

# Gateway Alliance for Compassionate Care at End of Life

4<sup>th</sup> Annual Summer Speaker Conference

Thursday August 4, 2016

8:30-11:30 AM

St. Louis University Medical Campus

Margaret McCormick Doisy Learning Resources Center

# Steve Sewell

Speaker – Trainer – Author

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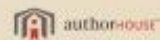
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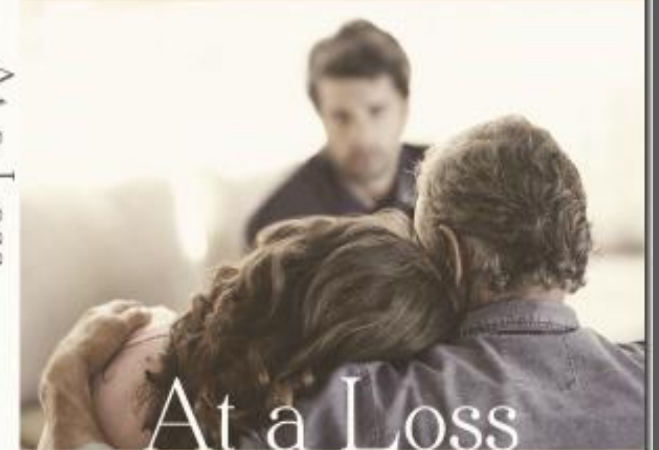
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At a Loss

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Learning How to Comfort Others  
Through the Journey of Grief  
Using Scripture and Prayer

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*“Advocating for anyone who is hurting--offering hope in the middle of their loss, at the end of their road.”*

# Conquering Conflicts: Managing Crisis and Transitions

1. Recognize the nature of conflict and its benefits
2. Explore collaboration as an effective approach to conflict and change management
3. Identify basic components of healthy relationships
4. Gain knowledge of the role of the mediator and techniques for reframing conflicts around interests

Questions and Answers

# Defining Conflicts

## English

- Disagreements
- Struggles
- Battles over opposing issues or principles
- Fight, “lock horns with”
- Be incompatible with
- Divided loyalties

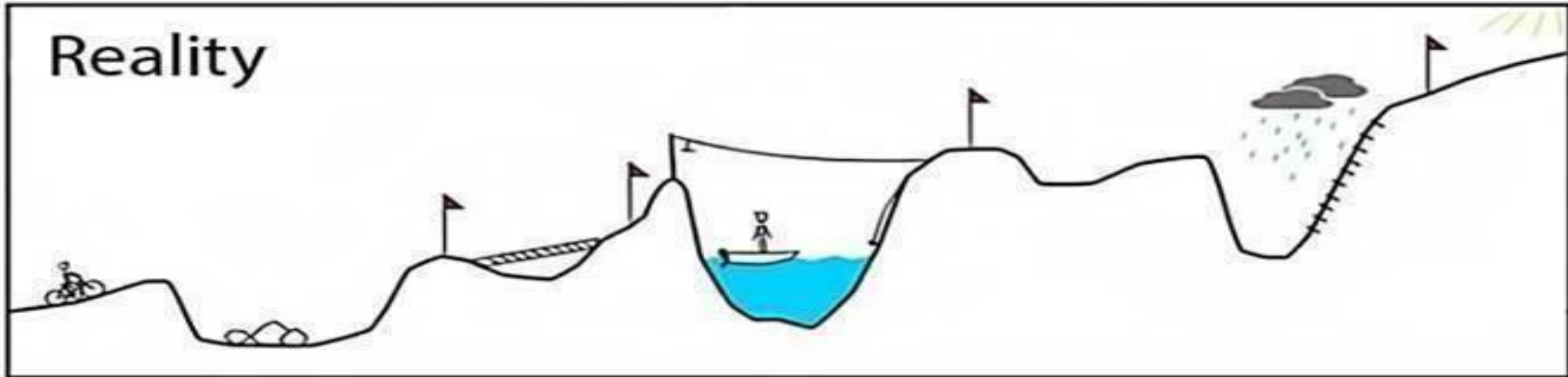
## Other

- Latin = “act of striking together” or “clashing”
- Greek = “agon” = agony
- Romanian = “antagonism”
- German = “answer back”
- Musically = “not in harmony”
- Parenting = *“who are you and what have you done with my kid”?*

