Conflict Management

Keynote: Commitment to Succeed

- Prof. David Patrick Venter: Vlerick Leuven Gent Management School

A Difference of Opinion or Past the Point of No Return? … Once Upon a Case Study...

- ***Moderator: Kieran Canisius,*** Managing Director of Seuss Consulting & Seuss Recruitment
  Susan Tio-Gaillard, Head / Sr. Director Clinical Operations - ProQR Therapeutics
  Anna Matranga – Independent consultant, formerly Senior Director, Global Scientific Affairs & Strategic Sourcing - Ipsen Innovation and long-term PCMG contributor

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Breaking the mould

Moving from exacerbating to resolving conflict

David Venter

Infostrat

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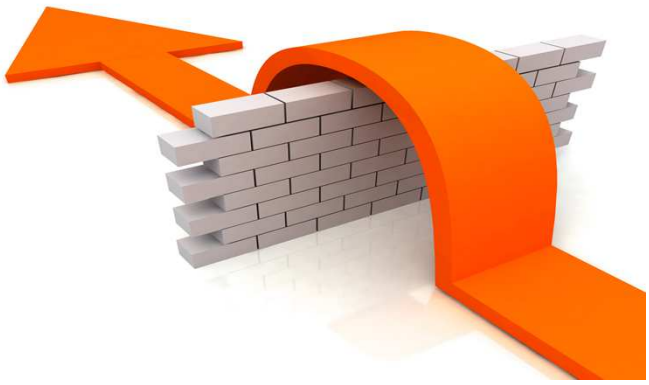
A world in disarray

10 LESSONS FROM THE MASTER CONFLICT RESOLVER AND RECONCILIATOR

1. Departing from a clear, deep-seated vision

2. Stepping out beyond your edge

3. Never relinquishing your belief in a world of possibility



4. Unreservedly committing to the results you seek

5. Inspiring others to aspire high, and fly on the wings of their strengths

6. Dignifying others and raising them up to unexpected heights

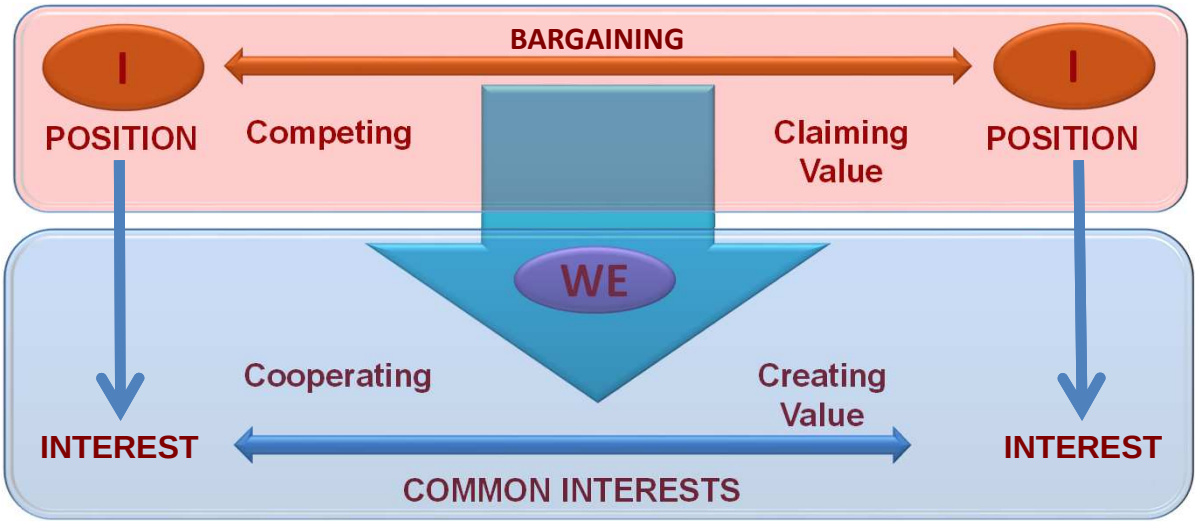
7. Aspiring to cooperation, not conflict

8. Focusing on abundance, not scarcity

9. Collapsing your power to gain power

10. Always occupying the moral high ground

Employing a tried ad tested model for conflict resolution



Great things always begin from the inside!

