

**META-LEADERSHIP:
CONNECTING THE SILOS OF HEALTH CARE**

AMERICAN COLLEGE OF PHYSICIAN EXECUTIVES

Leonard J. Marcus, Ph.D. and Barry C. Dorn, M.D., M.H.C.M.

NOVEMBER 14-15, 2009

Day One

- | | | |
|--------|-----------|---|
| 8:00 - | 11:30 am | Working with your brain and with your organization
Dis-connectivity and the lesson of the cube
Connectivity
Multi-Dimensional Problem Solving
The Arm Wrestle
Introduction to Meta-Leadership
The Walk in the Woods |
| 11:30 | - 1:00 pm | Lunch |
| 1:00 | - 4:30 pm | The Five Dimensions of Meta-Leadership
Leadership Exercise
Problem Solving Laboratory |

Day Two

- | | | |
|--------|----------|--|
| 7:00 - | 12:30 pm | Finalize Problem Solving Presentations
Problem Solving Presentations
Representational and Symbolic Negotiation
Trust and Confidence Building
Alternative Dispute Resolution: Mediation Practice
Mediation Exercise: R.E.S.C.U.
Meta-Leadership in Practice |
|--------|----------|--|

LEARNING OBJECTIVES FOR THE
META-LEADERSHIP NEGOTIATION AND CONFLICT RESOLUTION PRESENTATION

Michigan Health and Hospital Association

April 2009

By the end of the seminar, participants will be able to:

1. Assess their leadership and that of others using the five dimensions of meta-leadership.
2. Develop “connectivity” in systems as a method to coordinate multi-dimensional problem solving activity.
3. “Work their brain” in meta-leading during a crisis situation, such as a patient safety problem.
4. Trace how conflict can “move” through an organization just as collaboration can be built into the culture of a health care organization.
5. Lead colleagues through a step-by-step process for multi-dimensional problem solving: the Walk in the Woods.
6. Imagine the future of the health care system and their role as a leader – “meta-leader” - within it.

National Society of General Internal Medicine

**GENERATING AGREEMENT:
Negotiation and Conflict Resolution for Health Care**

PROGRAM TOPICS

WHOLE IMAGE NEGOTIATION	<i>Creating fit</i>
MULTI-DIMENSIONAL PROBLEM SOLVING	<i>Integrating many perspectives</i>
THE WALK IN THE WOODS	<i>Interest-based negotiation</i>
REPRESENTATIONAL NEGOTIATION	<i>Your negotiation map</i>
SYMBOLIC NEGOTIATION	<i>Buttons and checks & balance</i>
NEGOTIATION MODELS	<i>Adversarial and collaborative problem solving</i>
SELF-INTERESTS	<i>Building confidence</i>
ENLARGED INTERESTS	<i>Dimensions of conflict, dimensions of resolution</i>
ENLIGHTENED INTERESTS	<i>Claimers and creators</i>
ALIGNED INTERESTS	<i>Leadership</i>
NEGOTIATION WISDOM	<i>The four sights</i>
ORGANIZATIONAL LEARNING	<i>Single and double loop</i>
GENERATING AGREEMENT	<i>Creating balance</i>
Conclusion	<i>Asking questions</i>

A presentation of HCNA

Health Care Negotiation Associates – Boston
www/HCNA.net 781-861-6116

KPO LEADERSHIP FORUM 2008

THE WALK IN THE WOODS: BUILDING NEGOTIATION, CONFLICT RESOLUTION, & META-LEADERSHIP INTO YOUR PROFESSIONAL REPERTOIRE

JUNE 16, 2008

- | | | | |
|-------|---|----------|--|
| 8:30 | - | 10:15 am | <u>Conflict, negotiation, and multi-dimensional problem solving</u>
Sources of conflict
Whole Image Negotiation (W.I.N.)
Framing and reframing
Meta-Leadership: Connecting Guiding Operational Assumptions
Multi-dimensional problem solving: Learning and unlearning
Meta-Leadership: The Five Dimensions of Practice
Evaluating negotiation outcomes: Process and product |
| 10:15 | - | 10:30 | Break |
| 10:30 | - | 11:45 | <u>The Walk in the Woods</u>
Self interests: Understanding different perspectives on the problem
Enlarged interests: Discovering agreement and reframing
Enlightened interests: Imagining creative solutions
Aligned interests: Generating the give and get of a deal |
| 11:45 | - | 12:45 pm | Lunch |
| 12:45 | - | 2:25 | <u>Problem Solving Laboratory</u>
In small groups, the opportunity to take a problem through a Walk in the Woods |
| 2:25 | - | 2:40 | Break |
| 2:40 | - | 3:45 | <u>Problem Solving Laboratory Presentations</u> |
| 3:45 | - | 4:30 | <u>Meta-Leadership and Conclusion</u>
The “brain” of the meta-leader
Forging new health care futures: The K-P Challenge
Lessons Learned
Negotiation and leadership wisdom |

