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better outcomes

The Dance of Opposites!

UHRS Conference
12 June 2014

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The Role of Modern Mediation in Leading and Managing Change

12 June 2014

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clean the filter

we all see things differently

.....

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Dirty filters…..?

- jump to conclusions: thinking fast and slow
- assume that we are right
- reinforce initial perceptions
- confirm our biases
- miss the obvious
- feel time pressure
- fear standing out and loss of face
- blame others and excuse ourselves
- get stuck in a binary system

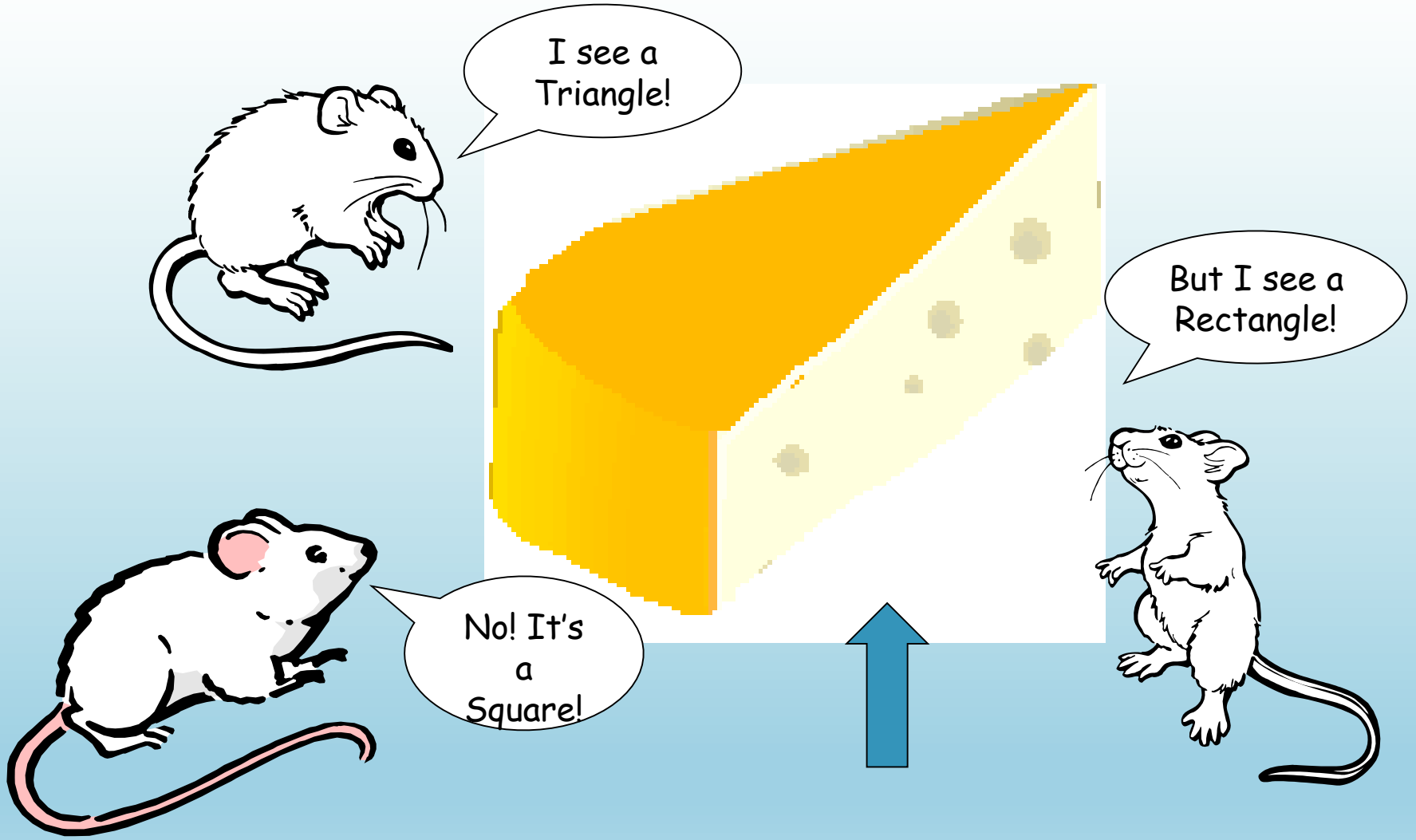
- ***sometimes us, sometimes others…..***

Keep our Filters Clean!