# Your plan



# Reality





# Examples of Conflicts at Palliative Care & End of Life

- ✓ Plan of care
- ✓ The role of hospice
- ✓ Unresolved grief
- ✓ Ethical issues
- ✓ Use of pharmaceuticals
- ✓ Death, dying, etc.
- ✓ Family at bedside
- ✓ Coercing others with shame
- ✓ Funeral, burial, cremation
- ✓ Domineering & aggressive family members
- ✓ Drug and alcohol abuse
- ✓ DPOA vs. Others
- ✓ Others



# Introducing Mr. Koy...

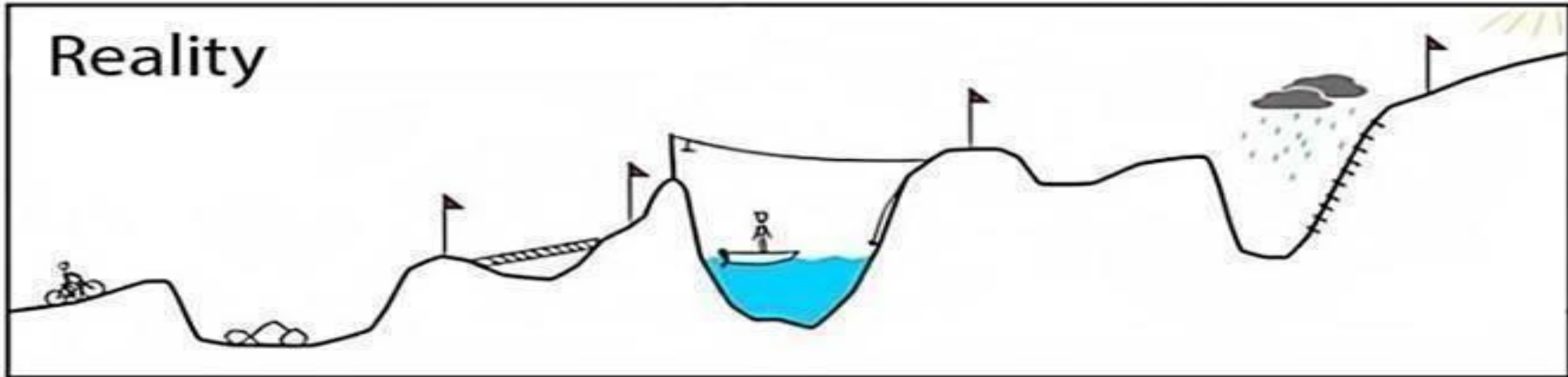




