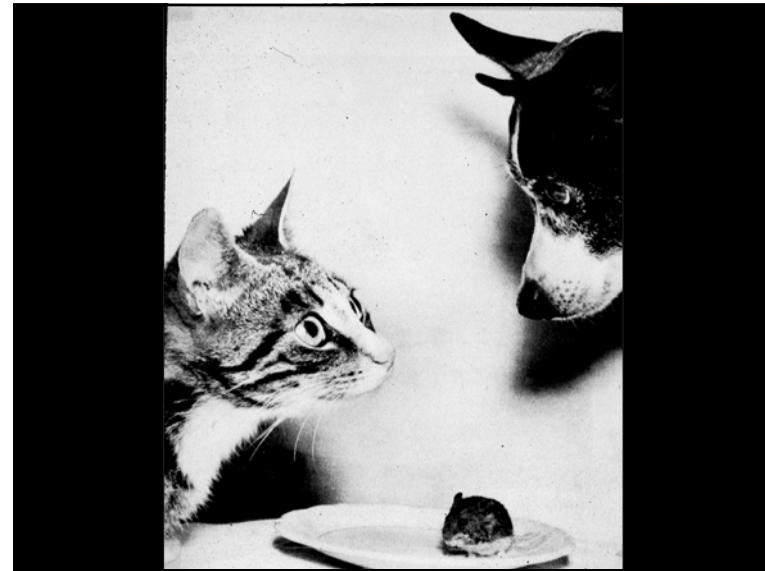


Defusing Land Mines Effectively Manage Conflict

Robert W. Strauss, M.D.
ACEP's Directors Academy
Dallas, 2022

1



2

Stereotypical presentations involve sitting and listening without participation. Effective learning involves multiple sensory modes.

Retention of Information

<u>Mode</u>	<u>%</u>
Sitting	10
AV Aids	40
Participating (Zoom?)	80

3

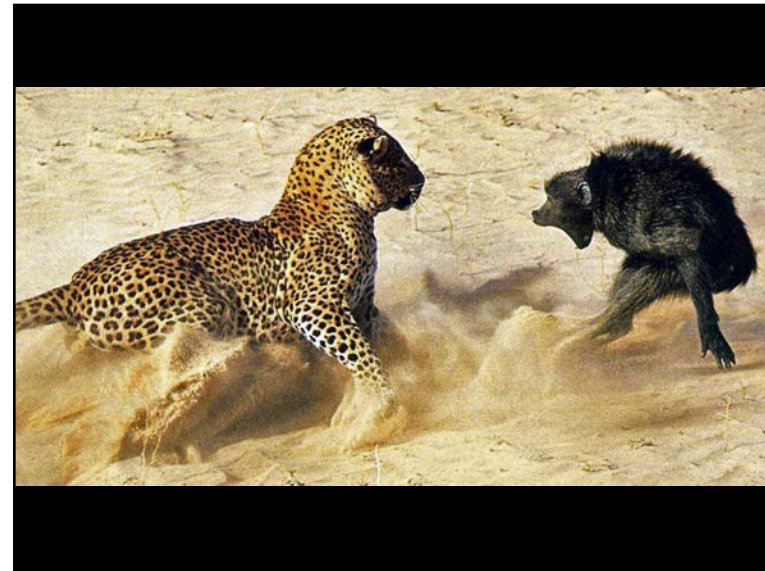
Conflict good or bad...

What causes conflict by well meaning people?

4

Conflict often
results from ineffective
↓
Communication
↓
is more than just the words

5



6

Mehrabian on Persuasion

Verbal Content	—
Vocal Expression	—
Visual Cues	—
	100%

7

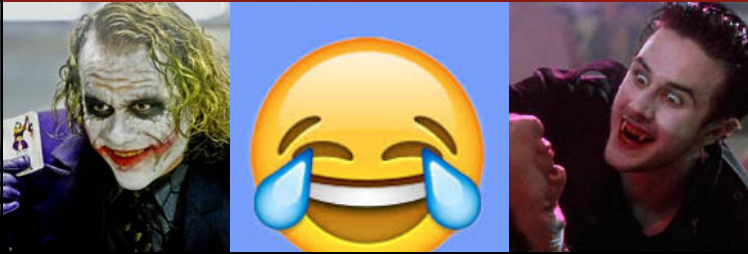
Mehrabian on Persuasion

Verbal Content	7
Vocal Expression	38
Visual Cues	<u>55</u>
	100%

8

Verbal Incongruence

- The words don't match the tone, posture and/or general demeanor of the speaker. For instance...



9

Verbal Incongruence

- The words don't match the tone, posture and/or general demeanor of the speaker.
- Examples
 - Recent Widower, "I'm fine, I'm fine."
 - Parent to child, "I'm not YELLING!!"
 - Drunk, "I only hadda cupla behrs."

