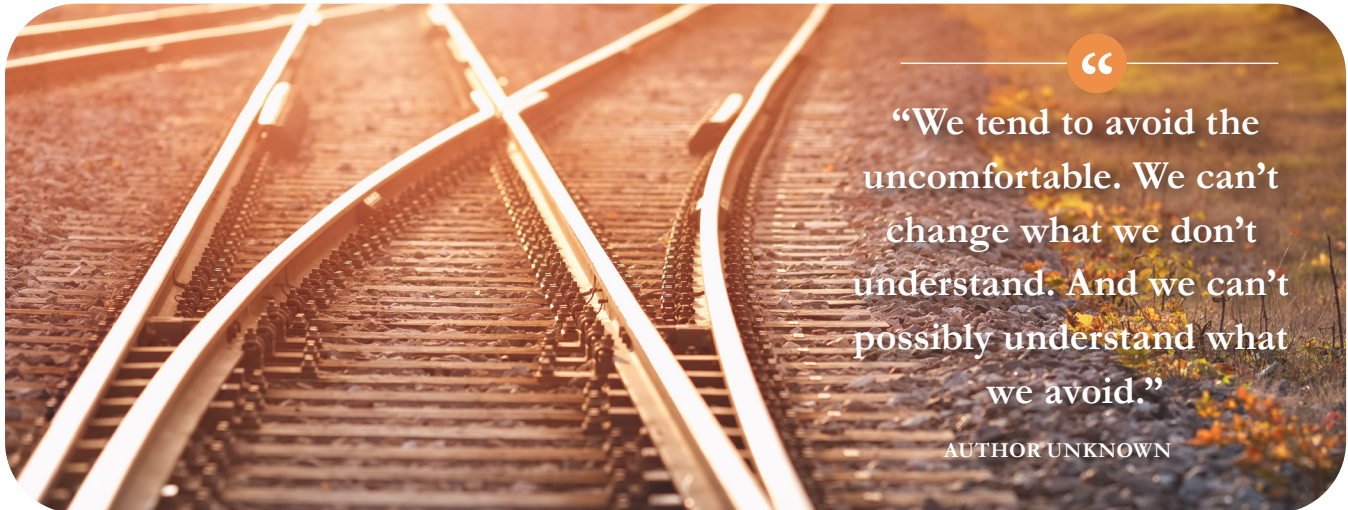


Our People Strategy Webinar

Let's Talk Conflict Resolution Resource Guide

In this resource guide, you will find information and resources to support conflict resolution, respectful workplaces and the prevention of bullying and harassment.



Conflict Resolution—It Starts With You

Conflict is a normal and expected part of working together, and each of us has personal values and beliefs that influence how we act and respond to situations. Avoiding conflict may seem like the easiest way to deal with it, but by staying in dialogue when it occurs we support workplaces that are safe, healthy, and respectful for everyone.

The **Conflict Conversations Model** teaches us how to better navigate conflict conversations in all our relationships. Often our instinct when we're having conflict is to turn away from the conversation, or turn against the other person. The goal of the model is to help us turn towards, which is to step back into dialogue with another person.

AHS conflict resolution training is offered through **MyLearningLink** (search “conflict resolution”):

- **Beginner level:** Conflict Resolution—It Starts With You
- **Developing level:** Conflict Resolution—Building the Essential Skills
- **Advancing level:** Conflict Resolution—Having the Conversation

Many of the resources in the conflict resolution training can also be accessed via the **Learning Navigator** (search “conflict resolution”).

Have questions on how to manage conflict or foster a Respectful Workplace? Check out our **webinars**.

You can also email conflict.support@ahs.ca and an Employee Relations Advisor will provide you with useful tools, tips, resources and coaching to help you support a more respectful workplace and manage conflict.

Check out **Our People** podcast “**Conflict Resolution**” on the Five Conflict Styles.

Conflict Conversations Model



AHS' Commitment to Respectful Workplaces

AHS is committed to creating workplaces where people feel safe, healthy, valued and included, where each person is treated with respect and dignity.

This is consistent with [Our People Strategy](#), the [Patient First Strategy](#), the [Code of Conduct](#), the principles of a [just culture](#), and our AHS [competencies](#) and [values](#)—compassion, accountability, respect, excellence and safety.

Respectful workplaces begin with you:

It's all about how we live our values, and relate with one another—one conversation, one interaction at a time.

Together, we show what it means to live our values and create respectful workplaces.



One of the ways that we can contribute to a respectful workplace is by learning the art of healthy conflict. **Conflict is healthy when:**

1. **The dialogue is aimed at improving outcomes.** This means that the focus is on solving a problem rather than pointing out fault or identifying who is to blame for the problem.
2. **It is respectful and not personal.** What this means is that healthy conflict requires us to focus on the “what” of an issue, as opposed to “who” is involved and “why” they might be doing what they’re doing.
3. **It is transparent, honest and the conversation is open to everyone involved.** When we engage in healthy conflict, it is the act of respectfully bringing our unique perspective or story to the table in the spirit of teamwork, improving outcomes, and organizational health.
4. **There is openness and an ability and willingness to look at others’ points of view.** Conducted respectfully and faced head-on, resolving a conflict can enrich our interactions and improve our understanding of ourselves and the people we work with.