Harvard Vanguard Medical Associates

**GENERATING AGREEMENT:
Negotiation and Conflict Resolution for Managed Care Leadership**

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**A presentation of the National Association of Managed Care Programs
and HCNA- Health Care Negotiation Associates – Boston**

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Harvard Vanguard Medical Associates

**GENERATING AGREEMENT:
Negotiation and Conflict Resolution for Managed Care Leadership**

SEMINAR OBJECTIVES

At the conclusion of this program, you should be able to:

- improve your negotiation style and identify the style of others so that your negotiation strategies are more effective;
- understand the multiple dimensions that contribute to the occurrence and escalation of conflict, allowing you to prevent and manage those which do occur;
- facilitate organizational problem-solving using a four-step process for generating options, finding solutions, and reaching buy-in;
- use models of collaborative problem-solving to lessen the adversarial nature of organizational change, work redesign, and system integration;
- apply these negotiation and conflict resolution methods to your everyday leadership, management and professional responsibilities so that you can be more effective in facilitating the partnership process.

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Kaleida Health

**GENERATING AGREEMENT:
Negotiation and Conflict Resolution for Managed Care Leadership**

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Tufts Managed Care Institute
Improving Healthcare System Performance:
Physician-Driven Solutions

Multi-Dimensional Problem Solving:

Negotiation Skills for a Changing Healthcare System

FACULTY

Whole image negotiation

Generating mutual gain opportunities

Multi-dimensional problem solving

Setting the stage for complex decision-making

The Walk in the Woods

A step by step process for negotiation based on interests

Adversarial and collaborative problem solving

Interests and positions

Self-interests

Listening and building confidence

Enlarged interests

Reframing: different views of the same problem

Enlightened interests

Creative problem solving

Aligned interests

Achieving a “W.I.N.”

Achieving agreement

Generating buy-in

Leadership

Meaning, action, and process

Simple, Representational, and Symbolic Negotiation

Your negotiation map

Negotiation wisdom and learning

The four sights

Conclusion

Creating balance

Interest-based Negotiation and Multi-Dimensional Problem Solving for Operating Room Management

PROGRAM TOPICS

WHOLE IMAGE NEGOTIATION	<i>Creating fit</i>
MULTI-DIMENSIONAL PROBLEM SOLVING	<i>Integrating many perspectives</i>
NEGOTIATION WISDOM	<i>Short term and long-term perspectives</i>
THE WALK IN THE WOODS	<i>Interest-based negotiation</i>
NEGOTIATION MODELS	<i>Adversarial and collaborative problem solving</i>
SELF-INTERESTS	<i>Building confidence</i>
ENLARGED INTERESTS	<i>Generating synergy; unlearning; reframing</i>

Break

CONFLICT STYLE AND STRATEGY	<i>The Conflict Mode Index</i>
ENLIGHTENED INTERESTS	<i>Claimers and creators</i>
ALIGNED INTERESTS	<i>Agreement with buy-in</i>
LEADERSHIP	<i>Meaning, Action, Process</i>
NEGOTIATION WISDOM	<i>The four sights</i>
CONCLUSION	<i>Asking questions</i>

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American Medical Association
Leadership Retreat

**The Aligned Organization:
Building New Leadership Direction**

Faculty

Barry C. Dorn, M.D. and Leonard J. Marcus, Ph.D.
Program for Health Care Negotiation and Conflict Resolution
HARVARD SCHOOL OF PUBLIC HEALTH

Monday evening

THE ALIGNED ORGANIZATION

Whole image negotiation

Tuesday morning

TALK THE TALK AND WALK THE WALK

Multi-dimensional problem solving

THE WALK IN THE WOODS

Generating agreement

Tuesday afternoon

THE MODEL BUILDING EXERCISE

Leadership communication

BUILDING THE ALIGNED ORGANIZATION

Case work by group

Wednesday morning

LEADERSHIP PROBLEM SOLVING

Case presentations

THE WALK IN THE WOODS

Generating agreement

Wednesday afternoon

TRUST AND CONFIDENCE

Leadership attitude

CONFLICT ESCALATION AND DE-ESCALATION

Framing and reframing

NEGOTIATION AND CONFLICT RESOLUTION WISDOM

The "four-sights"

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THE KAISER PERMANENTE ADVANCED LEADERSHIP PROGRAM 2003

OBJECTIVES FOR THE SEMINAR ON
LEADING PROBLEM SOLVING IN A COMPLEX ENVIRONMENT

By the end of the seminar, participants will be able to:

1. Lead parties through a step-by-step process – “The Walk in the Woods” - for multi-dimensional problem solving;
2. Assess complex conflict and develop strategies and processes to facilitate dispute resolution.
3. Bring disputing parties to a resolution that mutually satisfies their needs and interests and that generates buy-in and support for its implementation;
4. Understand and work with differential levels of “connectivity,” from integrated to parallel, to competitive, and apply models of leadership to enhance organizational performance;