Thank you for the honour you have bestowed upon me to address you.
I trust that during your time together you will discover new ways of dealing with the many corporate and personal challenges we face.

May Nelson Mandela's legacy inspire us all to be the best for our world.

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Once upon a Case Study....

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From Masterclass to Fairytale

Once upon a time…
Loaded with conflict

Model our own issues

Easy to determine who the hero, victim & villian are

Simplistic world of conflict with larger-than-life characters.

"It was something from a fairytale…"

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Agenda - Conflict Management

- Once upon a case study – Kieran Canisius
- Fairytale 1: Cultural Conflict – Susan Tio
- Fairytale 2: Political Conflict – Susan Tio
- Why don't you understand me? – Kieran Canisius
- Fairytale 3: Sponsor/CRO Conflict – Anna Matranga
- (un)Happily ever after: wrap up & take home thoughts

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Drama Triangle

Perspective

The belief that one's own view of reality is the only reality is the most dangerous of all delusions.

Paul Watzlawick, psychologist and philosopher, 1921-2007

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Cultural Conflict: Case Jan

Susan Tio - Sr Director Clinical Operations
ProQR Therapeutics

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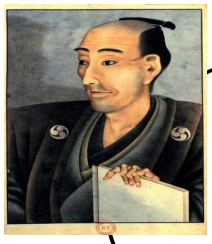
Characters



SATO

BRUNO

JAN

ME

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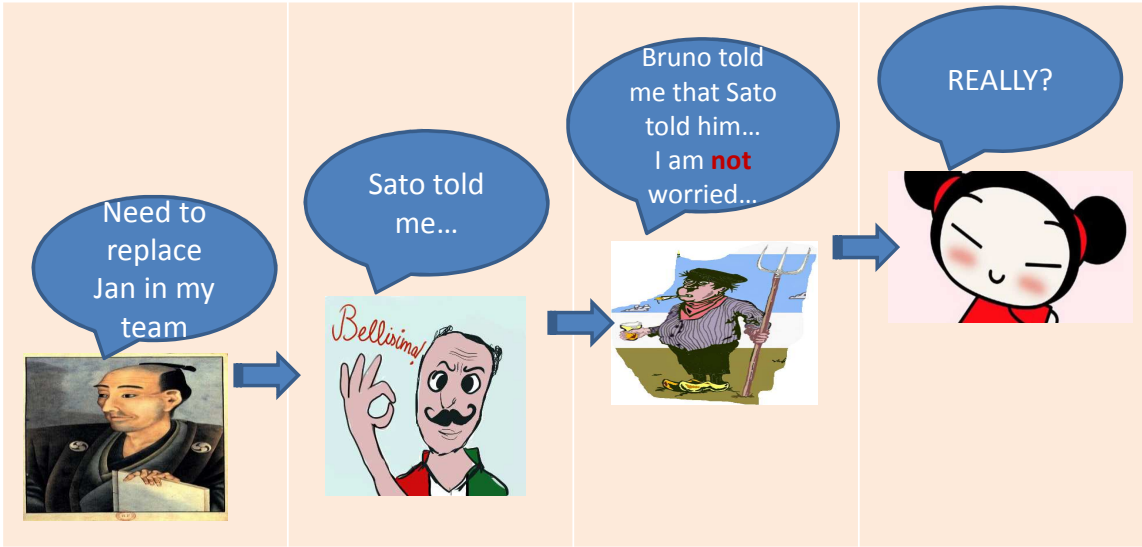
Trigger



