

***Inescapable Realities
in
Public Health -
Conflict and Collaboration:
Building Competency***

The South Central Public Health
Training Center
was developed to improve the region's
public health system by strengthening
the technical, scientific, managerial,
and leadership competence
of the current and future
public health workforce.

www.southcentralpartnership.org

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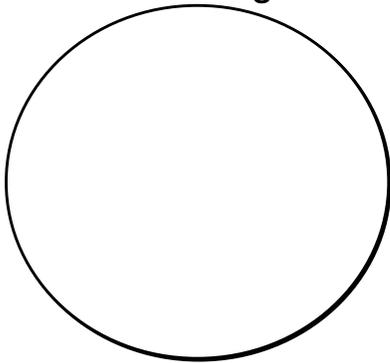
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and the Schools of Public Health
at UAB, UAMS and Tulane University.

FINISHED FILES ARE THE RESULT
OF YEARS OF SCIENTIFIC STUDY
COMBINED WITH THE EXPERIENCE
OF MANY YEARS OF EXPERTS.

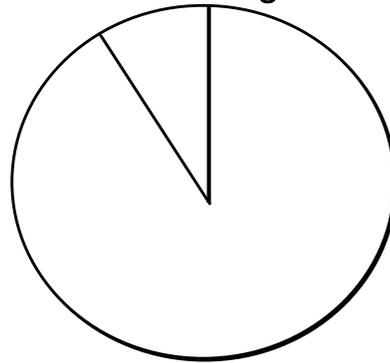
**Is It Any Wonder
There Is Conflict?**

- Scatomas
- Complexity
 - What you meant to say.
 - What was actually said.
 - What others heard.
 - What others thought they heard.
 - What the others say about what you said.
 - What you hear the other person say about what you said.

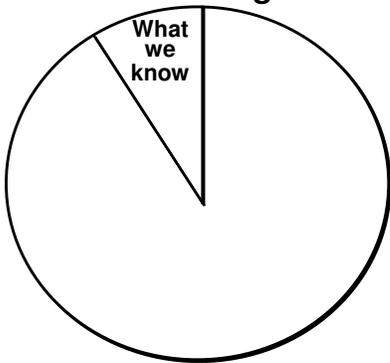
What we each bring with us . . .



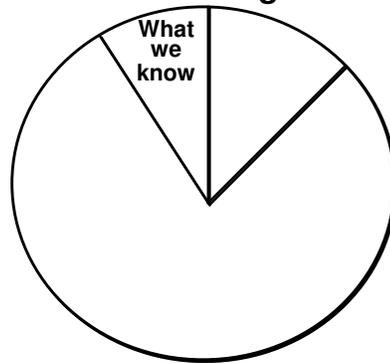
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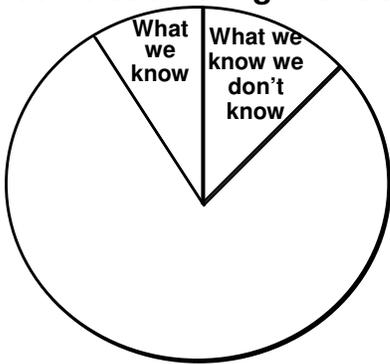
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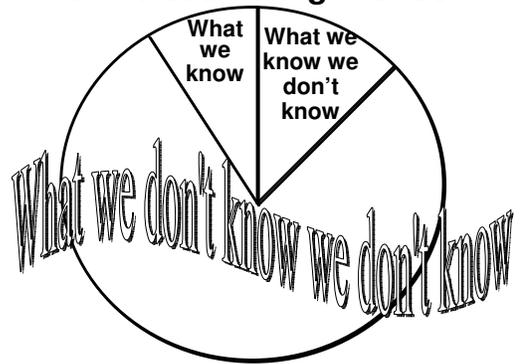
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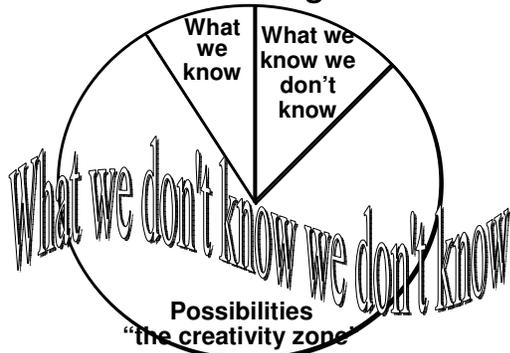
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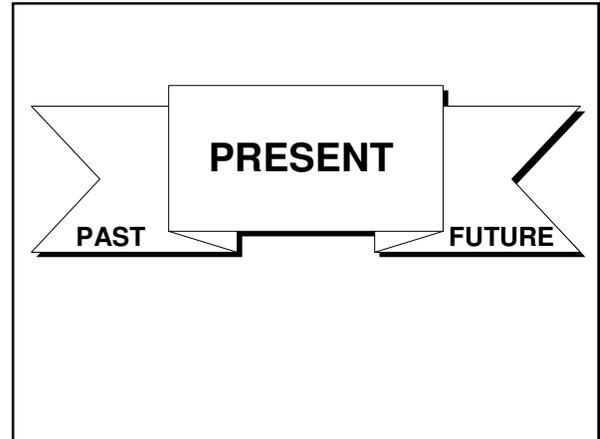
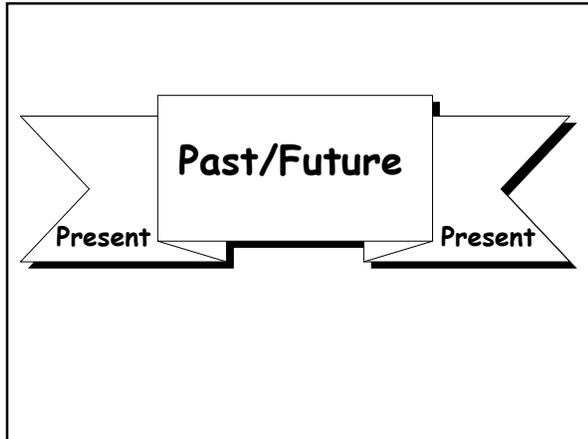