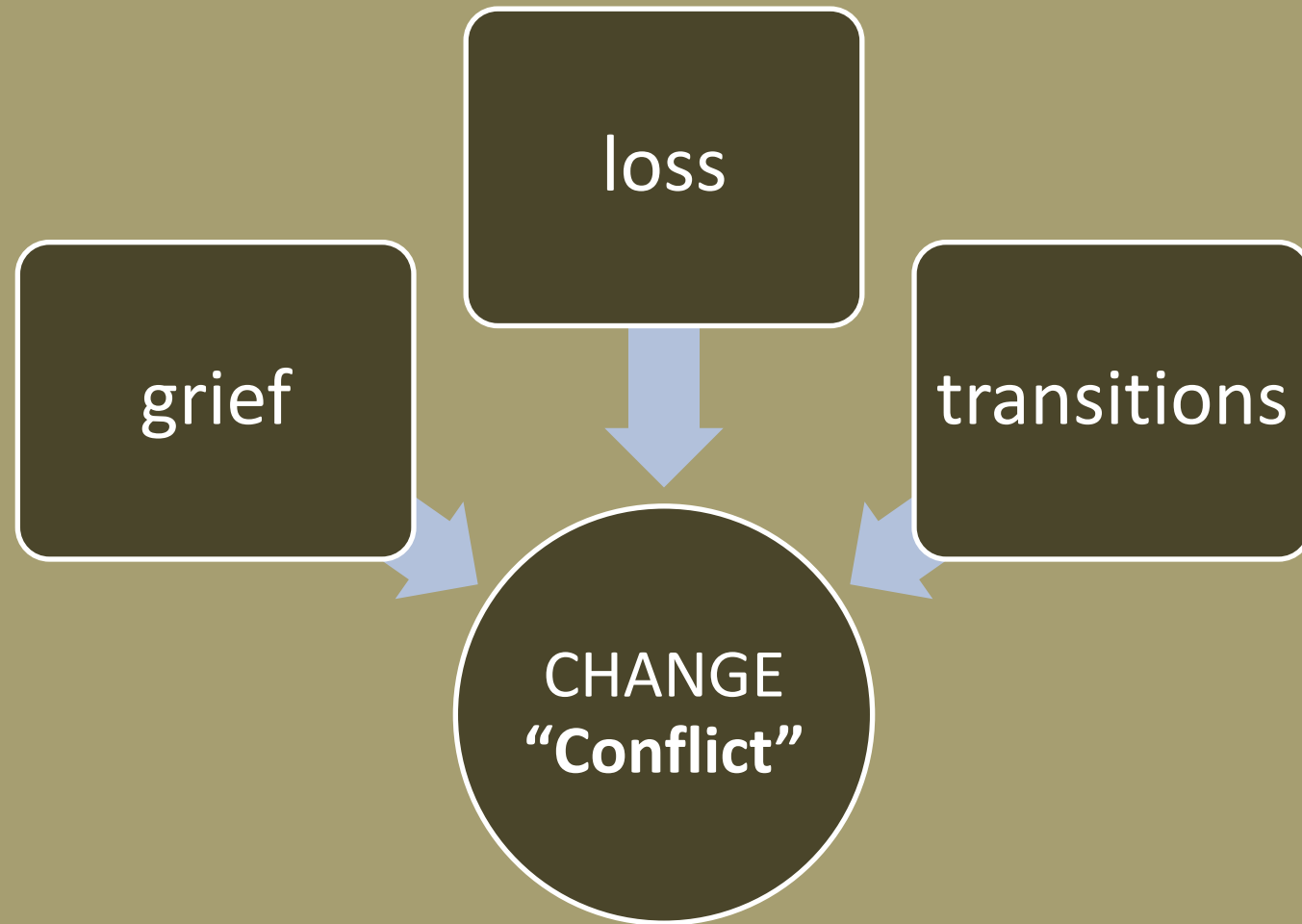
# Your plan



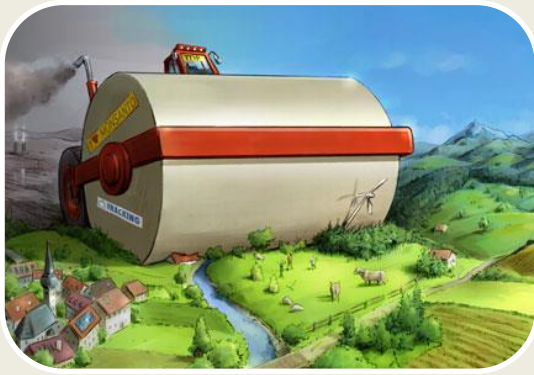
# Reality



# Identifying a new paradigm



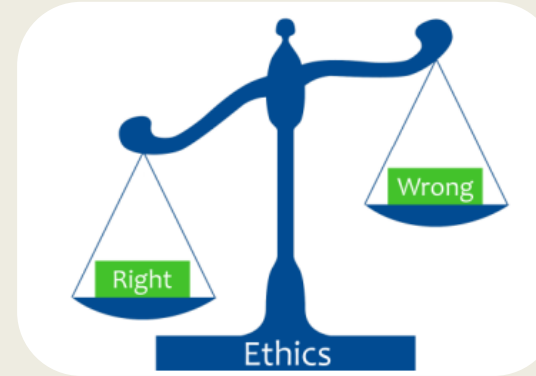
# The Nature of Conflict



**Personal threat or  
dispute**



**Unfulfilled  
expectations**



**Ethics & Values**



**A clash in attitudes  
& personalities**

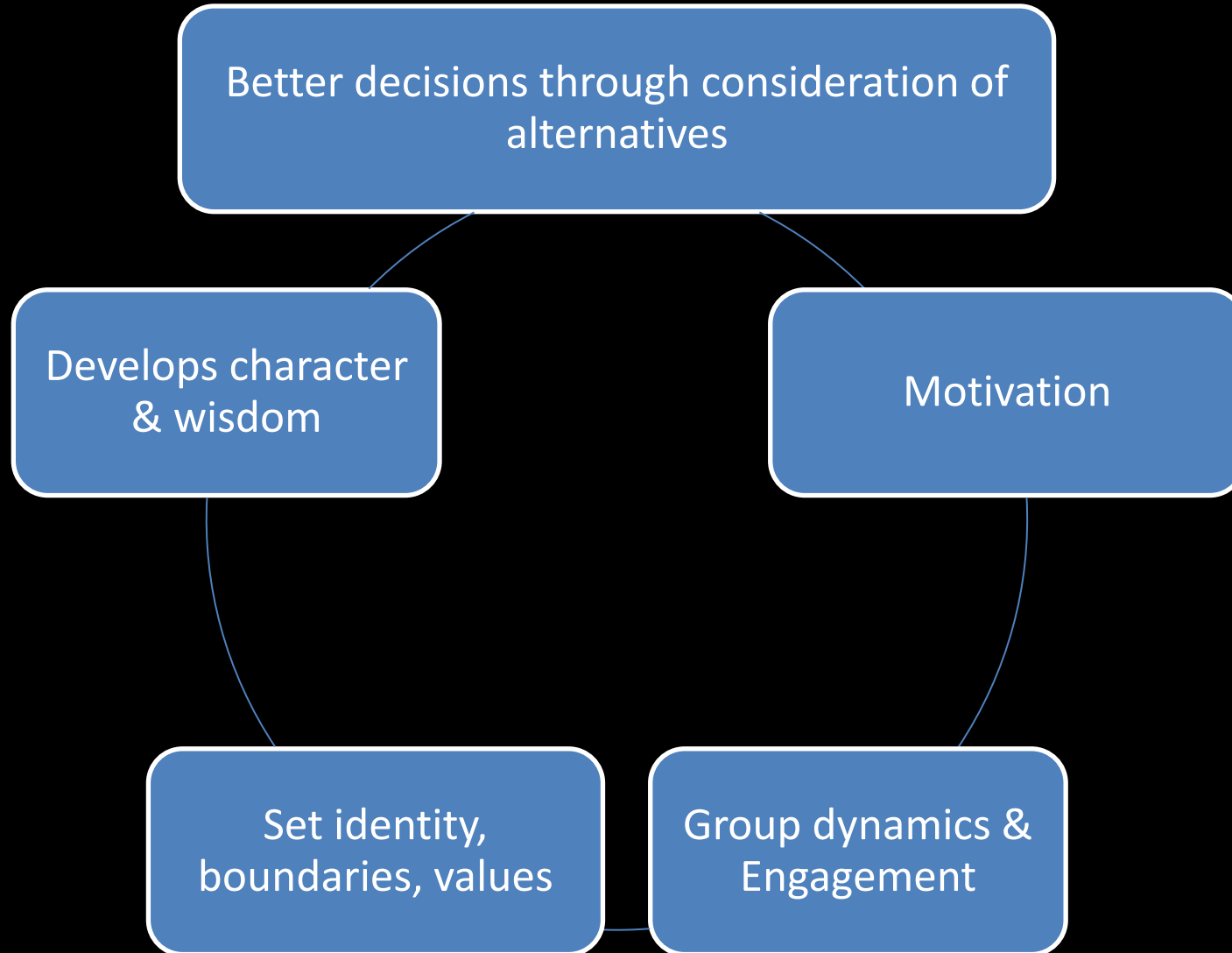
# Our response to conflict is affected by...

1. Our understanding of its nature (our own attitude about change, conflict, suffering, etc.)
2. Family origin, faith, ethics, attitudes, behaviors (What are the family “rules” for handling conflict?)

- ✓ Is it good, bad, neutral?
- ✓ Is there an expectation to manage or eliminate?



# The Benefits of Conflict



# Helping people Care-Front



## **I care...**

- “I want to stay in a respectful relationship with you”

## **I want...**

- “I want you to know where I stand and what I am feeling, needing, valuing, and wanting”.



