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# Managing relationships with approved providers

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**07**

*“It’s a troublesome world. All the people who are in it  
Are troubled with troubles almost every minute,  
You ought to be thankful, a whole heaping lot,  
For the places and people you’re lucky you’re not.”*

Dr Seuss

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# Why may this topic be of interest?

**If not handled properly relationships can turn into complaints and conflicts and can:**

- Cause undue distress and harm
- Disrupt the organisation
- Create chaos
- Potential for threats and violence
- Consume disproportionate amounts of time and energy

*“No snowflake in an avalanche ever feels responsible” Lec*

# Why may this topic be of interest?

## **When handled properly relationships can be:**

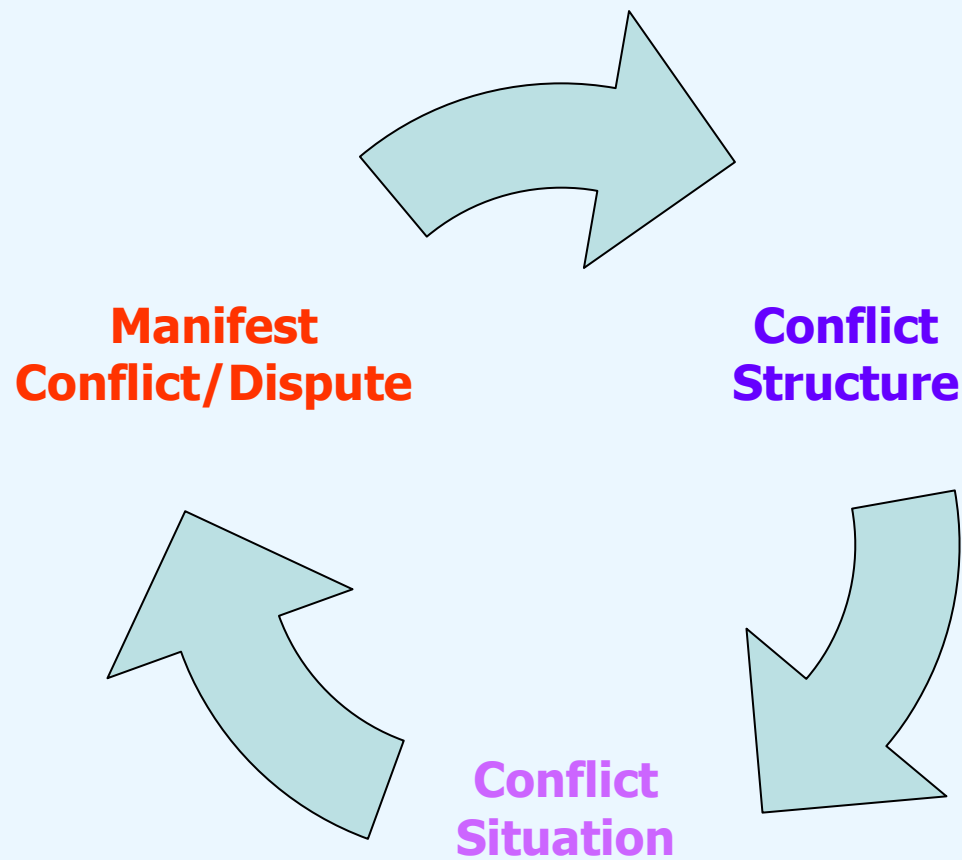
- A resource
- Lead to service improvement
- Lead to organizational improvement



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# The conflict structure of compliance management

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# A representation of the compliance relationship