What we each bring with us . . .



What We Each Bring With Us

- We are most comfortable in the “what we know” and “what we don’t know” spaces and tend to spend most of our time there.
- There is nothing new in those places.
- We tend to protect “what we know” and want to “be right” – most conflict occurs in discussion around “what we know” and “what we don’t know”.
- New possibility only exists when we venture into the “don’t know don’t know” zone.



MOODS: Yes, They Matter!

- We are always in a mood (but usually are not aware of it).
- Our current mood drives what we are listening for so determines what we hear.
- Moods are very transitional; we can choose to change them.
- What mood are you in right now?

Mood Choices

- Curious
- Inquisitive
- Openness
- Hopeful
- Optimistic
- Creative
- Angry
- Hostile
- Depressed
- Resentful
- Disempowered
- Distrusting

Ways to Listen: What Impact Does Each Create?

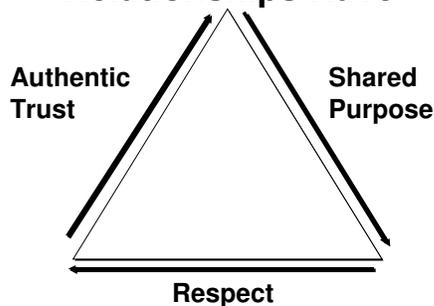
- Right/Wrong
- Win/Lose
- Us/Them
- Judge/Opinion
- Either/Or
- Agree/Disagree
- Skepticism / Cynicism
- Argue/Browbeat
- Workability
- Possibility
- Contribution
- Vision
- Appreciation
- Commitment
- Win/Win
- Teamwork
- Forward Thinking

Preventing/Resolving Conflict

The single most important factor is:

Relationship

What All Great Relationships Have



What Are the Benefits of Conflict?

Some Benefits of Conflict

- Opportunity for greater understanding.
- Identify that a problem exists.
- Generate new ways of looking at things.
- Create solutions to long-standing problems.
- Create an environment for relationship, partnership and collaboration.
- Possibilities!
- Other?

What Can Conflict Lead To?

How You Deal With Conflict Can

- Reinforce our need to be right.
- Prevent listening and problem solving.
- Seriously damage relationships.
- Damage programs and services.
- Limit possibilities.
- Kill creativity and buy in from others.
- What have you seen happen as a result of conflict?

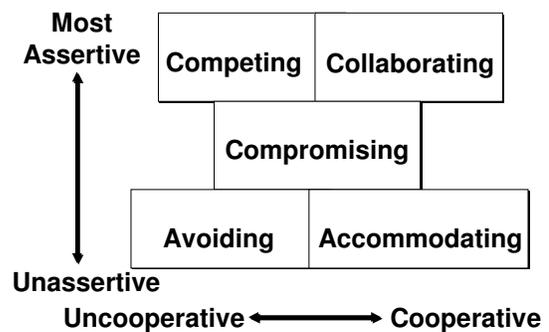
Preventing/Resolving Conflict

- Interact with people from a commitment to listen openly, to be fully present, to suspend judgment and be curious (ask questions).
- Be aware of and manage your mood in your communications with others.
- Manage the impact of your communications (find out how you are occurring) change is possible.
- Separate the people from the problem.

