

# PHYSICIAN MANAGER INSTITUTE



## LEVEL 4: NEGOTIATION AND CONFLICT MANAGEMENT

OCTOBER 28 - 30, 2009  
UNIVERSITY OF CALGARY  
2500 University Drive NW  
DINING CENTRE - LEGACY SUITE  
CALGARY, ALBERTA

At the end of this PMI Level 4 workshop you will be able to:

- Negotiate good agreements that maintain and strengthen relationships
- Identify the impact of cultures in organizations
- Communicate effectively in interpersonal and inter-organizational situations
- Improve your political intelligence and mobilize support to implement your objectives
- Manage conflict creatively and constructively
- Use tools for enhancing collaboration and consensus
- Employ strategies for dealing with disruptive physicians
- Enhance proactive scanning for potential conflict and early indicators management



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This program is intended for physicians and others with an interest in acquiring the knowledge and skills to take an active role in medical leadership.

Wednesday, October 28th (8:00 a.m. - 5:00 p.m.) Faculty: Marion Bala MEd MSW RSW

8:00 a.m. Registration and Breakfast

8:30 a.m. **Managing Conflicts within Organizations**

Understanding your own personal style, your conscious and unconscious beliefs about conflict and clarifying your role will all determine your effectiveness as a leader in helping others manage conflict.

- Surface unspoken assumptions about conflict and determine how those assumptions influence your personal response to conflict and your leadership style
- Complete the *Goals for Personal Development Inventory* in order to better understand how personal style impacts responses to conflict
- Understand the nature of conflict
- Clarify the role of the physician leader in managing conflict
- Identify and analyze sources of conflict

10:00 a.m. Health & Networking Break

10:15 a.m. **Preventing Conflict & Controlling Escalating Conflict**

Recognizing the early stages of conflict and minimizing the impact of conflict are important leadership competencies. Learn approaches for dealing with conflict in a way that allows productive relationships to be maintained.

- Differentiate between types of conflict
- Recognize constructive conflict
- Identify ways to minimize the possibility of conflict
- Identify and evaluate choices in conflict situations
- Receive key tools for customizing a solution to a conflict situation

12:00 p.m. Lunch

1:00 p.m. **Enhancing Collaboration and Consensus**

Effective leaders are masters at helping others achieve consensus and the time spent in helping others come to agreement is a much better investment than trying to manage conflict.

- Distinguish between types of decision-making
- Understand the impact of decisions and how they can prompt or prevent conflict
- Develop skills for reaching consensus through collaboration
- Learn about the keys to success for productive dialogue

3:00 p.m. Health & Networking Break

3:15 p.m. **Strategies for Dealing with Disruptive Physicians**

The impact of disruptive physician behaviour is far reaching, and ultimately affects patient care. It is imperative that physician leaders take a proactive approach to managing this kind of behaviour.

- Understand the impact and consequences of disruptive physician behaviour
- Clarify the role of the physician leader in managing disruptive physician behaviour
- Learn a process for managing disruptive physician behaviour

5:00 p.m. Session Adjourns

Thursday, October 29th (8:00 a.m. - 5:00 p.m.) Faculty: Janice Stein PhD FRCSC LLD MOC

8:00 a.m. Breakfast

8:30 a.m. **Principles of Negotiation**

Negotiation is an important strategy of conflict management in health care organizations. It is a strategic activity that is informed by a set of principles.

- Map the negotiation process
- Negotiate incorporating your values
- Distinguish between needs and wants
- Differentiate between common and competitive interests
- Diagnose core needs
- Estimate core needs and wants of others

## Friday, January 16th (continued)

### 10:00 a.m. Health & Networking Break

### 10:15 a.m. Principles of Negotiation (continued)

- Build a map of the negotiation
- Define the boundaries of the negotiating space
- Analyze the dynamics of the negotiation
- Set objectives for the negotiation
- Develop strategies to negotiate
- Assess which strategies are likely to succeed

### 12:00 p.m. Lunch

### 1:00 p.m. The Politics of Negotiation

Negotiation is a political process that is informed by the culture of an organization and constituency dynamics. The failure to understand organizational culture and to manage constituencies can obstruct agreement and change.

