

OHT Patient, Caregiver & Community Engagement Learning Series

Module 4: Leaning into the Challenges



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Acknowledgements

conflict styles (specifically, the ways we as individuals, may respond to conflict). **Section three** differentiates adaptive from technical challenges. **Section four** outlines examples of the types of conflicts we may encounter in our partnership work and some tactical ways to reflect on them and move forward. **Section five** provides links to additional resources.

Section 1: C name? What drives tension and conflict?

The word conflict may evoke negative emotions or make us uncomfortable. Conflict has been defined as

Interests- having misaligned goals and expectations.

Structures- arising from systemic issues, unequal access to resources, power and spaces to share, connect and grow.

Values- arising from differing ideologies, beliefs, ways of being, perceptions of roles, etc.

Data- misinformation, lack of information, different interpretations of the information that are available to us (including its value and meaning).

Figure 1: Sources of Conflict

Section 2: Conflict Styles

We tend to respond to conflict and tensions in different ways. Drs. Kenneth Thomas and Ralph Kilmann developed a model of conflict styles based on two dimensions: assertiveness and cooperativeness. They classify conflict styles as: collaborating, competing, avoiding, accommodating, and compromising.

your personal life, at work or with a friend, partner, neighbour, family, co-worker, etc.). Using the figure and definitions below as a guide, answer the following:

- 1) How did you respond to this tension/challenge/conflict? Also consider what
- 2) What was going on in your mind?
- 3) Why do you think you responded this way?
- 4) What was the context/environment like? (e.g., How safe did the space feel? Did you feel that your ideas mattered? Were there factors that you felt you could contro0000000.7 653.14 Tm5157 0.0471 01n

Compromising-

when engaging and co-designing with others but requires open conversation and exploration of trade-offs.

Avoiding-

issue or ignoring it. We may do this to avoid feeling vulnerable in a situation or when feeling powerless. This can lead to relationship breakdown and compromise our engagement and co-design activities.

Section 3: Technical vs Adaptive Challenges

As we move to become be it is important to think about whether or not the challenge is **technical** or **adaptive**. One of the biggest mistakes we make in addressing adaptive challenges is applying technical solutions to them. For

The CODE concept (Character, Organizational justice, Development and Emotional intelligence) may be helpful in supporting us to enact the key tenets of adaptive leadership. CODE dimensions include

- character** (owning your mistakes and building trust);
- organizational justice** (ensuring open communication);
- development** (being willing to explore new ways of doing things); and
- emotional intelligence** (recognizing the realities and needs of others/showing empathy).

The CODE concept addresses several core tenets of person-centred care and emphasizes vulnerability and adaptability.

Cited in Robinson 2022 and Kuluski et al 2021

Section 4: How to Respond to Conflict in our Relationships

Innovation in Peer Support suggest the following self reflection questions before engaging in a conversation about conflict.

Reflect:

1. Understand your own perspective Why do I believe what I do? (prior experience, upbringing, core values, envy, fear of change, etc.)
2. Get really clear as to what your key points are (if helpful, jot them down)
3. Ground yourself in knowing the goal is to come to a beneficial solution, not to

They also provide some ideas on how to respond during difficult conversations (when addressing a conflict). We have included these guiding reflections and questions in the table below with a few adaptations by our team. We have also linked each reflection/question with the most relevant CODE concept from the previous section (so you can see how it enables moving from a technical to an adaptive response style).

Guiding Reflections/Questions	Most Relevant CODE Concept
Hold the other person in high regard (give them the benefit of the doubt)	Character
Reasons you are the one who is	Development
Collaboratively problem solve	Organizational justice

Framework Component	Examples Questions to Consider
Facilitate (supporting inclusion and enabling contributions)	1. How can the attitude of the lead/facilitator drive collaboration? 2. Is the venue and timing of meetings accessible? 3. Is the conduct of meetings inclusive and encouraging? 4. Is the patient or caregiver partners expertise recognized?
Identify (projects and potential partners)	1. Does the patient or caregiver partner have relevant experience of the issue? 2. Is the patient or caregiver partner willing to review and discuss the material? 3. Can the patient or caregiver partner commit the time? *Can flexibility be built into the time commitment?
Respect (roles and contributions)	1. How can we develop the patients or caregiver skills? 2. *How can we develop the skills of other members of engagement tables/initiatives (in terms of honoring the voice of the partner, creating space for open and safe dialogue, listening intently, showing compassion)? 3. What are the patient or caregiver partners personal and clinical experiences of the issue? 4. How might we recognize the patient or caregiver partner for their time? 5. Has the patient or caregiver partner signed an official confidentiality agreement of staff contract?
Support (communication and confidentiality)	1. Have there been one-to-one meetings between the lead/facilitator and the patient or caregiver partner? 2. Has feedback been exchanged between the lead and the

Section 5- Other Resources

14 Conflict Resolution Strategies for the Workplace written by Christina Wilson and published on March 10, 2022 contains tips, strategies and free downloadable worksheets to support you and your teams in managing conflict <https://positivepsychology.com/conflict-resolution-in-the-workplace/>

Check out this YouTube Video (just over 8 minutes) by Chad Littlefield

Support House: Centre for Innovation in Peer Support. (2021). *Peer Support Core Competencies Training* [PowerPoint slides].