Webinar—Let’s Talk Conflict Resolution

The full webinar recording is available on [Our People Strategy Insite page](#).

Hosted by Sean Chilton, Vice President, People, Health Professions and Information Technology

Our People Strategy hosted a webinar December 9, 2021 called **Let’s Talk Conflict Resolution**.

The webinar shared:

- That conflict resolution is a key prevention strategy against bullying and harassment.
- The importance of having a respectful workplace, and how to resolve conflict when it occurs.
- Powerful personal experiences with conflict.
- The impact of conflict on our well-being.
- Ways to support one another.
- What AHS is doing to support respect, inclusion and psychological safety at AHS.

Webinar Presenters



**Erin Feist, Senior Advisor
Employee Relations**

“What will continue to be is what we allow.”

—*Rise Against*

Recommended resource:

Podcast: [How Can I Say This with Beth Buelow](#)



**Veronica DeFreitas, Manager
Employee Relations**

“Conflict is normal in human relationship, and conflict is a motor of change.” —John Paul Lederach

Recommended resource:

Podcast: [FFT’s with Brené Brown \(brenebrown.com\)](#)



**Tara Foster, Senior Advisor
Employee Relations**

“We fight not because we truly disagree, but because we fail to understand each other.” —Douglas E. Rice

Recommended resource:

Book: [The Speed of Trust by Stephen Covey](#)



**Jennifer Yelland, Senior Advisor
Employee Relations**

“Lead with love and everything else will work out.” —Author Unknown

Recommended resource:

Podcast: [Unlocking Us with Brené Brown](#)



Brian Schmidt, Manager Audiology

“In the middle of difficulty lies opportunity.” —Albert Einstein

Recommended resource:

Book: [Let’s Talk: Make Effective Feedback Your Superpower by Therese Huston](#)

What is respectful behaviour?

Respectful behaviours show understanding for the feelings, wishes, rights and traditions of others. Respectful behaviours support a safe, healthy and inclusive workplace and are aligned with AHS' Code of Conduct, the principles of Just Culture and AHS Values.

“Respect is like air. You don’t really notice it until it’s not there, and then it’s all you notice.”

PATTERSON ET AL
(CRUCIAL CONVERSATIONS, 2012)

Why are respectful behaviours important at work?

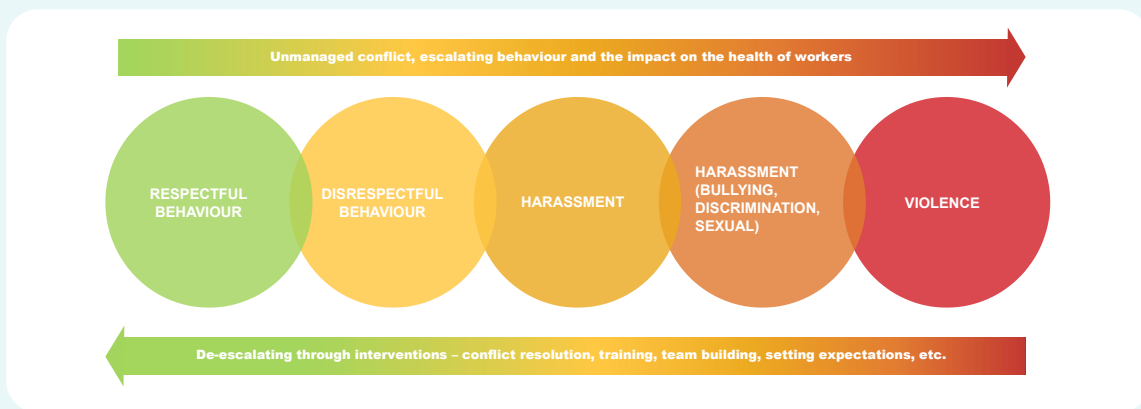
Demonstrating respectful behaviour is one of the two main strategies for preventing harassment and violence. The other is conflict resolution.

At AHS, respectful behaviour is a requirement of the [Respectful Workplaces and the Prevention of Harassment and Violence policy](#).

To learn more, check out [Change the Conversation—Demonstrating Respect in the Workplace](#).

Worker-to-Worker Behaviour Continuum

The [Behaviour Continuum](#) outlines different types of behaviours, ranging from respectful behaviour, to disrespect, harassment and violence. It helps us to better understand behaviours and outlines the steps we can take to address and resolve concerns at each level. Start a discussion with your colleagues or team about the Behaviour Continuum and other related topics using the [Discover and Discuss Guides](#).



Check out the monthly webinar on [MyLearningLink](#) called “Worker-to-Worker Behaviour Continuum—An Overview,” or watch a [recording](#) of the session.