- Assess the currencies of negotiation
- Identify the culture that prevails in your organization
- Assess the impact of your organizational culture
- Manage organizational change within the context of your organization's culture
- Develop strategies to deal with changing your organizational culture

### 3:00 p.m. Health & Networking Break

### 3:15 p.m. The Politics of Negotiation (continued)

- Manage constituencies
- Understand and map how much space your negotiators have
- Develop strategies to manage constituency politics
- Improve your political intelligence and capacity to mobilize support to implement objectives
- Communicate effectively in interpersonal and inter-organizational settings

### 5:30 p.m. Session Adjourns

## Friday, October 30th (7:45 a.m. - 2:30 p.m.) Faculty: Janice Stein PhD FRCS C LLD MOC

### 7:45 a.m. Breakfast

### 8:15 a.m. Dealing with Difference and Difficulty

- Design strategies and tactics to separate the person from the position
- Learn to deal with differences
- Learn tactics for diffusing conflict
- Learn strategies to deal with the difficult and disruptive person
- Learn to use tools for enhancing collaboration and consensus

### 9:15 a.m. Practical Experience in Negotiation (break included)

- Negotiate and implement strategies that you have planned and developed

### 11:15 a.m. Debrief and Lessons Learned

- Analyze team experience and understand the dynamics
- Understand the politics of negotiation

### 12:00 p.m. Lunch

### 12:45 p.m. Debrief and Lessons Learned (continued)

### 1:15 pm. Implementing Lessons Learned

- Identify elements of a good process
- Understand the parties' alternatives to a negotiated agreement
- Negotiate good agreements that strengthen relationships
- Practicum: Negotiate a contract with an employee

### 2:30 p.m. Session Adjourns

## Study Credits

Certificates of attendance will be mailed to all participants after the course.

This program has been reviewed by the College of Family Physicians of Canada and has been accredited for 20.5 hours of Mainpro-M1 study credits.

This event is an Accredited Group Learning Activity (Section 1) as defined by the Maintenance of Certification program of the Royal College of Physicians and Surgeons of Canada.

## For More Information

**Phone:** 403-943-2946

**Email:** pes@calgaryhealthregion.ca

**Mail:** Alberta Health Services - Calgary Zone  
Physician Education Services  
10301 Southport Lane SW (#3186),  
Calgary, AB T2W 1S7

## To Register

**Complete the registration form below and submit by fax or mail to Alberta Health Services - Calgary Health Region, Physician Education Services**

**Payment options include:**

**Credit cards** (MC, VISA and AMEX only)

**Cheque**

**Fax:** 403-476-8794 (secure fax line)

**Mail:** Physician Education Services  
10301 Southport Lane SW (#3186),  
Calgary, AB T2W 1S7

**Cancellations:** All cancellations will be levied an administrative fee of **\$50.00**

**Parking:** Parking is available in UofC paylots and the parkade.

**Accommodation:** Registrants must make their own travel and accommodation arrangements. Special seminar room rates (\$109 / night + tax/charges) are available at the Four Points by Sheraton Hotel until October 30, 2009. Limited space has been allotted at this hotel. Request the preferred Alberta Health Services - Calgary Zone rate when you **phone 403-288-4441 or toll free 1-877-288-4441.**

Registration information is collected under the authority of the "Freedom of Information and Protection of Privacy Act" and the "Universities Act". The information you provide is required to register you in the course, prepare material for your use and will be used to notify you of other courses or pertinent information. Financial information is used to process applicable fees and is retained for future reference. If you have any questions about the collection, use and storage of this information, please contact Fred Murray, Physician Education Services (403) 943-2946

## Registration Form (PMI Level IV - October 28-30, 2009)

Fax completed form to **403-476-8794**

**YES**  **NO** I give you my permission to share my contact information with the Physician Manager Institute for inclusion in a class list to be disseminated to other participants in this course. **Please put a check mark in all the fields in the left column you wish to share.**

**Please list any dietary restrictions below:**

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>

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Dept/Div:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**City/Town:** \_\_\_\_\_

**Province:** \_\_\_\_\_ **Postal Code:** \_\_\_\_\_

**Phone:** (\_\_\_\_) \_\_\_\_\_

**Fax:** (\_\_\_\_) \_\_\_\_\_

**Email:** \_\_\_\_\_

**Fees:** Received by October 15, 2009 **\$1000**

Received after October 15, 2009 **\$1300**

**Make cheque payable to: Alberta Health Services**

**Send to:** Physician Education Services,  
10301 Southport Lane, #3186,  
Calgary, AB T2W 1S7

**OR FAX registration form & credit card information to 403-476-8794**

**Visa**  **MasterCard**  **AMEX**

**Card Number:** \_\_\_\_\_

**Name on Card:** \_\_\_\_\_

**Expiry (month/year):** \_\_\_\_\_ / \_\_\_\_\_

**Signature:** \_\_\_\_\_