Managing Workplace Conflict

IMPROVING LEADERSHIP AND PERSONAL EFFECTIVENESS

DESCRIPTION

This program is an educational forum for all physicians (both those in clinical practice and those in administration and leadership) to explore the relationships that drive the medical work environment. Disruptive behaviors and managerial miscommunications can impact a physician's ability to practice medicine effectively or a medical organization's ability to function smoothly. The course aims to allow participants to develop techniques to improve relationships with physician colleagues, coworkers, and patients, thereby improving the quality of the overall work environment. This course will help attendees assess difficult relationships and stressful situations in the workplace and consider ways to minimize conflicts. This is an experiential course that uses real (de-identified) workplace conflicts supplied in advance by attendees as examples for exploration and change. The program combines didactic presentations with role-playing and focused feedback in an interactive style to learn and practice improved interactive techniques and communication methods. The program focuses on developing skills and motivation to make lasting changes.

AUDIENCE

The program is designed for physicians who strive to improve their leadership skills and personal effectiveness with relationships at work, and to enhance their skills for addressing difficulties that arise in the workplace environment, both as practitioners and as leaders.

OBJECTIVES

After participating in this activity, learners should be able to:

- Discuss the mutual challenges faced by practicing physicians and physician leaders.
- Listen and communicate more effectively as a leader and/or as a member of a team.
- Apply negotiation and conflict resolution skills with peers in practice situations and with leaders in the institution.
- Implement changes in personal and organizational practices that fit your style and organizational culture.
- Promote behavioral change in the workplace using new methods and problem-solving skills acceptable to the workplace and conforming to professional standards.
- Demonstrate a range of approaches for handling intensive situations that meet with current professionalism standards.
- Understand and analyze personal stress and its effects on interactions.
- Exhibit appropriate boundaries with staff, colleagues, and patients.
- Increase self-awareness and accountability, and identify signs and symptoms of behavioral problems that might exacerbate interpersonal communication challenges.
- Develop, promote, and use health and wellness approaches to make positive changes.

For additional course details and registration information, go to www.massmed.org/mwc or contact PHS at 781.434.7404.
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Faculty

STEVEN ADELMAN, MD, is a practicing psychiatrist, coach, psychotherapist, and the former medical director of PHS. A graduate of Harvard College and the University of Pennsylvania School of Medicine, he is board certified in psychiatry, addiction medicine, and executive coaching. He is currently the principal of AdelMED LLC, as well as an associate professor of psychiatry at the UMMS.

MARK ALBANESE, MD, is the medical director of Physician Health Services, Inc. (PHS). He is a graduate of Harvard College and the Weill Cornell Medical College of Cornell University. He is board certified in addiction psychiatry and psychiatry, is an assistant professor of psychiatry at Harvard Medical School, and most recently was the medical director for addictions at Cambridge Health Alliance.

MELISSA BRODRICK, MEd, serves as Ombudsperson for Harvard’s Longwood Campus. As an impartial and informal dispute resolution practitioner, she provides confidential and independent assistance to Harvard faculty, staff, students, and trainees and to appointees at the affiliated institutions. Melissa has over 40 years’ experience in conflict resolution. She is the recipient of numerous awards in her field and holds an MEd from Harvard University and a BA from Amherst College.

DIANA L. DILL, EdD, is a consulting and coaching psychologist, educator, and clinician. She has her doctorate from Harvard University and for more than 20 years she has worked with practices and individuals throughout the Boston area to help clinicians thrive and deliver outstanding care to their patients. Diana earned her BA at Brown University and her doctorate at Harvard University. She has authored over 30 publications and presented her work widely.

LES SCHWAB, MD, is a practicing primary care physician, an experienced medical leader, and a professional coach. He helps medical leaders and health professionals manage workplace complexity and master their career challenges. Les earned a BA in biology from Harvard University and an MD from Stanford University. He received his internal medicine training through residency at the Cambridge Hospital in Cambridge, Massachusetts. He is certified in coaching and operates a coaching and consulting practice focused on physician performance and leadership development.