# Conquering Conflicts

## Defining Styles

Exploring collaboration as an effective conflict and  
change management style

# 5 Styles of Conflict & Change Management

Competition

Collaboration

Compromise

Avoidance

Accommodation

# Competition

- “I will get my way”
  - Pursuing own concerns at expense of another
  - Win-lose mentality
  - Arguing, debating
  - Using rank, influence, and position
  - Asserting agenda over common good
  - Standing ground



# Collaboration

- “Let’s work together to accomplish the goal”
  - Two heads are better than one
  - Ability to listen
  - Non-threatening confrontation
  - Analyzing input
  - Identifying concerns



# Compromise

- “I will meet you halfway”
  - Let’s make a deal
  - Negotiating
  - Finding a middle ground
  - :Making concessions” assessing value
  - Sometimes a lack of trust



# Avoidance

- “I will stay out of it”
  - I’ll think about it tomorrow
  - Withdrawal
  - Leave things unresolved
  - Decisions made by default
  - Issues can fester, get worse
  - Cautious relationship climate





# Accommodation

- “I will give in”
  - It would be my pleasure...
  - Forgoing dreams, vision, desires
  - Selfishness
  - Obeying orders
  - Inability to yield
  - Loss of contribution



# Conquering Conflicts

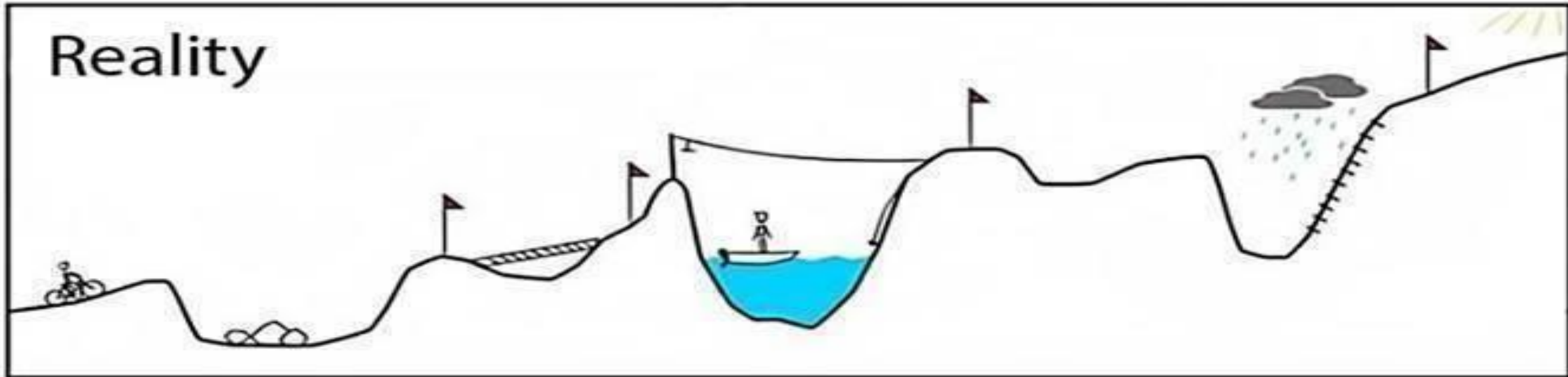
Why collaboration is an effective conflict and  
change management style



# Your plan



# Reality



# Why collaboration is often the best approach

- ✓ It honors Love
- ✓ Builds relationships & character
- ✓ Benefits different perspectives for quality decisions
- ✓ Develops teamwork

# Collaboration seeks a win-win solution

- ✔ Instead of across the table debates it becomes same side problem solving
- ✔ Step into the other person's world to understand their interests
- ✔ Make a decision that is in best interest of all parties

# Collaboration Builds Trust

- Honesty
- Respect
- Transparency
- Loyalty
- Commitment
- Accountability
- Listen





