



Managing Teams & Conflict Management

Restoring and Maintaining Trust in
Teams



Professional Practice Environments

(CNA Position Statement, 2015)

Communication and Collaboration

Responsibility and Accountability

Safe and realistic workload

Leadership

Support for information and knowledge management

Professional development

Workplace culture

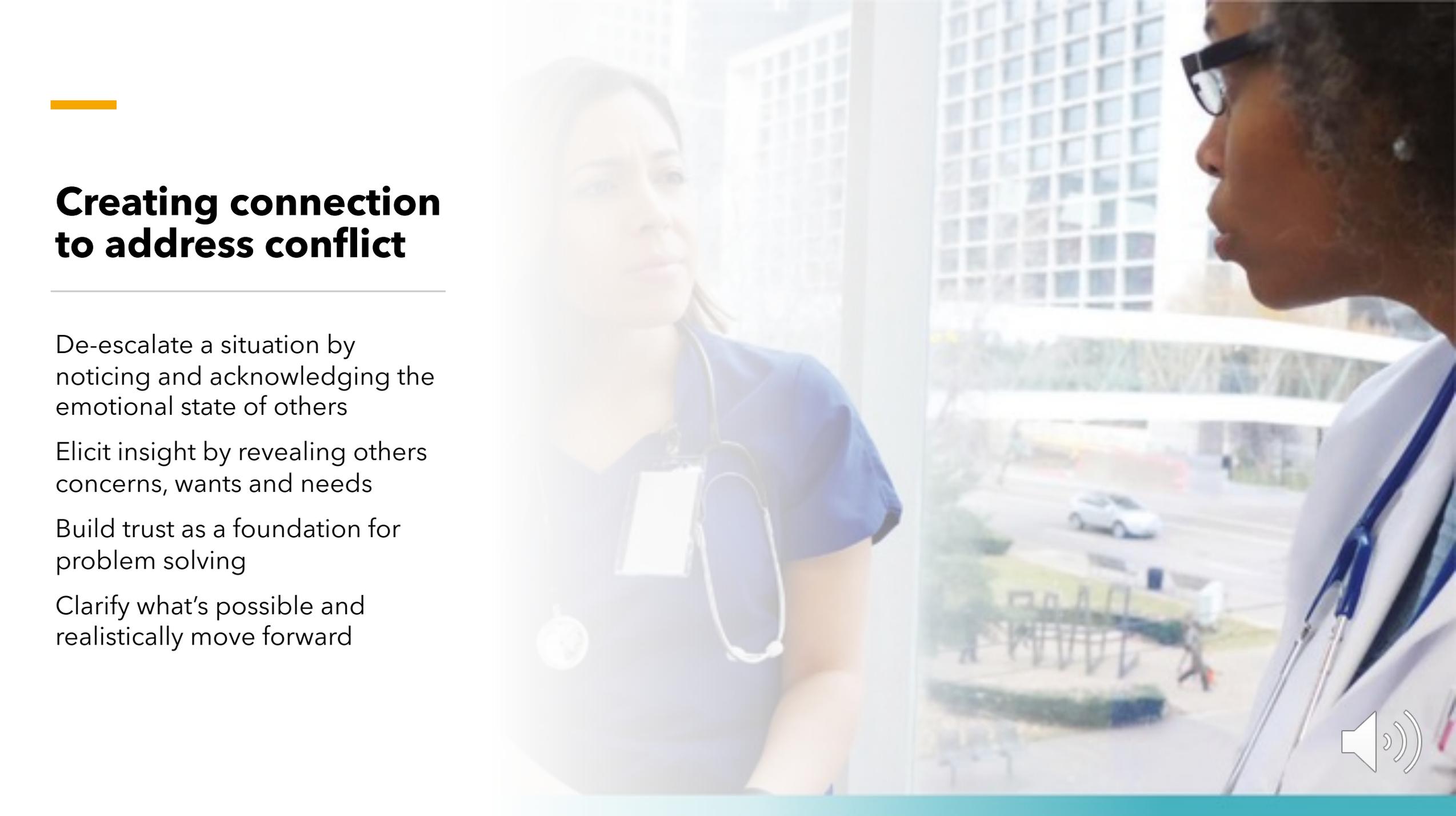


Setting the stage for constructive conflict resolution and unit effectiveness

“Nurses need to work in contexts where cooperative values are supported to engage in constructive conflict management practices, to optimize employee health and work functioning” (Siu et. al. 2008, p.251)

