

<p><b>I. Opposing a Viewpoint</b></p> <p>1) How to confront problems directly and introduce conflict tactfully</p> <ul style="list-style-type: none"> <li>a) Ensure panel members are held accountable to their statements of fact. Panel members should cite high quality systematic reviews when available, be forthcoming about negative and positive findings, and say whether the research made comparisons among relevant interventions</li> <li>b) Speak up if something does not make sense to you</li> <li>c) Remind panel members that their findings are for the benefit of the patient and consumer</li> <li>d) Suggest and implement deadlines when panel members seem unmotivated to collaborate</li> </ul> <p>2) How to recognize when the consumer view is not being heard</p> <ul style="list-style-type: none"> <li>a) Panel members do not recognize importance of your input</li> <li>b) Subset of the group dominates the conversation</li> <li>c) You are not asked for your perspective</li> <li>d) Your responsibilities are not clear</li> <li>e) Needs and views of the other panel members dominate those of consumers</li> </ul> <p>3) How to ensure the consumer view is being heard</p> <ul style="list-style-type: none"> <li>a) Be a good listener and watch for tension in the group such as non-verbal signs of frustration or disagreement</li> <li>b) Reach out to other panel members who also feel unrepresented</li> <li>c) Repeat your points until they are addressed. If needed, ask the panel chair to repeat your points to ensure they are heard</li> <li>d) Give voice to stakeholders who are afraid to speak up</li> </ul>
<p><b>II. Collaboration</b></p> <p>1) How to use collaborative skills</p> <ul style="list-style-type: none"> <li>a) Panel members must know you are making an effort to understand their viewpoints by repeating their language and summarizing their points</li> <li>b) Reinforce another stakeholder’s point and add your own ideas using “and”</li> <li>c) Draw connections among panel members’ comments to create an overarching narrative</li> <li>d) Identify areas of agreement and suggest middle ground when there is disagreement</li> </ul>
<p><b>III. How to combine opposing a viewpoint and collaboration</b></p> <p>1) How to oppose a viewpoint and collaborate</p> <ul style="list-style-type: none"> <li>a) Be clear about which points you disagree with and why</li> <li>b) Practice active listening by making eye contact, remembering names and refraining from multi-tasking</li> <li>c) Acknowledge the concerns of other stakeholders and give them opportunity to express their views</li> <li>d) Be professional in your comments and demeanor and if someone is not, request the chair to review the group rules and consequences of such behavior</li> </ul>