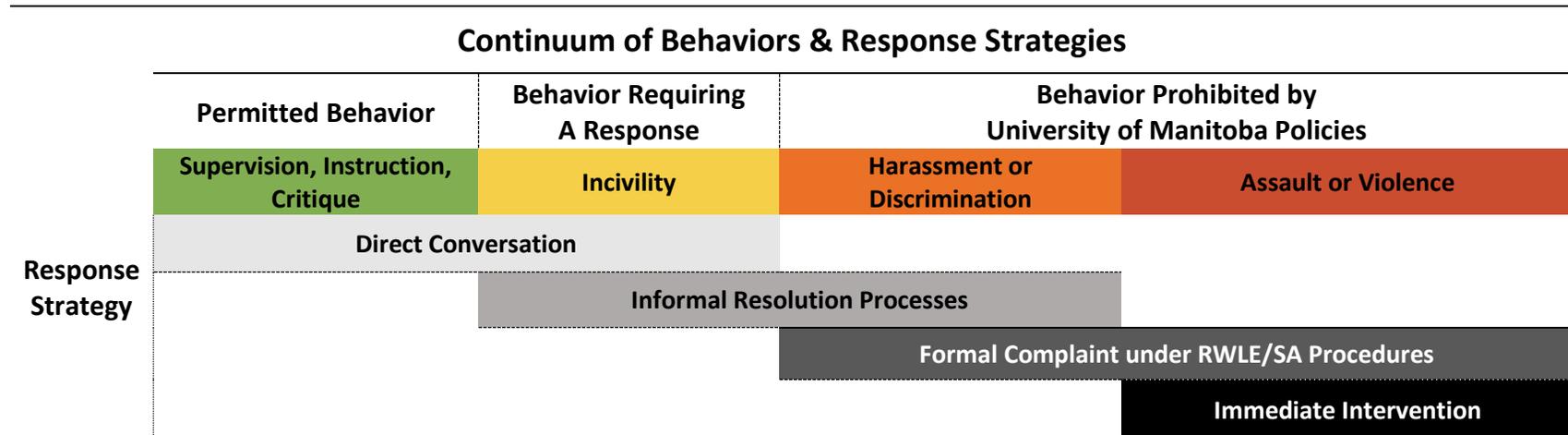


## Challenging Conversations Guideline: Negotiation Tools & Techniques for RFHS Academics

The guidelines outlined on page 2 of this document are focused on those conversations that may involve conflict, as depicted on the left side of the Continuum of Behaviors and Response Strategies diagram. These behaviors may be expected within regular interactions in the university workplace, or may be required in response to occasions of incivility. The Rady Faculty of Health Sciences, Office of Educational & Faculty Development (RFHS OEFD), and the Office of Human Rights and Conflict Management (OHRM), have developed a “Negotiation Tools & Techniques for RFHS Academics” workshop and this guideline, which may be used by RFHS faculty members to prepare for direct and informal conflict management conversations.

For behaviors, which are prohibited by university policies, that lie on the right side of the Continuum of Behaviors and Response Strategies diagram, intervention may be necessary along with implementation of formal conflict management procedures e.g. Respectful Work and Learning Environment (RWLE) [http://umanitoba.ca/human\\_rights/rwle/index.html](http://umanitoba.ca/human_rights/rwle/index.html)), Sexual Assault (SA) <http://umanitoba.ca/sexual-violence/>. The Student/Staff Threat Assessment Triage, Intervention, and Support (STATIS) team has been established to provide support for situation that present immediate threat or are concerning. For situations concerning students contact the Student Support Case Management at 204-474-7423, and for staff concerns contact the Director of Security Services 204-474-743. <http://umanitoba.ca/student/media/statis-brochure-web.pdf>.



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# Guideline for Challenging Conversations - for permitted behaviors or cases of incivility

## A. Decide on the Approach

- Generally earlier intervention is better
- Less formal is better
- If emotions are high, allow a 'cool off' period, & then follow up
- Seek advice and support on response strategies from colleagues, department heads, deans, the RFHS OEFD or the OHRCM

## B. Follow a Conversation Plan

1. Be Prepared
  - a. select location, date, & time frame
  - b. consult, write out messages, rehearse
  - c. be aware of potential problems, have solutions in mind
2. Open the conversation - thank the other party(ies) for attending
3. Converse objectively
  - a. Be clear and specific about the issue
  - b. Focus on the message - confirm that message has been received by other party
  - c. Be clear & specific about what you expect in the future
  - d. Keep it conversational, respectful & polite
4. Close the conversation
  - a. Express gratitude for participation by other party(ies)
  - b. Clarify goals & action items for all participants
5. Follow-up on actions & document actions

## C. Be Aware of...

Conversation Problems	Conversations Solutions
<ul style="list-style-type: none"> <li>• Venting</li> <li>• Fatigue/Frustration</li> <li>• Verbal labyrinths</li> <li>• One-way conversations</li> <li>• Accusations &amp; threats</li> <li>• Safety issues</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on the problem, not the person</li> <li>• Validate the person's feelings</li> <li>• Clarify your scope, limits and boundaries</li> <li>• Problem solve with the other party</li> <li>• Have an exit strategy</li> <li>• Document</li> <li>• Debrief</li> </ul>

## D. Apply Conversation Tips

- Be polite
- Follow workplace meeting etiquette
- Protect privacy
- Listen actively
- Develop an 'other-centered' focus
- Maintain coherence
- Engage in appropriate turn-taking

For further information contact the OEFD [http://umanitoba.ca/faculties/health\\_sciences/medicine/education/ed\\_dev](http://umanitoba.ca/faculties/health_sciences/medicine/education/ed_dev) or the OHRCM via [http://umanitoba.ca/human\\_rights/](http://umanitoba.ca/human_rights/)