“Blaming is simply a way of discharging anger.”

BRENÉ BROWN



Self-Awareness is a Super Power!

Practice **self-awareness** through self-reflection, self-regulation and self-expression.



Ask Yourself:

- “How will my actions impact others or cause conflict?”
- “How can I do things differently?”
- “What else could this mean...?”
- “How do I become more self-aware?”

Through self-awareness, conflict resolution begins with each of us.

Being self-aware is the ability to notice your feelings, reactions, your habits, behaviours and your thoughts. It helps you understand, in the moment, how other people see you, your opinions and your reactions.



Here are a few courses and resources to help you:

- **Change the Conversation: Demonstrating Respect in the Workplace**
- **MyLearningLink Beginner Level training module: Conflict Resolution—It Starts With You**
- **Are you a Victim, Villain, Hero or Resolutionary?** Find out by taking the **5 minute Conflict Quiz from Harper and Associates.**

Show Compassion

Compassion is one of AHS' Values. It's about showing kindness and empathy for all in our care, each other and ourselves. Remember to practice **self-compassion**. We all make mistakes, it is important to learn from them and show ourselves patience, kindness and warmth.

One way to show compassion is to think about two positives for every negative thought.





Conflict happens

When it does, here are a few ways to address it in a respectful manner.

1 REMEMBER TO BREATHE

Notice your initial response to the words or actions. Before reacting or responding take a few deep breaths.

2 LABEL YOUR EMOTION

Take a moment to recognize your **emotions**. Are you upset, sad, angry, irritated, etc.?

3 DECIDE HOW TO PROCEED

Take time to **reflect** on the situation and what you want as an outcome. Cool off if needed. Identify your concerns and decide how to address the conflict.

4 TALK TO THE PERSON

Talk to the person privately at a time that works for both of you.

There is a great conflict conversations worksheet available in the **Conflict Resolution—It Starts With You** module on MyLearningLink.

5 MIND YOUR WORDS

Use the “I” statement. For example: *When I think I am not being heard I...*

6 BE CURIOUS

Ask questions and be open to the others point of view.

7 SET BOUNDARIES IF NEEDED

Ask them to please stop what they are doing and communicate the desired behaviour.

8 WORK TOGETHER

Work together to address the issue(s) and make a go-forward plan.

9 GET HELP

When your attempts to address an issue through a face-to-face discussion do not work or if you feel your personal safety is at risk - seek help and **report issues and concerns**.

10 REPEAT

Remember, conflict is not necessarily fully resolved or managed in one conversation. It may take time and effort to continue to stay in dialogue. Respectful persistence is a superpower!



“If you avoid conflict to keep the peace, you start a war with yourself.”

CHERYL RICHARDSON



Building trust

Trust is a vital part of our work relationships—check out these resources to learn more:

- Brené Brown's TED Talk on [Vulnerability](#)
- [Braving Inventory—The 7 Elements of Trust](#) (Dare to Lead—Brené Brown)
- [The 13 Behaviours of High Trust](#) (Covey)
- [Stop Focusing on Managing Conflict and Start Focusing on Building Trust](#) (Forbes)
- The AHS People Podcast on [Building Trust](#)

The “Amygdala Hijack”

...is a response to stress. It's when our emotions take over and our brains go into fight, flight or freeze mode.

“Today we struggle with difficult conversations because we are fighting modern day battles with prehistoric tools.”

—Kwame Christian,
Finding Confidence in Conflict,
TEDxDayton



“Don't rock the boat. It's impolite to disagree. You need to compromise.' These statements, while well-intentioned, make conflict seem like a problem. What if conflict isn't a problem? What if it's a solution?”

CHERYL RICHARDSON

What should I do if I experience or witness disrespectful, harassing, discriminatory or bullying behaviours?

Stand up speak out...Be an ally! Be an upstander!

To learn more about being an ally, take the **Allyship Part A & B courses** on [MyLearningLink](#).



Learn More

Podcasts that talk about conflict resolution:

- [Negotiate Anything with Kwame Christian](#)

AHS Our People Podcasts:

- Self-Awareness
- Conflict Resolution
- Trust and Self-Awareness

Conflict Self-Assessments (Cinnie Noble):

- [Conflict Intelligence Self-Assessment](#)
- [Conflict Resilience Quotient](#)

Are you a reader? Here are some great books to learn more about conflict resolution and respectful workplaces:

- The Joy of Conflict Resolution: Transforming Victims, Villains and Heroes in the Workplace and at Home by Gary Harper.
- Difficult Conversations: How to Discuss What Matters Most by D. Stone, B. Patton, & S. Heen.
- Resolving Conflicts at Work: Eight Strategies for Everyone On the Job by K. Cloke & J. Goldsmith.
- Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time by Susan Scott

If you are interested in learning more about [Our People Strategy](#), and how AHS is supporting our people to feel safe, healthy, valued and included, please join the monthly Our People Strategy orientation on [MyLearningLink](#).