10

Verbal Incongruence

A Personal Tale

11

Conflict Resolution Rule #1

Observe the Activity
Listen to the Tone

12

HEALTHY ENVIRONMENT

I am a commercial airline pilot -- a highly-trained and educated professional, entrusted with a \$65 million aircraft and the lives of hundreds of passengers, plus countless thousands of people on the ground below my flight path...



- Clear beginning and end
- When it's over, it's over
- It's important

13

UNHEALTHY ENVIRONMENT



- Intensive - always
- Potential danger
- Unknown pending
- Sense of crisis
- Your total attention NOW is expected

14

Physiology

"With aging, we are less able to cope with physiologic stress...many can no longer cope with full time practice."

Dennis Whitehead

Burnout

"Evidence of substantial substance abuse among physicians."

Jeff Margulies



15



16



17



18

Organizational Climate

- Unequal status and pay
- Authoritarian “Captain of the ship”
- Limited resources
- Malpractice fears modify behavior

19



20

To Upright / Vertical patients,
which is the most important “C”

- Care
- Cost
- Caring
- Convenience

21

The 4 C's

- Convenience
- Caring
- Care
- Cost

22

Convenience

- What we want:
Attention now!
- How long will
you wait for
coffee?

23

Convenience

- What we want:
Attention now!
- How long will
you wait...?
- How long did
you wait?

24

Caring

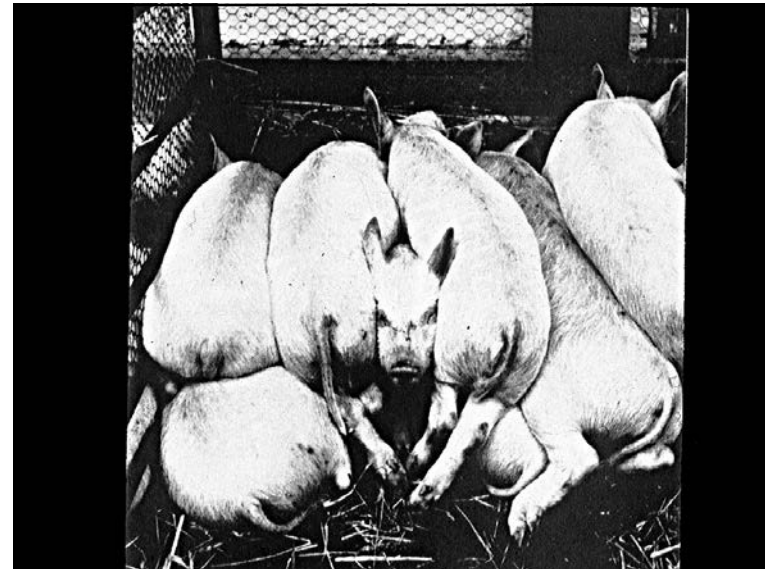
It's not the level of care by which we're judged.

We take short cuts

Vince Markovcik



25



26

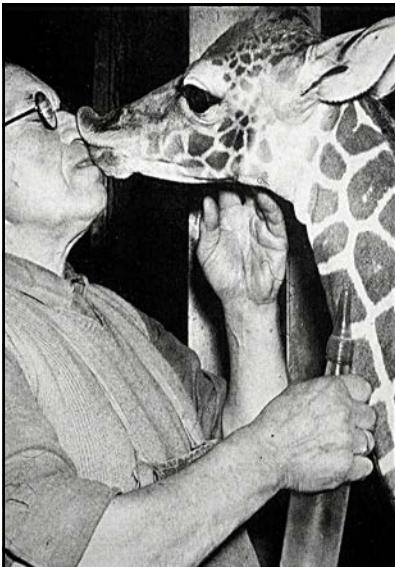
Caring

Caring goes beyond giving a high standard of care.

Vince Markovchick

You've got to: "Kiss 'em when they come in, kiss 'em when they leave and touch 'em every 20 minutes."

Marshall Segal



27

An Environment of Stress!

- Dissatisfied Patients
- Poor Communication
- Uncontrolled Work Environment
- Expectations v. Reality
- Chaos
- ...and how do we respond to stress

28



29

We respond to stress by...habit,
patterns we learned as children

Conflict Resolution
Rule #2

Under stress, we revert to our own
individually consistent personality style.

30

*Between stimulus and response
there is a space. In that space is
our power to choose our response.
In our response lies our growth
and our freedom.*

Viktor Frankl

31

For most of us, the lag time between
provocation, impulse and action is
shorter than a heartbeat—just a
quarter of a second between the
trigger event and the response of the
amygdala. In that fraction of a
second, our emotions have time to
swamp our judgment—and often do.

Mastering your own mind
Katherine Ellison

32

Conflict Resolution
Rule #3

We all have a physical
manifestation of our stress

33

What is your
personal physical cue

What is your individual
manifestation of stress?

34

Mistake behavior
Do we learn from
our mistakes?
... Do you?