There are several sides to most stories..

It just depends on where you are standing or sitting…..

or where you start from.....


I see a Triangle!
But I see a Rectangle!
No! It's a Square!

We need to see all the angles…….

"We are used to thinking about competitions in which there is only one winner....But the world is rarely like that...The key to doing well lies not in overcoming others, but in eliciting their co-operation."

Robert Axelrod

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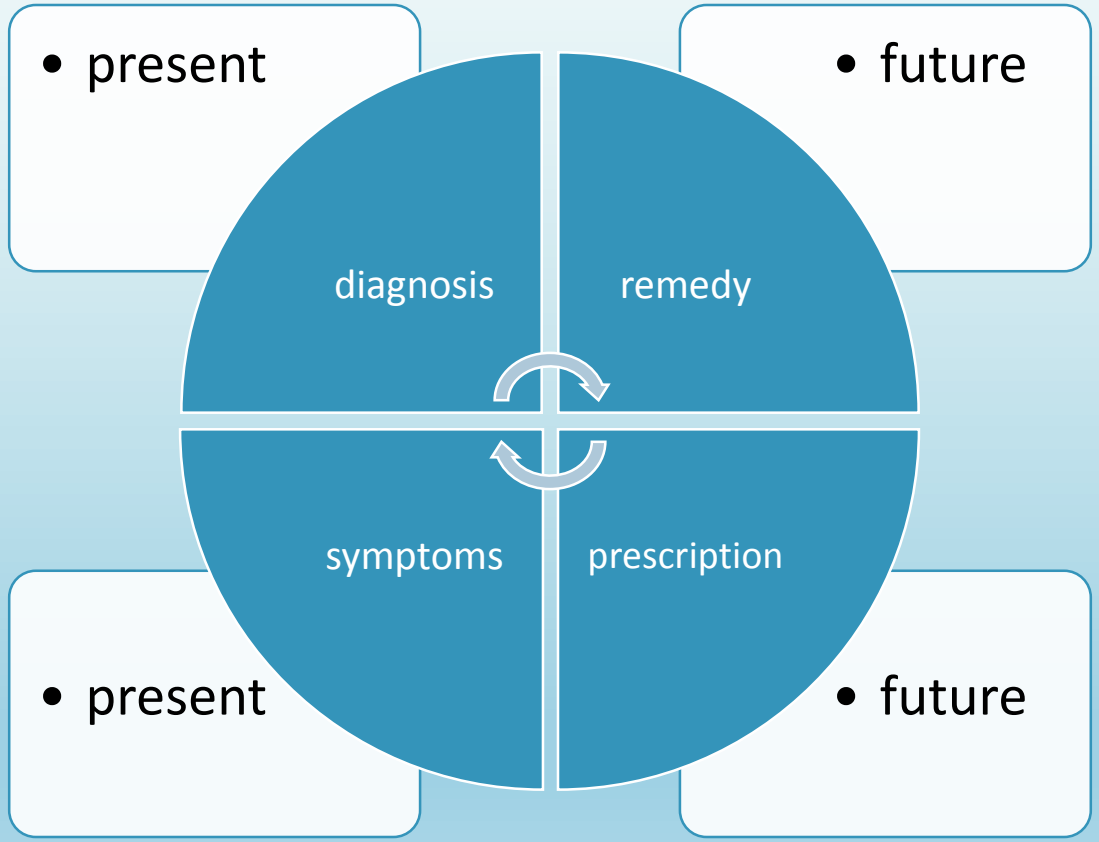
Managing Conflict and Differences

An analysis of the current situation -

What happens when there is a workplace problem?

Harvard Circle Chart



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Symptoms?

- fractured relationships
- lower morale
- higher turnover of staff
- increased costs
- loss of productive time
- less efficient teams
- pressure on management
- effect on patients / other users

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Diagnosis?

- fear of failure / being exposed
- lack or loss of trust
- taking of fixed positions – right/wrong
- personal animosity / baggage
- different perceptions of events….several sides
- pressure of time
- inability to nip in the bud
- ***delay or failure in communication***

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“I wish we had had this conversation a year ago….”

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or....

"I meant what I said but I wish I'd said it differently … It didn't come out quite right…"

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"It's not our differences that divide us.

It's our judgments about each other ..."

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Remedy?