Assumptions

- Collaboration is great!
- It is good to only provide top/high level information
- I like constructive discussion and debate and adds value
- He sends lengthy emails but I don't fully understand everything

- I provided many (little) signals
- He is not complete in information sharing
- He often challenges me with the entire team present
- He sends lengthy emails but I don't fully understand everything

- Everything going great! Once in a while small suggestions for improvement
- I am born/raised in NL and like clear language

- I provided many signals
- >tears< you are Asian, thought you picked up the signals

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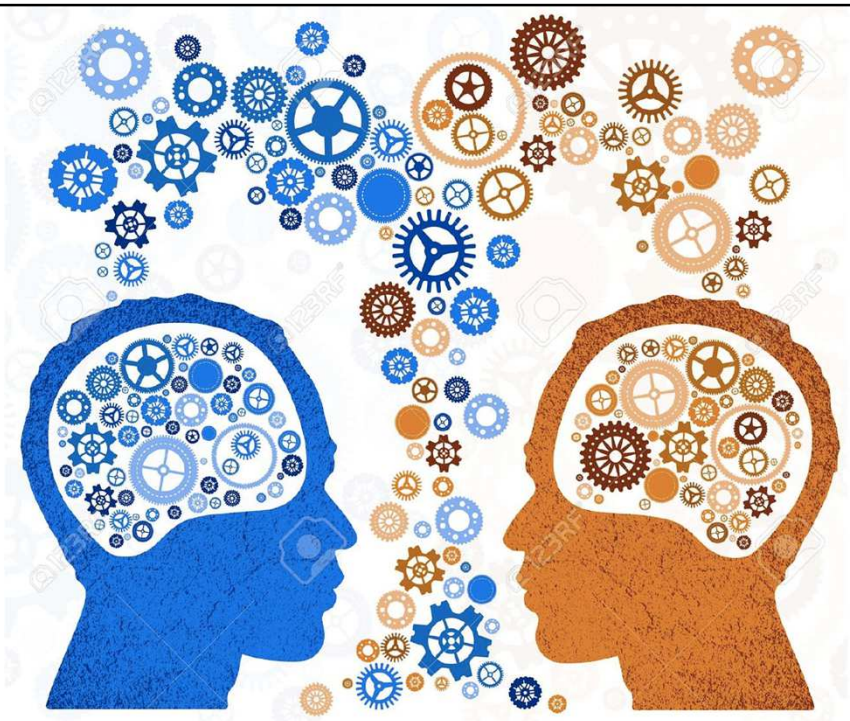

Take Away Message

Assumption = death of teamwork!

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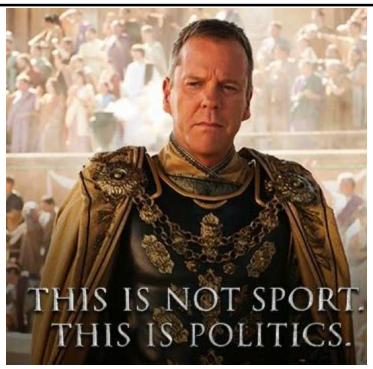

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Political Conflict: Case Piet