# Identifying Basic Components of Healthy Relationships







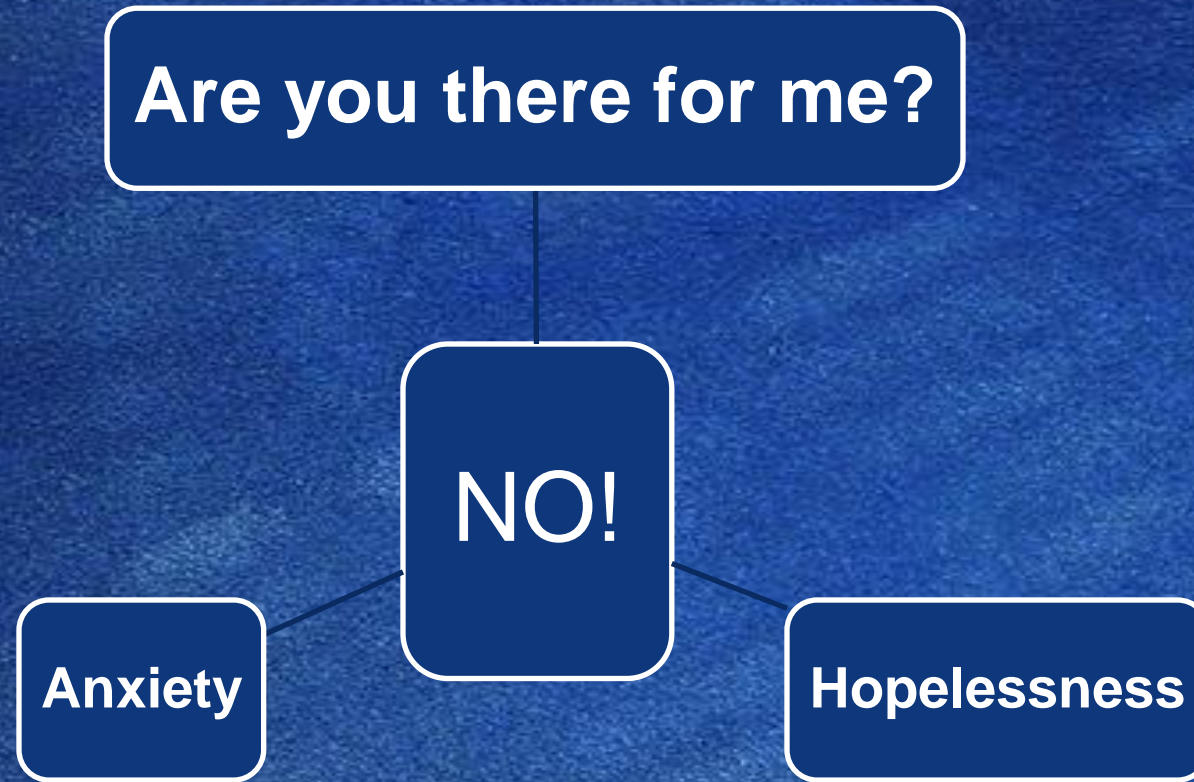
Responsive to the Needs of others...

Understanding  
Acknowledging  
Caring  
Recognizing

(creating a relationship)



# Relationships in Conflict, Distress, & Change





# Relationships in Conflict, Distress, & Change



# Helping people Care-Front with P.A.U.S.E.



**P**-Prepare (assess yourself, is it a big deal, engage)

**A**-Affirm people (what are people saying, doing that is good)

**U**- Understand the issues (abstract or tangible, real or make believe)

**S**- Search for a solution (gang up on the problem not the people)

**E**- Evaluate options and make a decision

# Conquering Conflicts

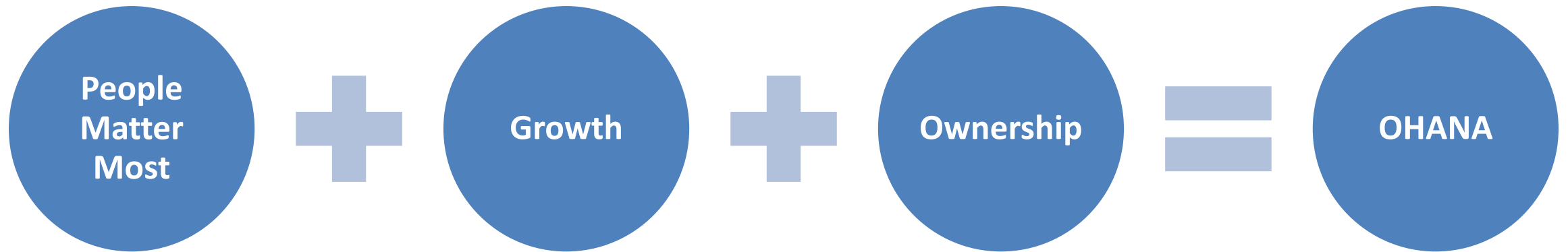
Mediation and other techniques to help reframe  
conflicts around interests



# What is mediation?

- ❑ One who assumes the role of a facilitator who clarifies the issues, identifies the alternatives, and helps people come to a neutral agreement.
- ❑ The mediator does not make the decision. He/she guides people to talk about what's important and leads them to a decision

# Why Mediation?



# Reframing is looking at the situation with a new set of eyes.

- Is this person really angry at me?
- Are they hurting and scared?
- Do I have all of the facts?
- Have I missed something that is important to them?  
What might be the real issue here?
- Do I really want to hand my power over to them by reacting?