35

**Lucy: Do you think anybody ever really
changes?**
But, we can change...right?
Linus: I' ve changed a lot in the last year.

Lucy: I mean for the better!



Charles M. Schulz
Cartoonist and
Philosopher

36

Conflict Resolution Rule #4

Mistakes Reinforce
Mistake Behavior

37

“It takes 18 months
to two years to change
a behavior . . . and you’ve
really got to want to.”

Harles Cone

38

Four Stages Of Learning

Riding a bike / Groundhog Day

1. UnConscious InCompetence
2. Conscious InCompetence
3. Conscious Competence
4. UnConscious Competence

39

Changing
“Stress Tolerance Level”

A Personal Tale

40

Conflict Resolution
Rule #5

You and I will more readily make a change when we believe it will make things easier.

41

Irony of the agitated
The most difficult people (blamers) don't realize that they are the terrorists

Some won't change.
And the corollary...



42



Never wrestle with pigs! They like it and you just get dirty.

43

Conflict Resolution
Resolving Conflicts

44



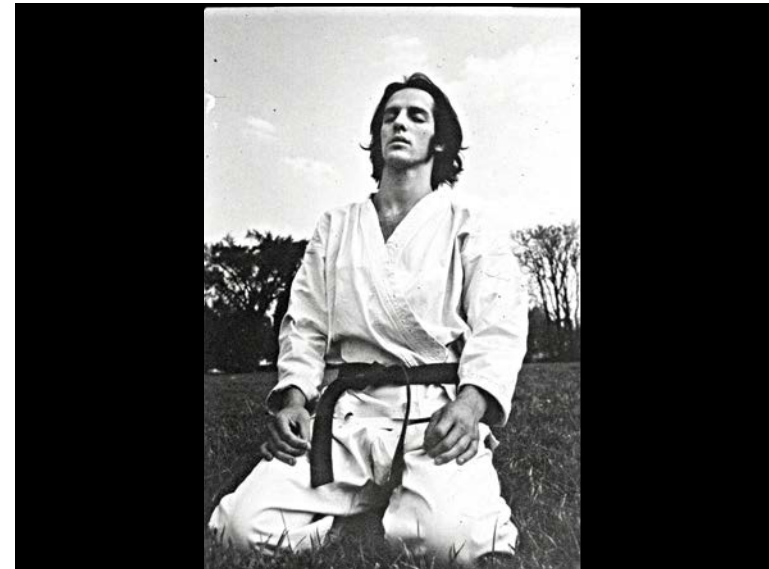
Avoiding the worst offenses

While it is tempting to fight fire with fire... hot, interpersonal, tense conflicts can often be deescalated or resolved or with simple...

(Responding to emotion without emotion.)

Fisher and Ury

45



46



47

“To make oneself understandable to people, one must first speak to their eyes.”

Napoleon

48

The Theory of “Yes”

49

Breakout Session The Theory of “YES”

- Ask for something likely lead to a “NO!”
- Use a form of “YES,” without giving in.
- Discuss success of response
- Switch and Repeat

Duration 3 minutes

of people 2 - 3

50

Resolving Difficult Situations Techniques to take home

- Silence
- Eye Communication
- Theory of “Yes”
- Acknowledge and Validate

51



52



53

Acknowledge and Validate

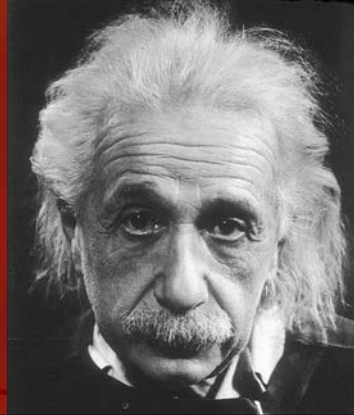
- Blaming blamers → escalates
- Placating, the common response, does not lead to resolution
- Acknowledgement and validation is consistently successful as a first step in resolving discord

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Better still...Acknowledge & Validate

Provide an objective mirror, then give them what they want.

- The “earache”
- The “prolonged” wait



55

Breakout Room

Acknowledge and Validate

- Blame B for something that aggravates you
- Answer by Acknowledging and Validating
- Discuss effectiveness of response.
- Then Switch Roles

Duration: 3 min

of people: 3

56

One last thing...most people
ruminate after a shift
Catch people in-the-act



“As we express our gratitude,
we must never forget that the
highest appreciation is not to
utter words, but to live by
them.”

— John F. Kennedy

57

Saying “Thank You”

➤ The “Fly-by”



58

Saying “Thank You”

➤ The “Fly-by”

➤ The “generic”



59

Saying “Thank You”

➤ The “Fly-by”

➤ The “generic”

➤ Getting Personal



60

Saying "Thank You"

- The "Fly-by"
- The "generic"
- Getting Personal
- The Chair that didn't fly away



61

"The skill to do comes from the doing."

Cicero

62



63