Improving Interactions with Colleagues

Avoiding conflict while giving and receiving feedback
Objectives

- Identify strategies for managing without authority
- Describe models of giving feedback
- Identify strategies for dealing with conflict
Leading without authority

- Understand their motivation
- Publicly acknowledge accomplishments
- Let them know their importance and that you are there to support them

- Set expectations for communication
- Set expectations for roles and responsibilities

Model Expected Behavior

Setting clear expectations
- Verbally and in writing
- Encourage questions to clarify
- Reinforce as needed

Model expected behavior
- If you make a commitment – follow through
- Be consistent
- Practice the Golden Rule
Communication through feedback

- Appreciation
- Evaluation
- Coaching
Self-evaluation

Think about the following statements concerning giving feedback.

Do they (rarely, sometimes, often) represent your normal routine?

Write down your response (R, S or O) for each statement.
Giving Feedback

- I pick an appropriate time and place to give feedback.
- I keep my emotions in check by remaining calm and keeping my voice even.
- I provide specific, detailed information about a person’s behavior or performance - focusing on facts.
- I explain the impact the actions are having on the team or organization.
- I really listen to the response of those receiving feedback.
Giving Feedback

- I clarify my expectations if there is any confusion about the behavior in question.
- I remember to thank and encourage the receivers of my feedback.
- I try to understand the other person’s point of view and communication style.
- I provide input as needed to assist with developing an action plan to move forward.
- I make sure my feedback has a positive intent.
Self evaluation

If you answered “often” to most of these questions, you are generally practicing good feedback skills.

If you answered “rarely” or “sometimes,” your skills may need further development.
AID Model

Action (what happened)

Impact (how that affected the task/outcome/impact on other people),

Desired outcome (what could have been done differently to change the impact)
ARCH Model

- **Allow/Ask** for a self-assessment
- **Reference** what is being done well (attitudes, skills, knowledge)
- **Confirm** what needs correction or improvement
- **Help** with an action plan for improvement and coach as needed

Uncomfortable feedback

Have you ever experienced uncomfortable conflict as a result of giving feedback?
Sources of Conflict

- Miscommunication
- Ethics
- Interdependence
- Perceptions
- Deadlines
- Goals
- Workstyle
- Resources
Responding to Conflict
HEART Model

Hear
Empathize
Acknowledge and Apologize
Respond
Thank

Communicate with H.E.A.R.T. Cleveland Clinic 2010.
https://my.clevelandclinic.org/departments/patient-experience/depts/experience-partners/licensed-programs/communicate-with-heart
HEAR

- Separate the person from the problem
- Listen attentively without distractions
- Use positive body language
- Ask questions to clarify
- Restate their position
- Remain calm – even when the other person escalates
Empathize

- Acknowledge challenges of individual
- Always be respectful – regardless of the person’s background or experience
- Don’t react – respond
- Focus on the issue, not the intent
Acknowledge and Apologize

- Be genuine

- Do not become defensive or place blame on someone else

- If you have ownership in the conflict:
  - Admit your part and apologize

- If the conflict is due to circumstances beyond your control:
  - Apologize for the situation and acknowledge their frustration
Respond

- Determine if the conflict arose from ignorance rather than insubordination
- Refer to the expectations previously outlined
- Give reasons for your position and rationales for policies
- Look for creative ways to compromise if possible
Thank

- End on a positive note
- Thank the person for participating in a productive conversation
- Give positive feedback on an area of success
- Validate them as a member of the team
Building Relationships

- Maintain a sense of humor
- Build a positive climate and culture
- Address problems individually – recognize achievements publically
- Forgive and forget – each day is a new beginning
Resources


