



***Understanding yourself to
make the best impact in your
team and on patient care
in your locality***

***17th - 18th June 2016
St Johns Hotel, Solihull***



Inspiring best practice
in respiratory care



Communicating who you are and being authentic



Noel Baxter

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in respiratory care

Five forms of **POWER**



Legitimate –this comes from the belief that a person has the format right to make demands, and to expect compliance and obedience from others

Reward –this results from one person’s ability to compensate another for compliance

Expert –this is based on a person’s superior skill and knowledge

Referent–this is the result of a person’s perceived attractiveness, worthiness, and right to respect from others

Coercive –this comes from the belief that a person can punish others for noncompliance



John French and Bertram Raven (1959)

Power and Empowerment

A positive force for the individual and collective capacity to effect change.

Power over –most commonly used definition, often negative connotations (win-lose, my power diminishes yours, etc); leading to alternative expressions...

Power with –alliances, common ground, partnership, which is informed by...

Power to –unique potential of every individual to shape own world, which is formed by...

Power within–inner self-confidence, self-worth, adversity overcome, etc

Lisa VeneKlasen and Valerie Miller (1998)



What have I **achieved** that I am really proud of?

What are the **behaviours** that have helped me do that?

What are the **skills**, capabilities and qualities that have helped me do that?

What are my **values**, passions and beliefs that underpin these?

I am **powerful** because...





Learning how to use your personality and leadership style to get the best outcome when you encounter conflict



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Two types of conflict

Warranted

Unwarranted

From Relationship Awareness Theory

**The basis of Strength Deployment
Inventory**

Elias H. Porter (1914-1987)



WARRANTED CONFLICT



“Warranted conflict occurs when the people involved do not agree on the desired outcome”



UNWARRANTED CONFLICT



“Unwarranted conflict occurs when there is agreement as to the goal, but disagreement in the approach to accomplishing the goal”



Strength Deployment Inventory & Motivational Value Systems



Altruistic-Nurturing

Concern for the protection, growth and welfare of others

Assertive-Directing

Concern for task accomplishment

Concern for organisation of people, time, money and other
any resources to achieve desired results

Analytic

Concern for assurance that things have been properly
thought out

Concern for meaningful order being established and
maintained



Your Conflict Sequence



Conflict occurs when a person is faced with a situation that threatens their sense of self-worth or value

The goal when faced with this is to return to the style of relating that a person normally prefers to use that makes them feel good about self



Sadly...



Your “Conflict Sequence” is predictable

Conflict has three progressively serious stages

However ...

It can be resolved at any point during the sequence



Your sequence?



Conflict Stage	Where the focus sits	Green	Red	Blue
1	Me The Problem The other	Accommodate the other person	Rise to the challenge	Be prudently cautious
2	Me The Problem	Give in and let them have their way	Fight off the opposition	Try to escape
3	Me	Feel defeated	Fight for your life	Retreat completely



Your sequence?



Conflict Stage	Where the focus sits	Green	Red	Blue
1	Me The Problem The other	Accommodate the other person		
2	Me The Problem			Try to escape
3	Me		Fight for your life	



UNWARRANTED CONFLICT



“Unwarranted conflict occurs when there is agreement as to the goal, but disagreement in the approach to accomplishing the goal”



Possible solutions

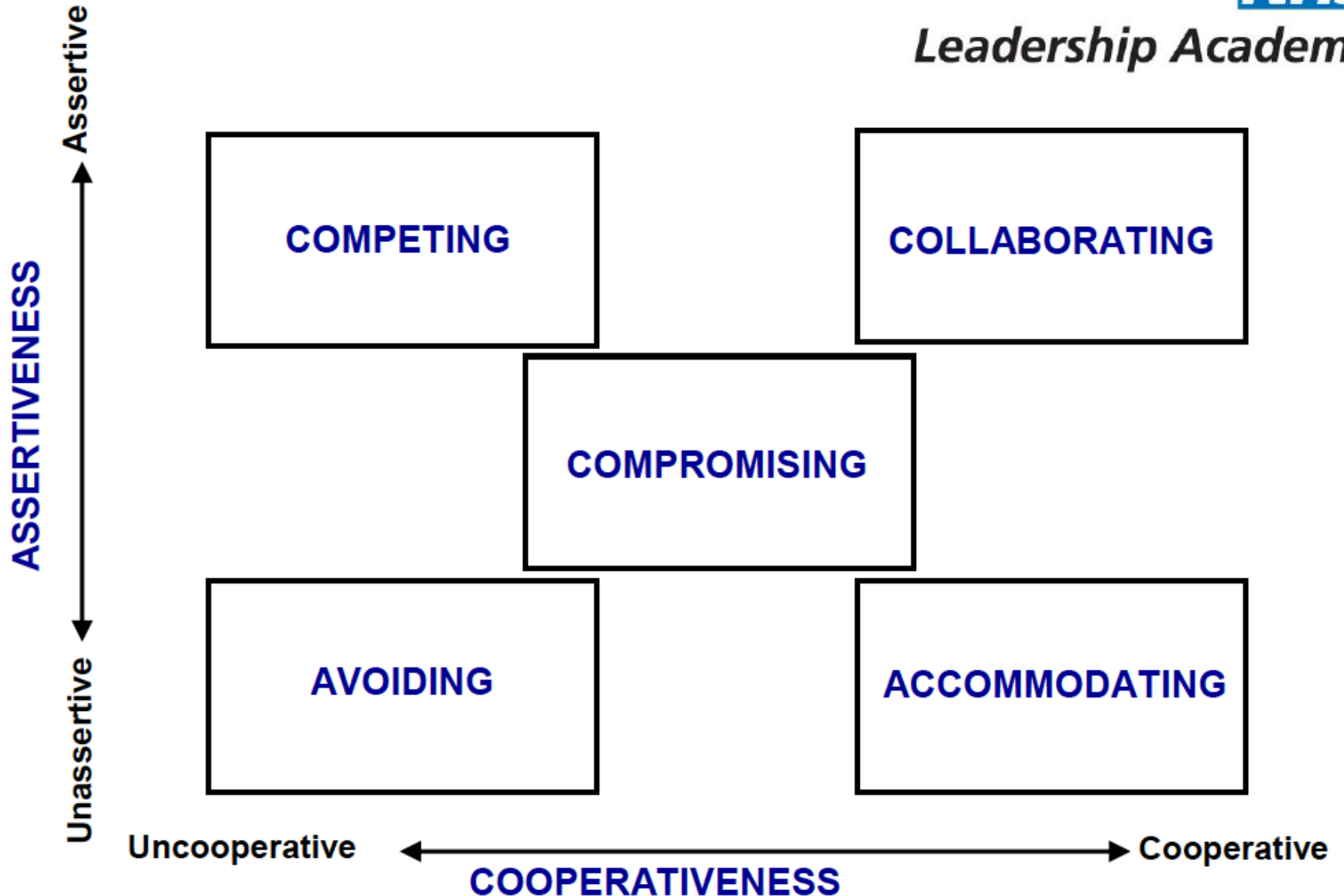
- Be self aware – what is driving your position?
- Be curious
- Can you learn from the differences you have?
- Can you improve on the outcome by combining the passion you both have?



Thomas-Kilmann Conflict Mode Instrument



Leadership Academy



Top tip – Assertion model

- **What I like.....**
- **What I don't like.....**
- **What I want.....**
- **If you do.....**
- **If you don't.....**