# Techniques for Re-Framing Conflicts Around Interests

Assess peoples readiness

Facilitate the conflict process not the conflict

Be a active listener- hear words, emotions, tone, etc.

Test the reality of the words often- ask “what does that look like?”

Generate alternatives without making suggestions

Expand the options by clarifying what was said and asking questions

Close the conflict by noting the decision and celebrating a win-win

# Helping people Care-Front



**When all possible...**

Welcome forgiveness in your own life and model what it is like to live in freedom.

“Freedom validates the wrong that was done”

# The 7 Levels of Listening

Not every conflict needs mediation but every conflict needs people who advocate for listening and



# The Levels of Listening

## Level One- Creating a safe environment

- Emotional, complex conflicts need a safe place to discuss reconciliation and resolution





# The Levels of Listening

**Level Two- clear-away distractions and focus your attention on the people in conflict**

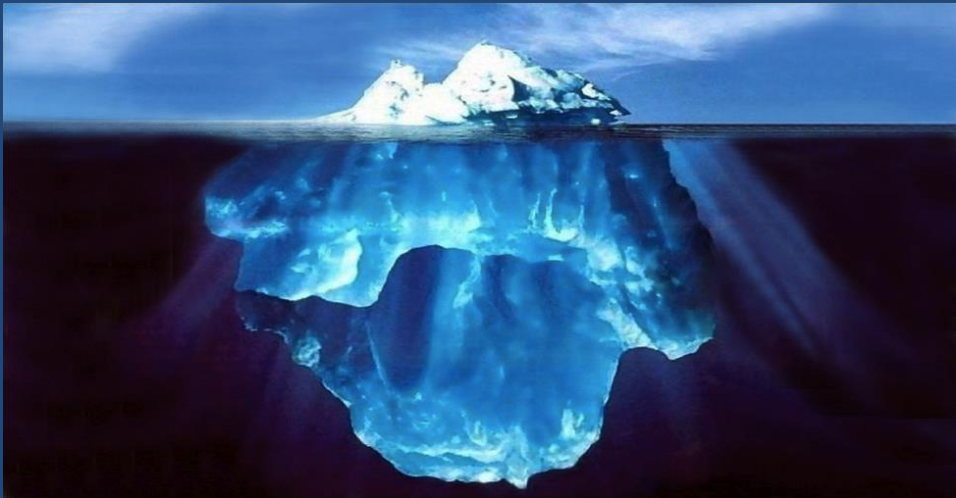
- The art of being a better listener is influenced by your attitude and feelings about how you have been listened to.



# The Levels of Listening

**Level Three- seek the substance rather than just what is being said**

- Listen for ideas, themes, etc. Seek out the main idea.