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## Party Autonomy

*High*

Self-help

Negotiation

Mediation

Compliance

Adjudication

*Low*

*Low*

*High*

**Prescribed Rules  
and Precedents**

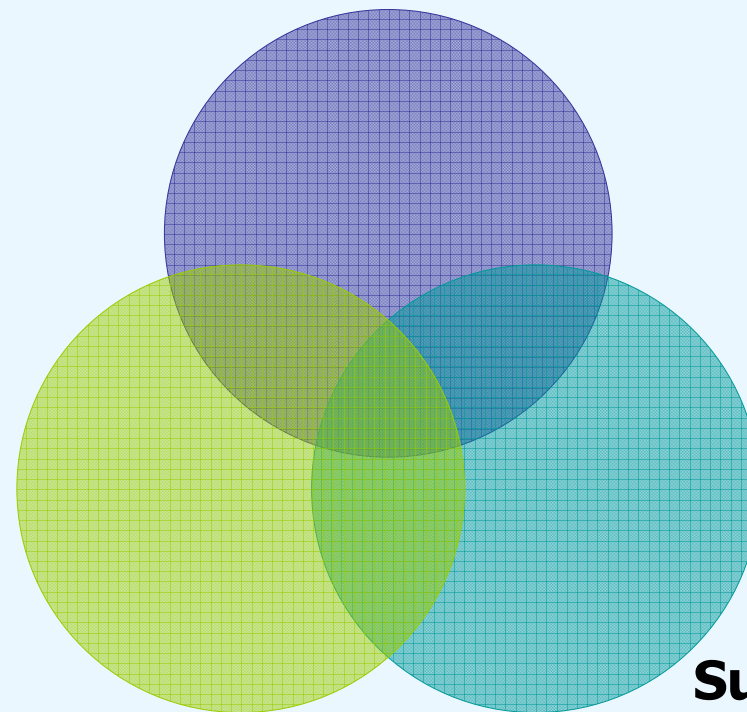


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# The 3 elements of a relationship

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**Psychological**



**Process**

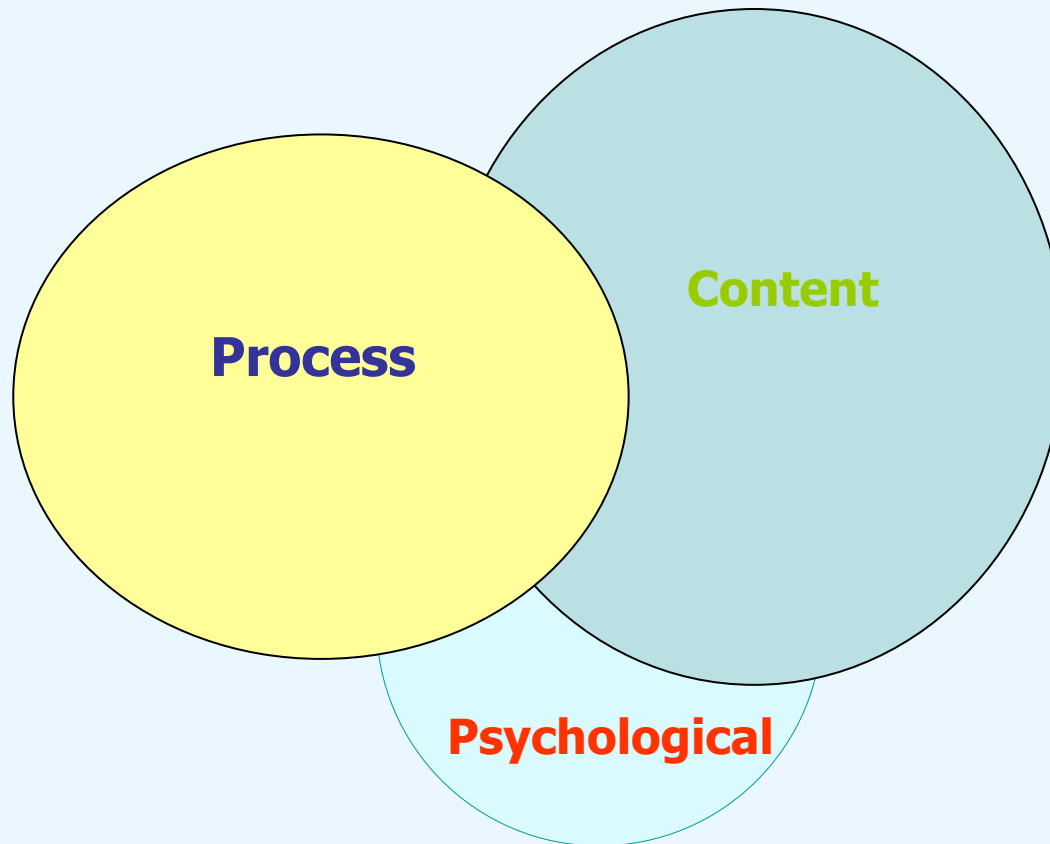
**Substance/Content**



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# What the 3 elements often look like....

