



Nurse Manager Certificate Program

Managing Conflict

Presented by
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Audience

What is your experience managing conflict within the healthcare profession?

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Audience

For those who have managed conflicts, do you feel you achieved a positive outcome?

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- Overview
- Conflict defined/Gary Furlong's Model
- Managing Conflicts
- Conflict Management Tools
- Resources

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Simple Definition of *conflict*

- A struggle for power
- A difference that prevents agreement : disagreement between ideas, feelings, etc. between people and groups

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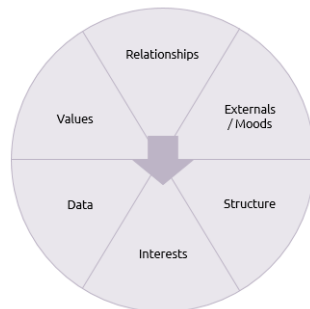
Definition of Conflict Management

- The practice of being able to identify and handle conflicts sensibly, fairly, and efficiently.

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Gary Furlong's Model – Circle of Conflict:

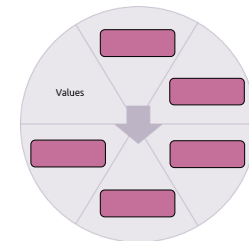


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Causes of Values Conflicts

- 1) Different ways of life, ideology, worldview
- 2) Different criteria for evaluating ideas



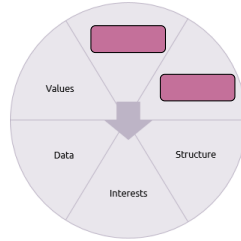
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Values Conflict Example:

Direct care staff is persistent to put a resident to bed after supper.

Go to Bottom of Wheel
– how can we resolve

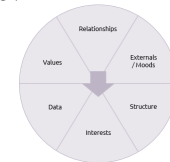


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Possible Interventions for Values Conflicts

- 1) Avoid defining problems in terms of values
- 2) Search for overarching values
- 3) Allow to agree and disagree
- 4) Facilitate the conflict the bottom of the wheel – use of data

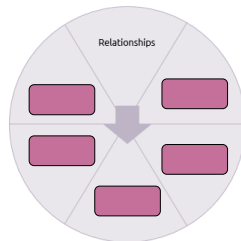


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Causes of Relationships Conflicts

- 1) Miscommunication
- 2) Strong emotions
- 3) Stereotyping
- 4) Repetitive negative behavior



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Possible Interventions for Relationship Conflicts

- 1) Improve quality and quantity of communication
- 2) Encourage positive problem solving attitudes
- 3) Move to the bottom of the wheel, through changing structure and/or adding procedure to control expression of emotion

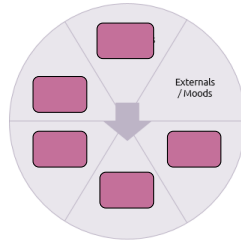


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Causes of Externals/Moods Conflicts

- 1) Contributes to conflict not cause
- 2) Illness, chronic pain, mental health issues
- 3) No desire to resolve conflict
- 4) Identity as a fighter
- 5) Champion of a cause

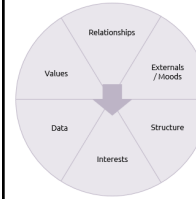


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Possible Interventions for Externals/Moods Conflicts

- 1) Seek to understand, be sensitive
- 2) Involve an advocate
- 3) Acknowledge the situation/move on
- 4) Therapy/EAP
- 5) Move to the bottom of the wheel

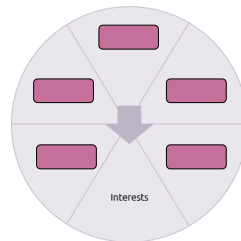


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Causes of Interest Conflicts

- 1) Perceived or actual competition over interests
- 2) Procedural interests
- 3) Psychological interests

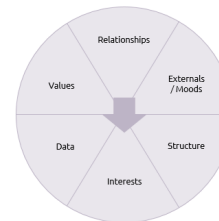


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Possible Interventions for Interests Conflicts

- 1) Focus on interests, not positions
- 2) Look for objective criteria
- 3) Develop integrative solutions that address all needs
- 4) Expand options or resources

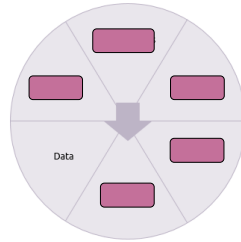


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Gary Furlong's Model
Circle of Conflict

Causes of Data Conflicts

- 1) Lack of information
- 2) Misinformation
- 3) Different views on data's relevance
- 4) Different interpretations of data

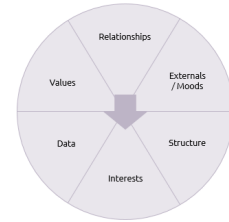


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Gary Furlong's Model
Circle of Conflict

Possible Interventions for Data Conflicts

- 1) Reach an agreement on what is important
- 2) Agree on process to collect data
- 3) Develop common criteria to assess data
- 4) Use experts to gain outside opinion and break deadlock

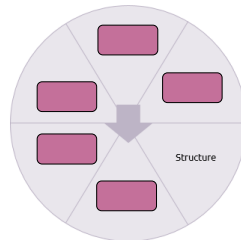


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Circle of Conflict

Causes of Structural Conflicts

- 1) Unequal authority
- 2) Unequal control of resources
- 3) Time constraints

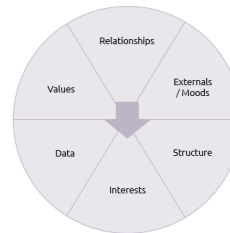


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Gary Furlong's Model
Circle of Conflict