Susan Tio - Sr Director Clinical Operations
ProQR Therapeutics

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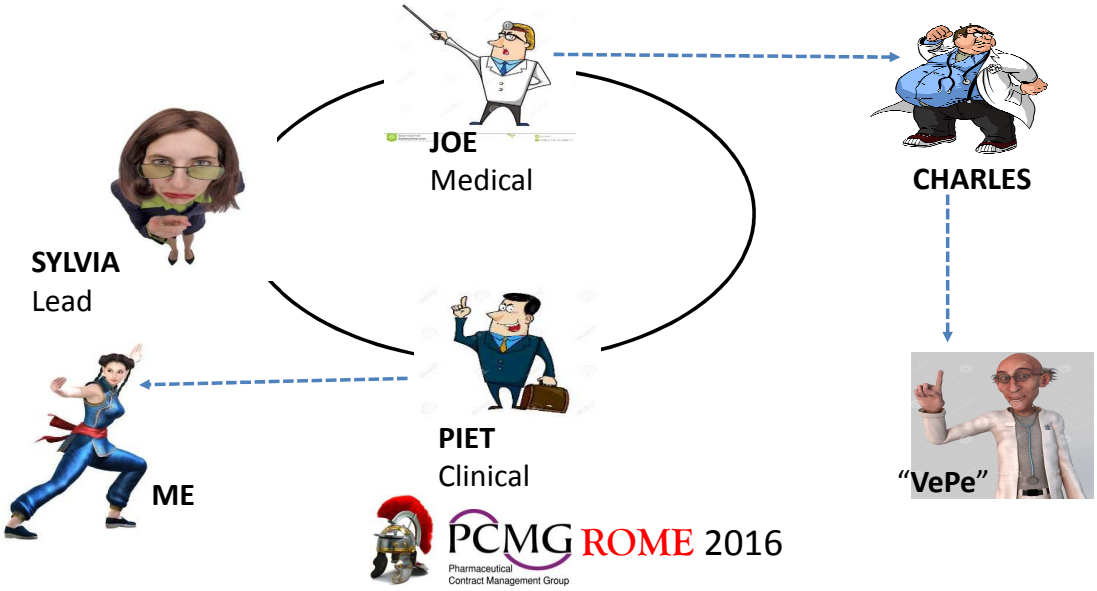
Characters



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Context & Trigger

Email from Piet to me:

"Hi Susan,

- *I am in a pre-Scientific Review Meeting. During that meeting the line mgr of Joe and also Joe's manager VePe joined. I challenged the overrepresentation of the Medical line.*
- *Both managers, following (heated) discussion left the meeting…….*
- *I wanted to provide heads-up"*

Piet

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Political Conflict

- Power-play Clinical & Medical
- Many words used
- Over involvement

Take Away Message

Embrace conflict to overcome conflict

"I suppose I'll be the one
to mention the elephant in the room."

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Transcend the drama triangle

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Active listening & understanding

- 3 volunteers
- Simple drawing
- The rest will give instruction
  - One instruction at a time
  - No questions asked
- Volunteers, please leave the room.

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Look closely!

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Sponsor/CRO Case

Anna MC Matranga, PhD MBA CA-AM
AMC Alliances & Consulting

Sponsor/CRO Tale

The curtain opens…..

The tale commences with a major clinical regulatory programme….

- Sponsor X (HQ) outsourced to CRO Y (local office - LO).
- With involvement of Sponsor X (LO) and CRO Y (HQ)
- Study starts

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Sponsor/CRO Tale – Act 1

Study commenced and was ruled by the handsome Sponsor Project manager at HQ

And by the even more handsome CRO project manager at CRO local office (LO)

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Sponsor/CRO Tale – Act 2

The tale continues……..At 70% patient enrolment

- CRO (LO) sends an Out of scope to Sponsor (HQ) for supplementary monitoring fees

- 400K€……

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On the Sponsor Side

HQ project manager was shocked. How could he condone this when he had challenges obtaining « accurate » status reports from CRO(LO)?

So finally he sends for his outsourcing partners (at HQ)
to come to the rescue……..

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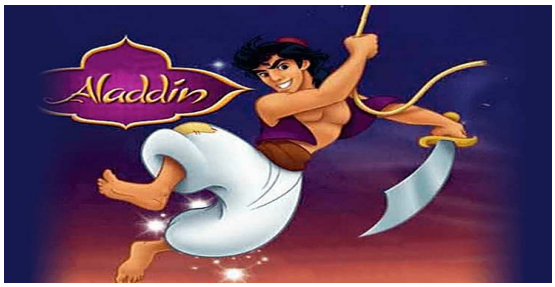
And on the CRO side…….