- Fair and respectful treatment of others
- Mutual recognition of being in a shared community
- Willingness to collaborate towards goals





Creating connection to address conflict

De-escalate a situation by noticing and acknowledging the emotional state of others

Elicit insight by revealing others concerns, wants and needs

Build trust as a foundation for problem solving

Clarify what's possible and realistically move forward



Preventing conflict

Nurses in formal leadership positions can:



- make conflict resolution a priority among all staff members;
- empower staff members to resolve problems among colleagues;
- provide nurses with greater autonomy by participating in decision-making and opportunities for professional development;
- foster positive relationships, trust and respect among staff members and promote a work environment in which conflict-creating forms of behaviour (for example, exclusion or dysfunctional cliques) are not tolerated;
- recognize the factors that contribute to conflict and promptly intervene to diffuse conflict situations before they escalate;
- help staff members to develop conflict management interventions;
- recognize that change can precipitate conflict and implement management strategies that encourage positive attitudes toward change; and
- seek learning opportunities to increase the comfort level of staff members in dealing with conflict resolution.

(CNO, 2018 p.9)



Your role as nurse leader

Change the way you think about disagreements, and how you behave during conflict. Be willing to listen, engage directly, constructively, and collaboratively with your colleagues.

Cloke and Goldsmith, Resolving Conflicts, 2011



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4 R's of Trust Building

Real self

Respect

Relationship

Risk-taking

SHARE

Share the vision

How can I help?

Authenticity

Role Modeling

Engage for change



Building Trust in your Leadership

- Keep your commitments
- Extend trust and empower others
- Show a commitment to your work
- Walk your talk
- Be ethical
- Strive to be highly competent
- Care about your staff
- Be other-focused – not self-focused
- Ask for feedback



***“Be yourself,
everyone else
is taken”***

Oscar Wilde

Authentic leadership

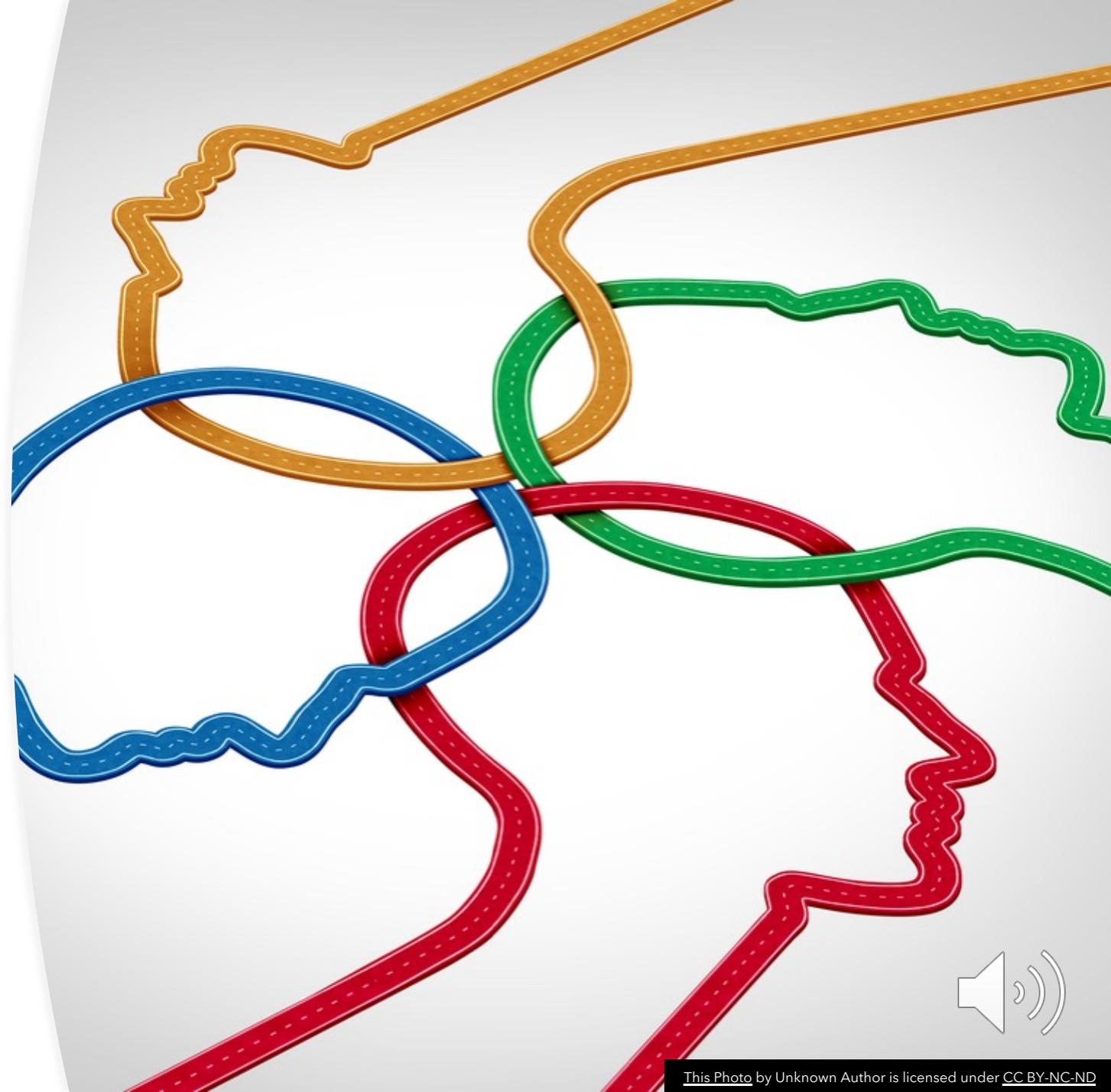
Trust can be achieved by authentic leaders when they are transparent and consistent toward their followers (Abdelwahid, 2020)