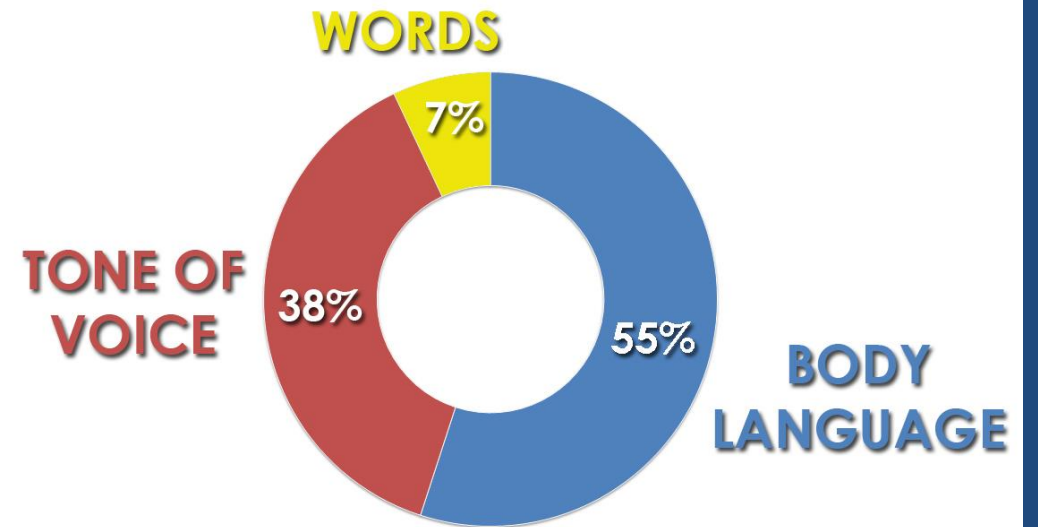
# The Levels of Listening

## Level Four- observe non-verbal cues

- Listening includes ears and eyes



## What Makes Up What We Hear



# The Levels of Listening

## Level Five- Empathize and validate people

- Seek to understand emotions and feelings
- Be supportive & non-judgmental



# The Levels of Listening

## Level Six- Ask clarifying questions

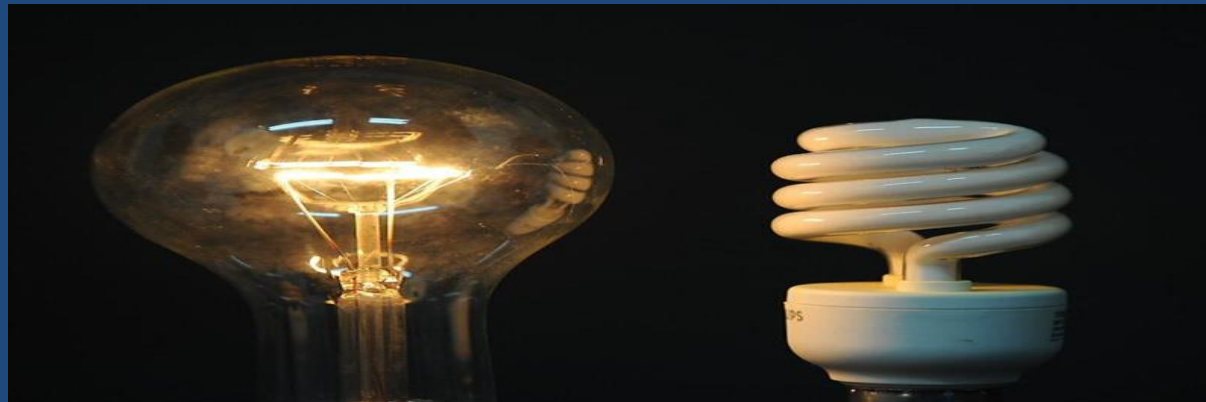
- Make sure what is being said is what the issue is
- Re-state what is being said



# The Levels of Listening

## Level Seven- Help people see the issue in a new light

- Re-framing the conflict could mean injecting thoughts or ideas that people involved are not thinking about
- Be alert: avoid high-jacking the conversation



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Any questions?



# Bibliography & Resources to Continue Learning

- At A Loss- Learning to Comfort others through the Journey of Grief (Steve Sewell)
- Caring Enough to Confront (David Augsburger)
- Conflict Management Seminar (Hollingsworth, Tow & Associates, LLC)
- Conflict Resolution- Solving Your Peoples Problems (June Hunt)
- Conflict Resolution for the Helping Profession (Allan Barsky)
- Performance Management (Robert Bacal)
- The Anatomy of Peace-Resolving the Heart of Conflict (The Arbinger Institute)

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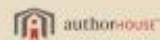
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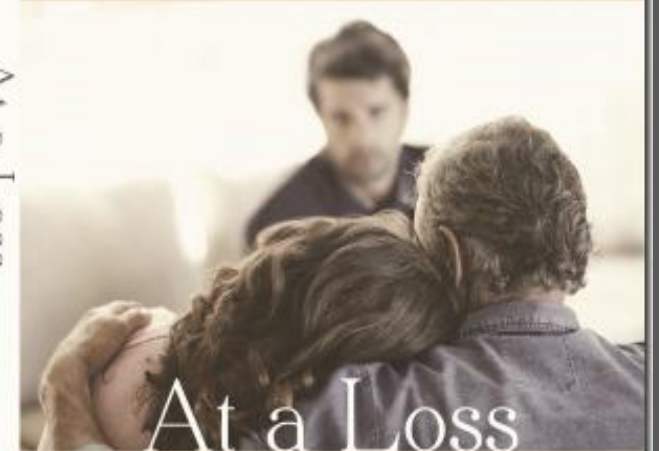
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