JO SHAPIRO, MD, FACS, is an associate professor of Otolaryngology — Head and Neck Surgery at Harvard Medical School. She is a senior educator for the Center for Medical Simulation in Boston and a consultant for the Massachusetts General Hospital Department of Anesthesia, Pain and Critical Care. In 2008, she founded and directed the Brigham and Women’s Hospital (BWH) Center for Professionalism and Peer Support. She is also involved in global health medical education and training. She was named a finalist for the Schwartz Center Compassionate Caregiver Award. In 2019, Harvard Medical School gave her the Shirley Driscoll Dean’s Award for the Enhancement of Women’s Careers.
## Managing Workplace Conflict

**IMPROVING LEADERSHIP AND PERSONAL EFFECTIVENESS**

### Schedule*

**Thursday, June 2, 2022**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 AM</td>
<td><strong>REGISTRATION AND CONTINENTAL BREAKFAST</strong></td>
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<tr>
<td>8:00 AM</td>
<td><strong>WELCOME, INTRODUCTIONS, AND COURSE OVERVIEW</strong></td>
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<td></td>
<td>Mark Albanese, MD</td>
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<td></td>
<td><em>Completion of the Self-Reflection Tool</em></td>
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<td>8:15 AM</td>
<td><strong>The Culture of Medicine and Physician Health</strong></td>
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<td>Jo Shapiro, MD, FACS</td>
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<td></td>
<td><em>This session addresses the connections between interpersonal communication skills, professional behavior, physician stress, and patient safety.</em></td>
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<td>9:15 AM</td>
<td><strong>Set Your Goals and Assess Your Skills</strong></td>
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<td>Diana L. Dill, EdD</td>
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<td><em>In this session, you will have the opportunity to concretely identify your personal goals for developing your conflict management skills. To help you, we will start with a private, structured self-assessment of your skills in those areas that are critical to managing conflict well — self-awareness, awareness of others, assertive communication, and working with strong emotion.</em></td>
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<tr>
<td>10:30 AM</td>
<td><strong>BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS</strong></td>
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<td>10:45 AM</td>
<td><strong>Giving Difficult Feedback</strong></td>
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<td>Jo Shapiro, MD, FACS</td>
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<td><em>This is a workshop on giving difficult feedback and managing conflict with team members, peers, and leaders using a frame-based, inquiry approach.</em></td>
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<tr>
<td>12:00 PM</td>
<td><strong>LUNCH</strong></td>
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<tr>
<td>12:15 PM</td>
<td><strong>Difficult Conversations: Optimizing Results</strong></td>
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<td>Jo Shapiro, MD, FACS, and Les Schwab, MD</td>
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<td><em>This workshop focuses on practicing adapted interactive approaches through role-playing of difficult conversations as both the initiator of such a conversation and the recipient of difficult or challenging information.</em></td>
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<td>1:00 PM</td>
<td><strong>Behavioral Skills for Managing Workplace Conflict I: Assertive Communication</strong></td>
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<td>Diana L. Dill, EdD</td>
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<td><em>We often either underreact or overreact in conflict situations. Where is the right middle ground? We’ll consider assertive communication for conflict situations: What are the advantages? What does it look like? What is the mindset behind the behavior? Participants will be able to practice some standard scripts and exercises.</em></td>
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<td>2:00 PM</td>
<td><strong>BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS</strong></td>
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<td>2:15 PM</td>
<td><strong>Behavioral Skills for Managing Workplace Conflict II: Managing Strong Emotion</strong></td>
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<td>Diana L. Dill, EdD</td>
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<td><em>Effective conflict management requires a cool head. How can we take our emotional temperature and cool down before we address conflict? We’ll also discuss how to set and maintain a sustainable baseline temperature over the course of the workday, so we’re better prepared to address conflict when it happens.</em></td>
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<tr>
<td>3:00 PM</td>
<td><strong>Behavioral Skills for Managing Workplace Conflict III: Specific At-the-Moment Techniques for Managing Strong Emotion</strong></td>
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<td>Diana L. Dill, EdD</td>
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<td><em>During this session, attendees will practice two powerful techniques for calming the body and mind to prepare for managing conflict.</em></td>
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<td>3:45 PM</td>
<td><strong>Group Discussions on Case Scenarios Related to Leadership and Managing Stressful Situations</strong></td>
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<td>Les Schwab, MD</td>
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<td><em>Attendees are invited to submit case scenarios ahead of their course participation (at the time of pre-registration). Attendees are divided into groups of four to eight people. Each group will discuss and/or role-play a real-life conflict or management scenario and discuss the problems that lead to the situation and potential solutions to the situation. Each group will present its assessment to all attendees for discussion and faculty input.</em></td>
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<td>6:00 PM</td>
<td><strong>ADJOURNMENT</strong></td>
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*Activities with a duration of one hour or more have at least 10 minutes designated for questions and answers.
Activities under one hour have at least five minutes allotted for questions and answers.
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Schedule*

Friday, June 3, 2022

7:30 AM  REGISTRATION AND CONTINENTAL BREAKFAST; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

8:00 AM  Appreciative Thinking/Appreciative Inquiry in Health Care
Les Schwab, MD
Dr. Schwab explores the leadership approach of “appreciative thinking and appreciative inquiry (AI)” as a means of better understanding individual and systems challenges, in lieu of a focus on dysfunction. Positive psychology interventions such as AI have been effective for helping with physicians’ resilience and performance.

