

About this document

This document is designed to take you through a practice-based scenario to help you reflect on what you might do if faced with a similar situation. It can be used to guide your thoughts and prompt discussion with your colleagues. Working through this document counts towards your continuing professional development (CPD). Your reflections on this document are not assessed and you do not have to send your responses to the RCSLT.

You can work through it on your own, with a colleague or supervisor, or in groups, e.g. as part of an RCSLT Hub or Clinical Excellence Network.



Please note that the guidance given in this document is not exhaustive and does not constitute legal advice.

Scenario



You have overheard a senior colleague from another department talking rudely about you and the service you work in. They mentioned that they don't know what you do and are not clear about the value you add to the patient pathway.

What do you do in this scenario?

Issues to consider and next steps...

Think about the scenario and its implications. Jot down your initial thoughts about issues you may need to consider. If you are in a group, you may like to record on a whiteboard or flipchart.



What steps do you think you need to take next?

Prompts for consideration

- How has the comment left you feeling?
- What was their intention for saying this?
- Conflict is inevitable, your behaviour in response is not. You don't necessarily need to act on your initial response – what support do you need to act differently?
- Treat the comment as data. Take an objective look at it, analyse it. Is there any truth to it?
- How can you bring this comment out in to the open? What do each of you have to claim or give up in order to face it?
- Conflict doesn't have to be a sign of breakdown, it is a sign of life and can bring new energy to a situation. What is the risk of not discussing this openly?
- What do you need in order to be resilient in the light of this comment?
- Lack of forgiveness destroys trust and holds people back. What will it take for you to forgive them?
- What's the context for the comment? What is going on for this person that made them say this? Sabotage is often about people not getting what they need, so how can you connect to and empathise with this person?
- How relevant is the comment, or the person that made it, to the work you do?

Possible next steps



1. During conflict you may need a place of psychological safety. Where is this? Who can provide it?
2. Consider whether you or an ally needs to take the first step in challenging this comment.
3. Reflect on how you're feeling – emotionally and physically – practice self-compassion and look after yourself.
4. Consider conflict resolution/complaints management training/support.
5. Explore informal routes for discussion with them. What coaching do you need to do this with confidence?
6. Explore how coaching and appreciative inquiry could help to resolve this.

Key concepts

Reaction/ escalation	<p>Video: ‘Dare to disagree’ – Margaret Heffernan</p> <p>Video: Victim Empowerment (Stages of development of self) – Bradbury, 2015</p> <p>‘The right to be rude: managing of conflict’ – Nursing Times</p>
Data	<p>‘Dealing with resistance to change and being resilient’ – NHS Horizons</p> <p>‘Conflict resolution’ – NHS Scotland</p> <p>‘How to collaborate when you don’t have consensus’ – Adam Kahane (2018)</p>
Forgiveness	<p>Video: ‘How to build and rebuild trust’ – Frances Frei</p> <p>‘The 10 practices of coaching-leaders’ – Rockwell (2016)</p> <p>‘Transactional analysis’ – Berne</p>
Resilience/ fortitude	<p>‘To recover from failure, try some self-compassion’ – Germer (2017)</p> <p>‘Personal resilience’ – NHS England</p> <p>‘Self compassion’ – Newleaf Wellness Centre</p>

Sources of further information



Here are some links to further information:

- [‘Your team members need to disagree more’](#) – Gostick and Elton, Fast Company
- [‘Convincing naysayers’](#) – Rockwell (2018)
- [‘Managing conflict’](#) – NHS Improvement
- [‘The art of powerful questions’](#) – University of Manitoba
- [‘Appreciative inquiry’](#) – NHS Education for Scotland (NES)
- [‘Coaching on how to ask powerful questions’](#) – Inam, Transformational Leadership

Update your CPD diary

Think about what this scenario has made you consider, reflect on or decide to do differently. Do a piece of reflective writing to cover what you've learned from this experience!

Having had a look at some of the linked resources, have any of your earlier responses changed? How will you incorporate this new knowledge?