Possible Interventions for Structural Conflicts

- 1) Clarify or change roles
- 2) Establish fair and mutual decision making process
- 3) Use less coercion and more persuasion – interest based bargaining
- 4) Change time constraints



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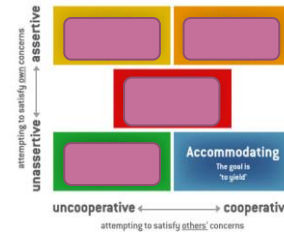
Thomas-Kilmann Instrument (TKI) Conflict Resolution:



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Accommodating

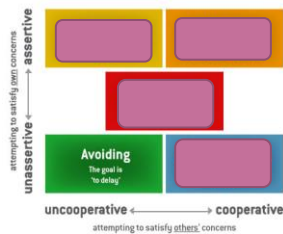


- 1) Cooperates to a high degree
- 2) Works against the manager's own goals, objectives, and desired outcomes
- 3) Effective approach if other person is the expert or has a better solution

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Avoiding

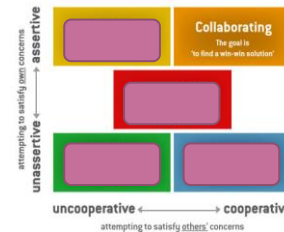


- 1) Does not help other staff members reach their goals
- 2) Works against the manager's own goals, objectives, and desired outcomes
- 3) Effective approach if issue is trivial or when the manager has no chance of winning

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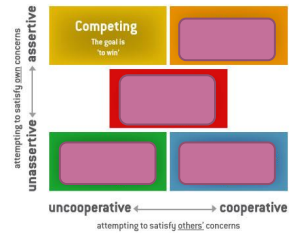
Collaborating



- 1) Manager and other become partners
- 2) Both achieve goals, objectives, and desired outcomes
- 3) Seek a win-win
- 4) Effective for complex scenarios

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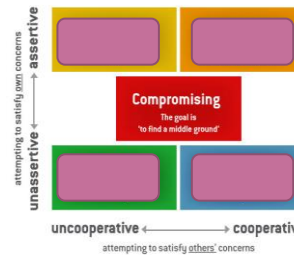


Competing

- 1) Manager acting very assertive
- 2) Manager achieves goals, objectives, and desired outcomes at the expense of the other person
- 3) Is a win-lose situation
- 4) May be effective in emergency situations

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Compromising

- 1) Moderate amount of assertiveness and cooperation
- 2) Neither person achieves goals, objectives, and desired outcomes
- 3) Is a lose-lose situation
- 4) May be effective for a temporary solution is needed and where both sides have equally important goals

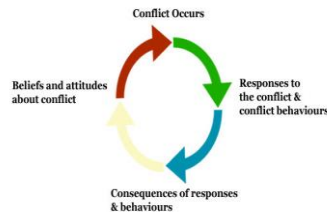
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Managing Conflicts Step-by-Step

Scenario:

C.N.A. approaches you and states that her peer took long breaks today and is behind on her assignment again, this has happened all week and refuses to help her peer complete her assignment.



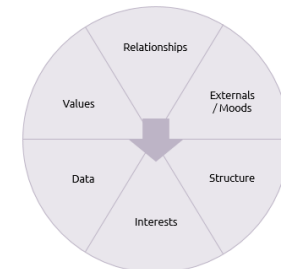
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Managing Conflicts Step-by-Step

Understanding the Circle of Conflict Model

How do you facilitate a resolution to the scenario?



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Managing Conflicts Step-by-Step

Can we all still work together?

Positive Outcomes from Conflict:

- > Mutual understandings
- > Remaining professional
- > Strengthen relationship

Negative Outcomes from Conflict:

- > Increased stress/anxiety
- > Decreases productivity/satisfaction
- > Feelings of being defeated/demeaned
- > Lowers morale/increase turnover
- > Creates climate of mistrust

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Managing Conflicts Step-by-Step

How do we move forward?

- > Discover options don't evaluate options
- > Does the solution work for both sides
- > Make an action plan
- > Follow up and through



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How to Conduct Interviews with Staff:

1. Prepare Environment

- > Cell phones off/vibrate
- > Quiet area
- > Limit interruptions
- > Be aware of surroundings

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2. Involve others before interview

- > Supervisor
- > Human Resources/Know your policies
- > Police

When to get others involved:

- > Unable to resolve conflict
- > Unable to remove own emotion
- > Break in policy/Abuse

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3. Obtain statements from those involved

- Written
- Dated/signed

4. Brief introduction

- Honesty without breaching confidentiality
- Not giving away all the details



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5. The interview (ensure all are interviewed close together)

- Remain neutral
- Stay on track
- Open ended questions – Do not ask leading questions



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6. Ending the interview

- Inform not to discuss with others
- Remind about confidentiality

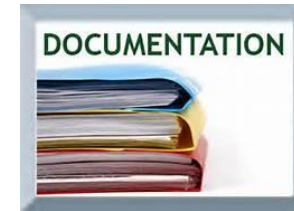


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7. Document, Document, Document

- Others will review information



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- Q&A



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Resources

- Definition: Source: Merriam-Webster's Learner's Dictionary and study.com
- Furlong, G (2005) The Conflict Resolution Toolbox, Wiley & Sons, Ontario
- <https://www.praxisframework.org/library/furlong>
- http://www.kilmanndiagnostics.com/system/files/CPP_TKI_Tool_e_Book.pdf
- <http://www.pocketmindfulness.com/6-mindfulness-exercises-you-can-try-today/>
- Donna Gosselin: email Dgosselin@mainevets.org
- Mary Jane Richards: email mrichards@ncaltc.com

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