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# What makes a relationship go bad?

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- Delay in response
- Lack of recognition
  - Emotional engagement
  - Cognitive engagement
- Inappropriate attitude
- Pre-existing psychological condition



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# Typical difficult behaviours

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- “tape playing”
- “rat wheeling”
- “ping pong”
- “mutual monologues”
- Mono syllables
- Blame
- Helplessness
- “looking for a friend”



# Management: good practice

“Trust in God but tie up your camel”  
Mohammed

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- Early resolution
- Graduated responses
- Speedy escalation
- Clarity and flexibility
- Emotional engagement
- Allocate the difficult/persistent to a particular person or team
- Provide support for staff
- Focus on behaviour



1. Personality &  
Interpersonal Factors

2. Resistance

3. Dirty Tricks

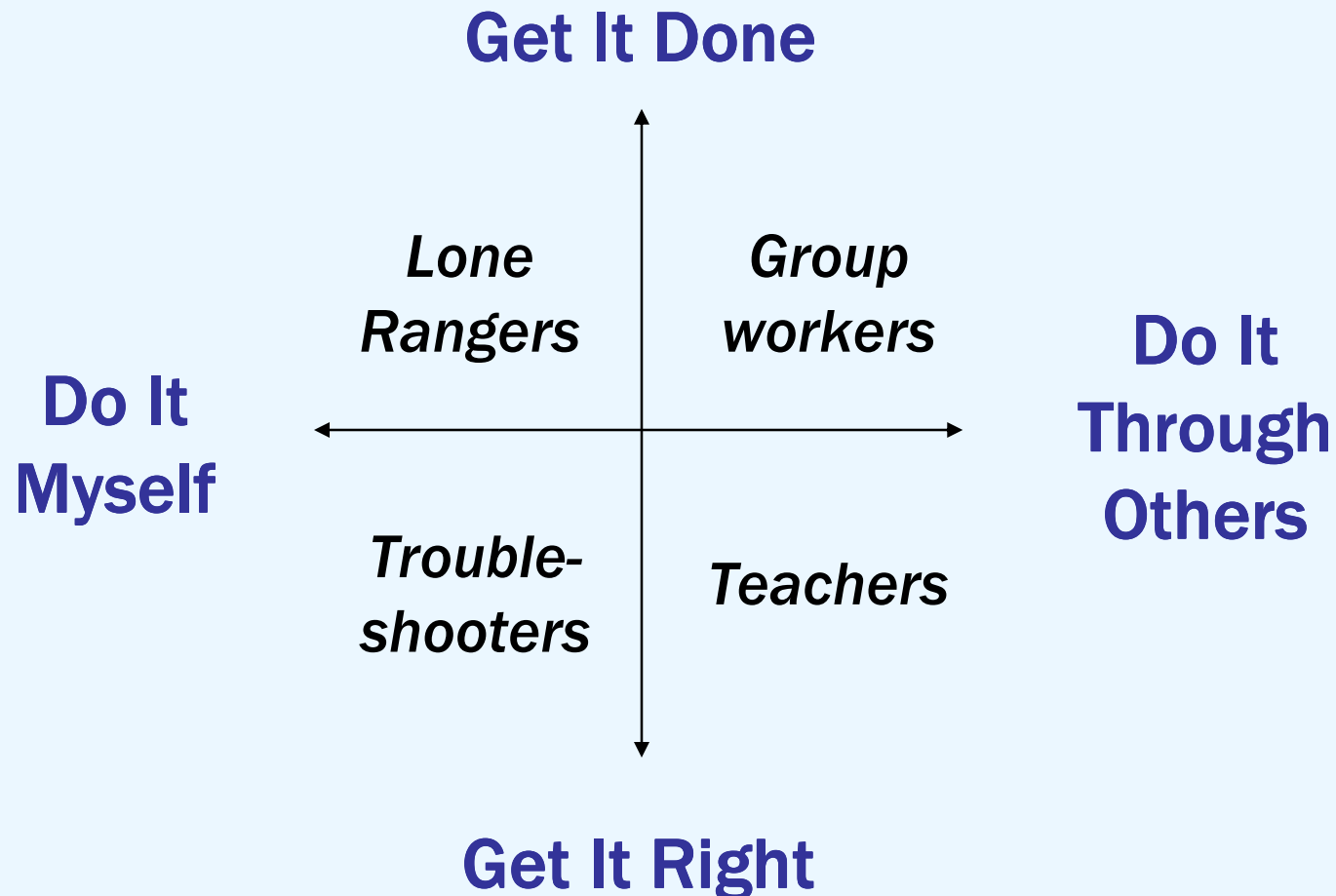
The 3 levels of conflict: preparing for the difficult  
conversation