- Self awareness
- Active listening skills
- Empathy
- Humility
- Internal code of ethics
- Emotional control
- Relationship centered
- Accountable



Communication for Collaboration

- Create a safe space
- Listening sessions
- Let others speak
- Share frustrations
- Encourage self reflection
- Respect confidences
- Work on group norms and agreements
- Invite diverse opinions
- Be empathic
- Model integrity
- Encourage creativity and inclusion



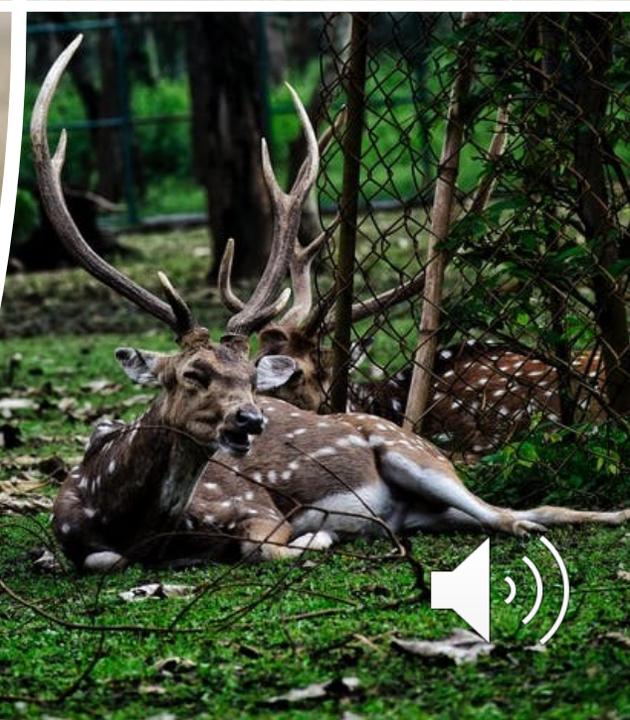
The Art of Teamwork



This video highlights what we can learn about building teams to achieve mutual goals.

- Enjoy!





Nurse managers have an opportunity to support individuals and the team to utilize effective conflict resolution, involve staff in decision making, and lobby resources for safe quality care provision. By doing so, positive practice environments and unit effectiveness will be enhanced.