CRO (LO) project manager was concerned as he had spoken to Sponsor (LO) on several occasions

And finally CRO (LO) called CRO (HQ) to the rescue……..



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Exercise

- In your opinion, what are the signs of an impending conflict ?

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Act 3 - So What Happened Next ? Sponsor

- Project manager (HQ) provided status updates with problems from CRO
- Sponsor VP of Dev got involved
- Outsourcing team reviewed issues with project team & contacted the CRO

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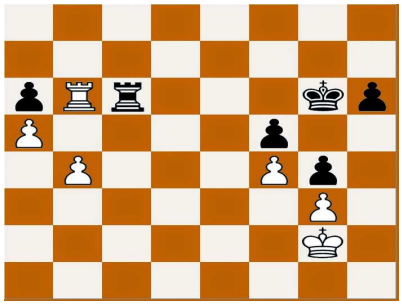
Act 3 - So What Happened Next ? CRO

- Received contact from the Sponsor outsourcing team
- The CRO (HQ) insisted that Sponsor pay for extra fees
- If not, study activities go « on hold »



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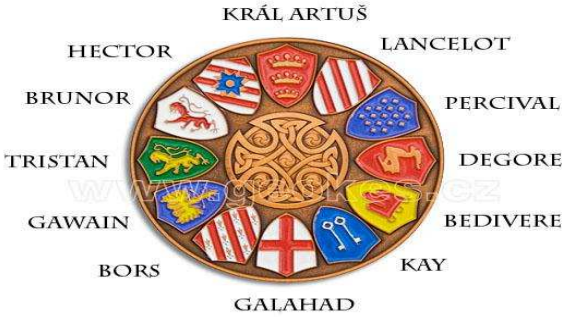
And then…….



- Agreement on Sponsor/CRO Face to Face Review meeting
- Location: European HQ CRO
- Participants: Management team of each company.

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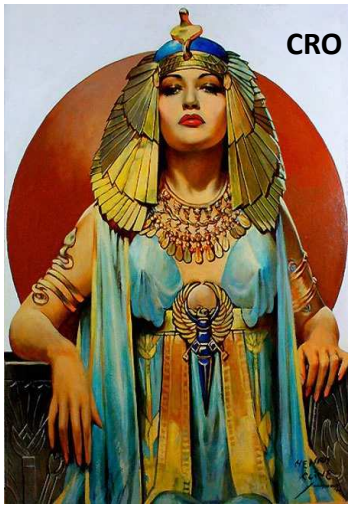
Meeting Room



Outsourcing

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Post meeting

CRO	Sponsor
Higher resource utlisation and proposed an Out of Scope of 1,5m€ - to replace the original 400K€	*Sponsor investment 8x more of internal project team resource than planned – estimated at 1,2m€ overheads*

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Exercise: So What Happened Next ?

- How in your opinion, could the conflict have been avoided ?
- How would you manage the situation ?

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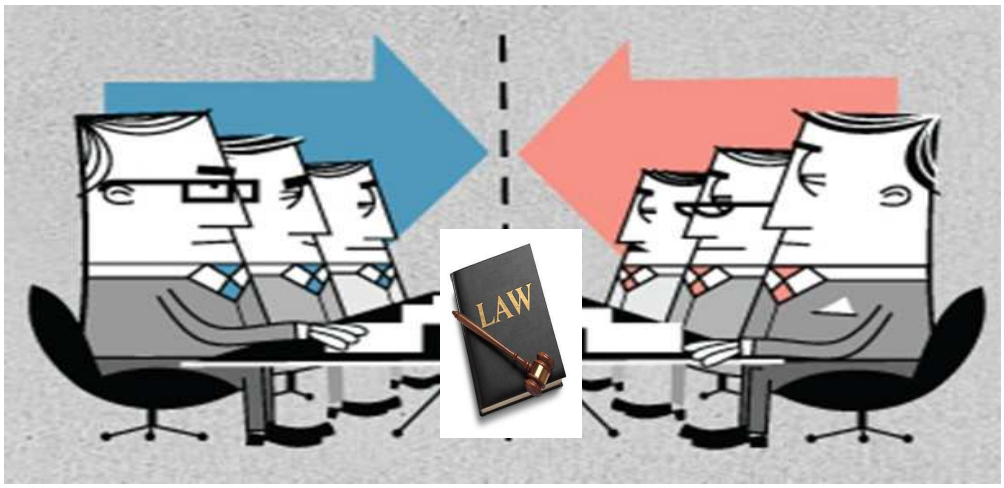
Finale - What Happened Next….Actually



