:898-901, 2005. *A blissfully brief introduction to the related discipline of team communication, and*

the roots of present successful strategies in the aviation industry. A great presentation of the rationale for what is taught in ACRM. In this "big picture" article, conflict resolution is one of 6 teamwork skills.

5. Rogers DL, Lingard L: Surgeons managing conflict: a framework for understanding the challenge. J Am Coll Surg 203(4) 568-74, 2006. *Classifies conflict, based on a rigorous literature review, including a forward search strategy.*
6. Rudolph JW et al: Debriefing with good judgment; combining rigorous feedback with genuine inquiry. Anesthesiology Clin 25:361-76, 2007. *Feedback is hard because if you tell the truth you may sound harsh, and if you sugar-coat, either they will see through your real feelings or they will miss the point. This article breaks ground with a new verbal strategy.*
7. Haynes AB et al: A surgical safety checklist to reduce morbidity and mortality in a global population. NEJM 360(5)491-99, 2009. *An evaluation of a checklist not unlike the "surgical time out" you are so familiar with, enhanced to be used at 3 times in the OR, not just once. When applied worldwide, it apparently reduced morbidity and even mortality. Authors keenly aware that the benefit may have come from "this checklist and the cultural change it signified". Sure to be quoted often.*
8. Katz JD: Conflict and its resolution in the operating room. J Clin Anes 19:152-58, 2007. *Like reference #5, will get you thinking about important aspects of conflict in 4 short pages. Among other things, utilizes the conflict strategies showcased in the TKI see reference #13, again similar and complimentary to reference 5. Contains vignettes.*
9. Patton, Ury and Fisher: Getting to Yes. A nice adjunct source to Difficult Conversations. *Read this before you look for a civilian job, including moonlighting, and especially if you take any leadership position, military or civilian.*
10. McLain Smith: Divide or Conquer. How great teams turn conflict into strength. *See my review on Amazon.com. A useful way of looking at chronic indolent conflict which plagues our workplaces, the "relationship conflict" category cited by Rogers. See reference #5.*
11. Gladwell, Malcolm, Blink, Little Brown and Co, 2005. *Well referenced, evidence based information on how to get your first impressions working for you. Such impressions are a constant presence in any difficult topic or conversation.*
12. Gladwell, Malcolm, *The New-boy network,* in the New Yorker, May 29, 2000, p. 72
13. TKI website: google "TKI conflict". *A questionnaire which gets at one's personal conflict management style. The results are a basis for learning and reflection. The conflict styles were not invented by Thomas and Kilman, they are based on earlier work. Some of this is cited by references #5 and #8. From the Rogers article, reference #5: A popular model, based on extensive research in a variety of work groups has five possible responses: problem solving, forcing, compromising, avoiding, and accommodating.*
14. Brinkman, Rick Kirschner, Rick McGraw Hill, 2002 *Dealing with People You Can't Stand: How to Bring Out the Best in People at Their Worst An easy read; the authors identify 10 personality types and describe reasons we have trouble addressing problems in each case*