Question

- Which of the following are effective methods of resolving conflict:
 - A) collaborate
 - B) compete
 - C) avoid
 - D) accommodate
 - E) compromise
 - F) all of the above
 - G) none of the above

Conflict Resolution – The Thomas Kilmann Model



Avoiding

- Simply not dealing with the problem or either party's concerns.
- When to use:
 - With trivial issues or when other issues are more pressing and important.
 - When you view your chances of meeting your needs as very limited (low power or difficult issue).
 - When the costs of confronting the issue outweigh the benefits of its resolution.
 - To let people cool down.

Accommodating

- The opposite of competing; neglecting one's own concerns to satisfy the other person's concerns.
- When to use:
 - When you realize you are wrong, to show you are reasonable.
 - When the issue is more important to the other.
 - To preserve harmony and avoid disruption.
 - When you are outmatched and losing.

Compromising

- Involves finding an expedient, mutually agreeable solution that partially satisfies both parties' concerns.

Compromising

- When to use:
 - When goals are moderately important but not worth disruption with more assertive models.
 - When two parties with equal power are committed to mutually exclusive goals (labor negotiation).
 - For expedient solution in limited time.
 - For a temporary solution to a complex problem.

Competing

- Power-oriented mode. Pursue own interests at other person's expense.
- When to use:
 - When quick, decisive action is vital (emergencies).
 - Enforcing unpopular rules or policies.
 - Unpopular decisions, like budget reductions, taking disciplinary action.

Collaborating

- Opposite of avoiding. Involves working with others to find solutions that fully meet the concerns of all parties.
- When to use:
 - Finding integrative solutions to important issues.
 - To merge insights from people with differing perspectives.
 - To gain commitment from the other parties.
 - To work through hard feelings.

Collaborative Problem Solving

- Phases
 - Problem identification.
 - Understanding interests.
 - Solution generation.
 - Solution narrowing.
 - Action plan formulation.
 - Implementation and follow-up.

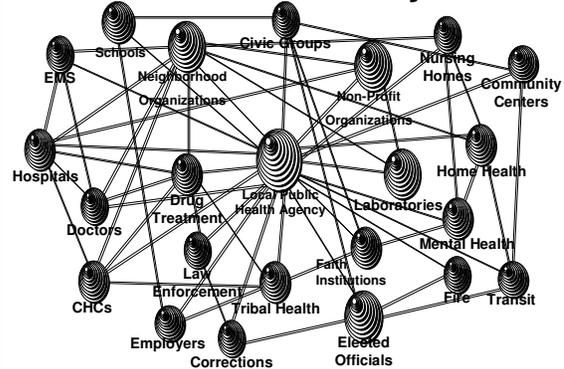
Collaborative Problem Solving

- Keys to Success
 - Separate people from the problem.
 - Focus on interests not positions.
 - Generate variety of options before deciding.
 - Insist the result be based on objective standard.

Collaboration and The Ten Essential Services

- System-based rather than agency specific.
- Systems require collaboration to work optimally.
- If any of the essential services are absent or weak, the entire public health system is less than complete.

The Public Health System



What Does Collaboration Require

- Power sharing.
- Giving up turf.
- Sharing, really sharing resources.
- Integrated approaches.
- Information sharing.
- Being in the zone of possibilities. (don't know, don't know)

Seven Key Collaborative Leadership Practices

- Understanding the context for change before you act.
- Creating clarity - visioning and mobilizing.
- Building trust and creating safety.
- Sharing power and influence.

Seven Key Collaborative Leadership Practices

- Developing people - mentoring and coaching.
- Self-reflection and continuous personal improvement.
- Personal growth work and practices.

Collaboration and Conflict Resolution – What's common?

- First and Foremost: **RELATIONSHIP.**
- Committed, intentional communication.
- Stay open to the “don't know-don't know” zone of possibilities.
- Importance of monitoring moods to adjust listening and speaking, be present.
- Focus on the issues (don't take things personally) be curious!

An Example of Impressive Collaboration!



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Questions, Comments, Or Next Steps?

- What do you plan to use from this session?
- How and where do you see this being used?
- Are there next steps that come to mind, or additional information/training you'd like?
- How could this have been more helpful to you?

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For a complete list of upcoming programs,
go to the

Alabama Public Health Training Network
web site at

www.adph.org/alphtn

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