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# Level 1 conflicts: interpersonal differences

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## Level 2 conflicts: resistance

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***"After you get what you want; you don't want it."  
-- as sung by Marilyn Monroe***

“When people are fearful or feeling threatened they tend to go into resistance mode. This can sometimes manifest itself in difficult behaviours. This tendency is often made worse in those situations where there has been prolonged or serious conflict.”



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## Dirty tricks: some questions

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- ? Are you always honest?
- ? Are you always co-operative?
- ? Are you always thinking of the longer term?

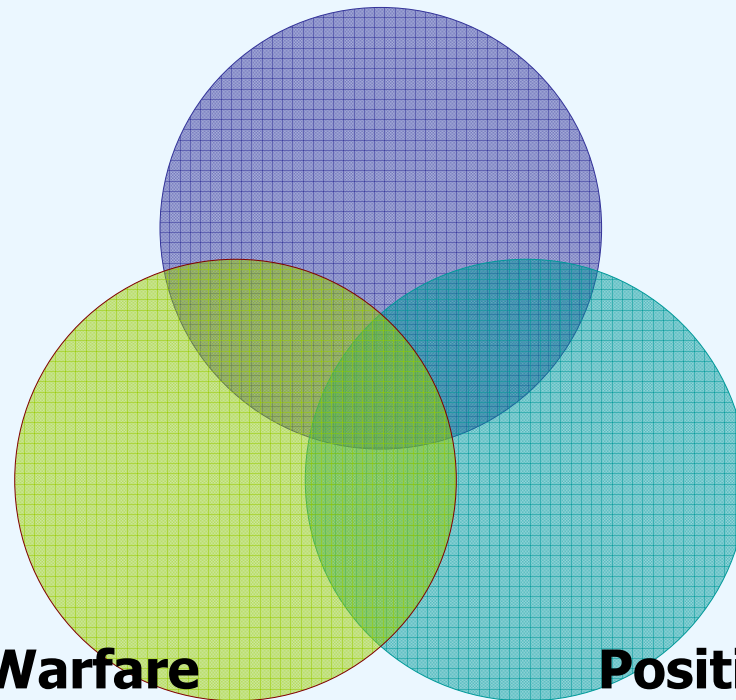


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# Forms of dirty tricks

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## Deliberate Deception



**Psychological Warfare**

**Positional Pressure Tactics**



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# Managing the moment: the goof card

*“I conflict therefore I am”*

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- Make sure you are not the difficult one
- **Do not be drawn into a “fight” i.e. don’t argue**
- Remain calm
- **Focus on behaviour/do not label**
- **If not sure say nothing**
- STAR it i.e. respond rather than react
- **Use verbal jujitsu**
- Engage the other in the 4 conversation