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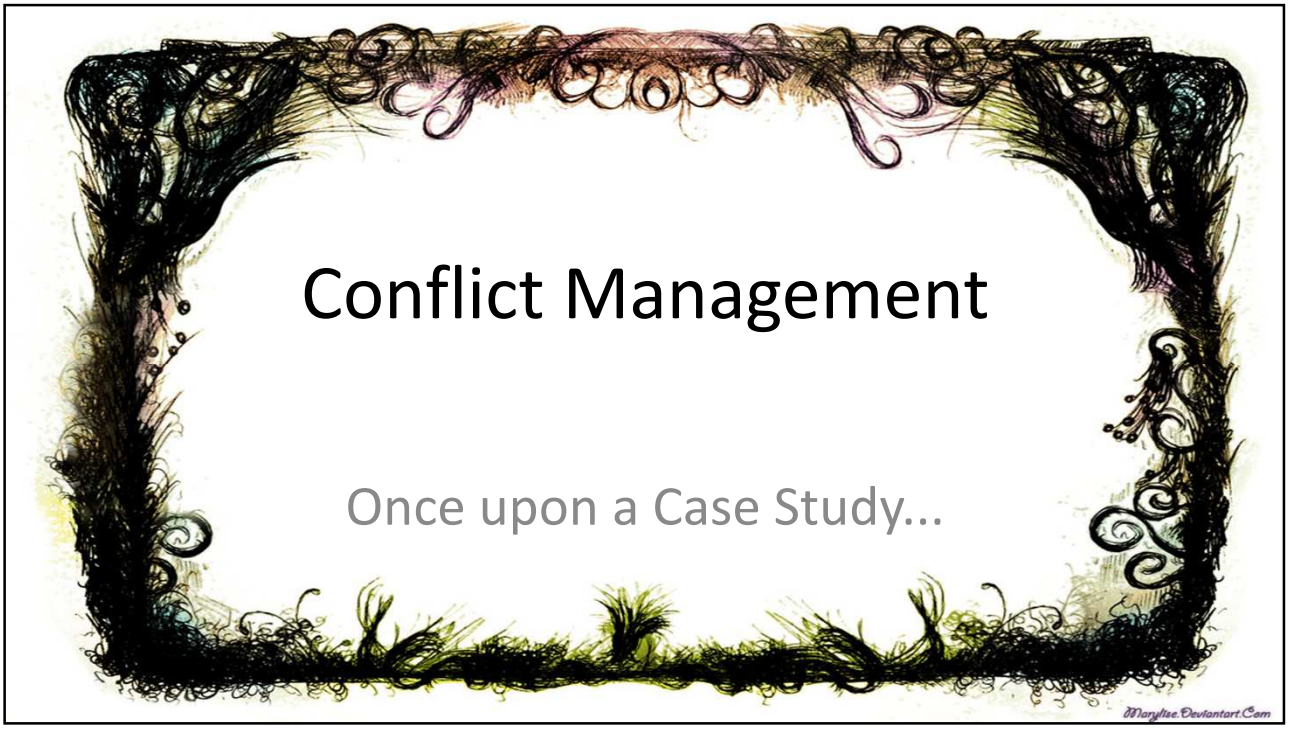
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