8:45 AM  Role Play/Practice of Appreciative Thinking Techniques
Les Schwab, MD
“Positive Questions to Bring out the Best” is a practical toolkit designed to stimulate positive change and engage others in creating the health care environment. Learn about and support the best of caregivers, patients, and families; embrace improvement opportunities with commitment and optimism; and build collaboration based on trust and a belief in the best of one another.

9:30 AM  BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

9:45 AM  A Demonstration of Physician Conflict
Jo Shapiro, MD, FACS
Dr. Shapiro will explore a dynamic situation of physician conflict. Themes of anger, stress, and conflict will be illustrated and explored, and they will be viewed from both a practicing physician’s perspective and a leadership/management perspective. Communication techniques will be analyzed following each exercise.

11:00 AM  Organizational and Leadership Principles in Creating a Culture of Respect and Safety
Jo Shapiro, MD, FACS
Creating an organizational culture that fosters an environment of respect and psychological safety requires leadership vision and team communication at all levels of the organization. We will explore the critical role of leadership in promoting a respectful culture and learn about how a multifaceted professionalism program can be built and sustained using organizational change principles.

12:00 PM  LUNCH

12:15 PM  Optimizing the Health of Physicians: The Do’s and Don’ts of Self-Care: Strategies for Mastering the Medical Marathon
Steven A. Adelman, MD
In this session, Dr. Adelman will review concrete practices to enhance physician viability.

12:45 PM  Professional Coaching and Effective Leadership
Diana L. Dill, EdD, and Les Schwab, MD
Professional coaches can help physicians and physician executives identify their particular areas of vulnerability and strengthen those areas significantly. We’ll describe and demonstrate the professional coaching experience with first-person accounts of how workplace conflict situations are addressed in the real world, and we’ll show how the combination of reflection and skill building — in a confidential 1:1 alliance — works to promote growth.

1:35 PM  BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

1:45 PM  Collaborative Negotiation and the Enhancement of Bargaining Power
Melissa Brodrick, MEd
Participants will learn how to strategically consider and address power differentials in negotiations. Building from the fundamentals of principled negotiation elements, participants will reflect on individual styles of negotiation and assumptions about power that may help or hinder us, and they will learn how to counter interactions that exploit power relationships.

3:15 PM  Strategies for Success, Conclusions, and Completion of the Self-Reflection Tool
Les Schwab, MD
This is a summation and discussion of key learning points. Participants will complete five key learning points of the course that they would like to maintain. Attendees will share their five learning points and how they plan to apply them back at their workplaces and in their lives.

4:30 PM  PROGRAM ADJOURNMENT

*Activities with a duration of one hour or more have at least 10 minutes designated for questions and answers. Activities under one hour have at least five minutes allotted for questions and answers.
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I WILL ATTEND: [ ] THURSDAY, JUNE 2, AND FRIDAY, JUNE 3, 2022

PLEASE CHECK: [ ] MMS MEMBER  MEMBERSHIP NUMBER: ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___
[ ] NONMEMBER

FIRST NAME: _________________________________ MIDDLE INITIAL: _________________________________

LAST NAME: _________________________________ [ ] MD [ ] OTHER

EMAIL: ______________________________________________________________

TITLE: ______________________________________________________________

ORGANIZATION: __________________________________________________________

ADDRESS: __________________________________________________________________________________

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CITY: ____________________________________  STATE: _____    ZIP CODE:  _________________

PHONE:  _____________________________________ FAX:  ________________________________________

REGISTRATION FEE

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[ ] ENCLOSED IS MY CHECK PAYABLE TO PHYSICIAN HEALTH SERVICES, INC. FOR $ ________________________.
[ ] PLEASE BILL MY CREDIT CARD FOR $ ________________________.

[ ] AMEX [ ] VISA [ ] MASTERCARD

CARD NUMBER: __________________________________________________________________________

EXPIRATION DATE: _________________________________________________________________________

CARDHOLDER’S SIGNATURE: __________________________________________________________________

To register, visit www.massmed.org/mwc or call (800) 843-6356. You can also fax this form to (781) 893-0413 or mail it to Physician Health Services, 860 Winter Street, Waltham, MA 02451-1414.