- ***better communication***
- enhanced relationships
- earlier intervention
- acknowledgment and apology
- improved systems and use of resources
- more effective teamwork
- greater openness
- willingness to learn – no fault culture

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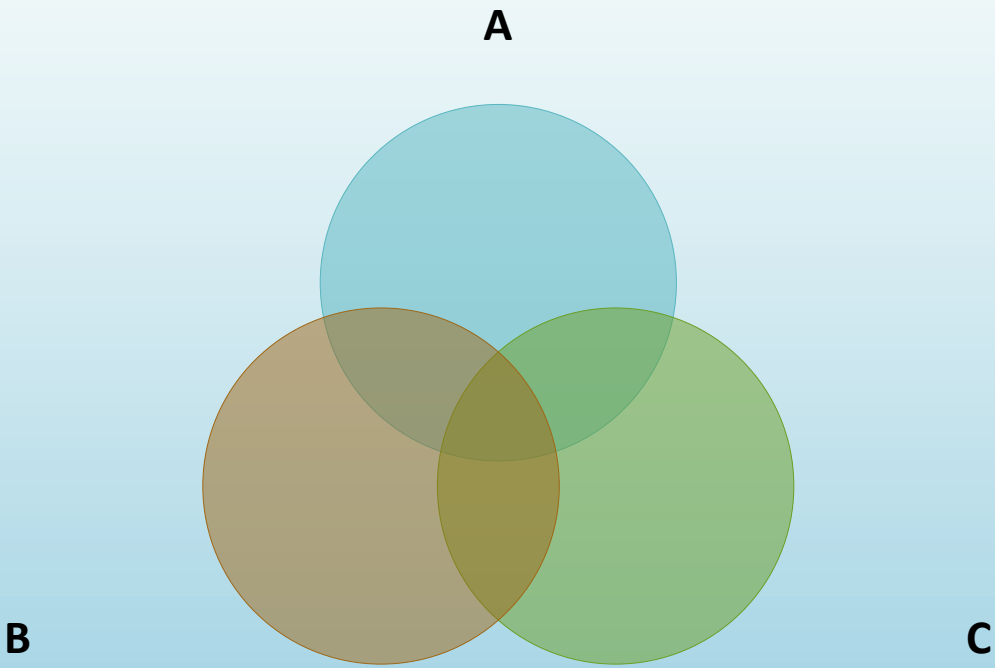
Prescription?

- **building a collaborative culture**

- designing systems to encourage early problem-solving in-house
- stepped approaches to conflict management
- enhancing competency and confidence
- improved and embedded skills
- cascading outwards
- management and union engagement
- sustained and supported learning

- use of mediation and mediators

The need: to find the common ground



A Structure for Winning Conversations

- Preparing – planning in advance – what are our real objectives?
- Rapport building– the importance of good relationships: separate people from the problem*: respect and rigour*
- Understanding - exploring what it's really all about: the underlying issues - *what and why*
- Developing *then* evaluating options – finding possible, creative ways forward
- Deciding – selecting a solution(s) which works – and will stick
- Implementing – making it work
- Evaluating - how did we do? what worked? what didn't?

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Process is key

"Just as important as the outcome is that we now *understand* where you folks are coming from…."

Understanding?

- *What really happened?*
- *What do I need to find out?*
- *What are we missing?*
- *What questions do I need to ask?*
- *Of whom?*
- *When?*
- *How?*

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Getting below the surface

- ‘What do you really think about…?’
- ‘What is this really about?’
- ‘What really worries you?’
- ‘What have we not understood?’
- ‘What else do we need to know?’
- ‘What is in our common interests?’
- ‘Where and why do we diverge?’
- ‘How can we address this issue?’
- ‘What happens if we can’t work together?’

Being Heard….and Telling their Story

A
A
R
R
E
E

- Acknowledgement
- Acceptance
- Recognition
- Reassurance
- Empathy
- Explanation

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A Commitment to Respectful Dialogue

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- **show respect and courtesy** towards all those who are engaged in these discussions, whatever views they hold;

- acknowledge that there are **many differing, deeply held and valid points of view**;

- **use language carefully** and avoid personal or other remarks which might cause unnecessary offence;

- **listen carefully** to all points of view and seek fully to understand what concerns and motivates those with differing views from our own;

- **ask questions** for clarification and when we may not understand what others are saying or proposing;

- express our own views **clearly and honestly with transparency** about our motives and our interests;

- respond to questions asked of us with clarity and openness and, whenever we can, with **credible information**.