Managing Teams & Conflict Management

Strategies to Resolve Conflict

Thomas-Kilmann Conflict Model (1977)

- Dimensions of human behaviour: **assertiveness** and **cooperativeness**

- Used to define five different modes for responding to conflict situations

CONFLICT HANDLING INTENTIONS

	Concern for Others (Cooperativeness)	
High	**Accommodating** (Friendly Helper)	**Collaborating** (Problem Solver)
	Compromising (Maneuvering Conciliator)	
Low	**Avoiding** (Impersonal Complier)	**Competitive** (Tough Battler)
	Low — Concern for Self (Assertiveness) — High	
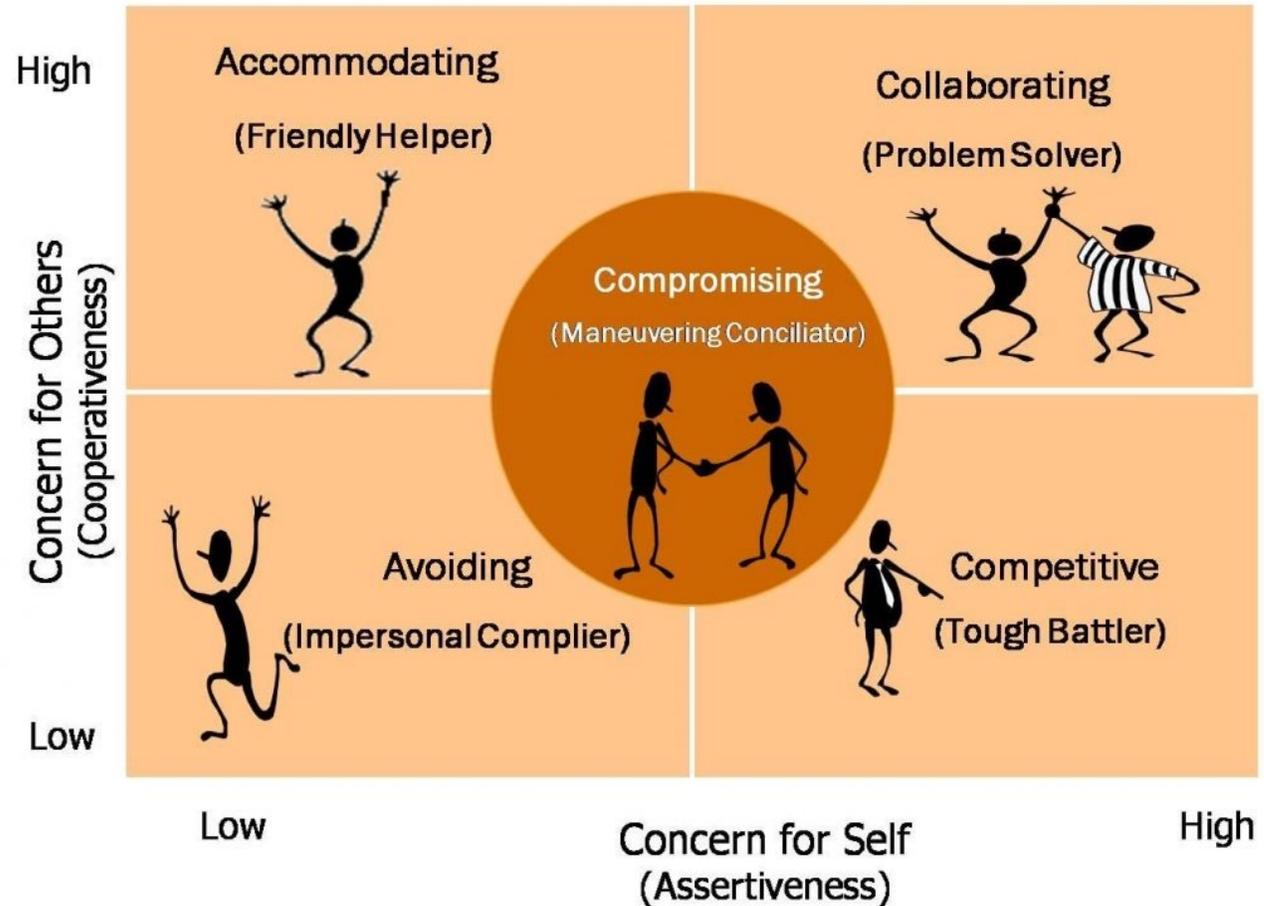
Conflict Management Styles

"Each strategy has its own benefits; there is no right or wrong style" (Benoliel, 2017)

Style	Definition	Appropriate Situations
Avoiding	Ignore, withdraw, sidestepping the issue; unassertive and uncooperative	Issue is trivial; potential disruption outweighs the benefit of resolution
Accommodating	Gives in to the wishes of the other; unassertive	When harmony and stability are important; allow learning by others
Collaborating	Assertive and cooperative, problem solving	When your objective is to learn; merging insights from others
Competing	Assertive but not cooperative; Win-Lose	When quick decisive action is required; when unpopular action is required
Compromising	Mutually acceptable solution; everyone gives a little; some assertiveness and cooperativeness	When attempting to achieve temporary settlements; time pressures

4 Principles of Negotiation - Harvard

View the video in the reference section of this topic

https://www.youtube.com/watch?v=RfTaIFEeKKE

1. Separate the person from the issue

2. Negotiate not position focused but interest oriented

3. Develop criteria that a negotiation must fulfill

4. You should have different options to choose from

Conflict Management-personal

- Attitude is Everything

- Communication

- Choose your battles

- Know your part

- Reach out to others involved

- Keep an open mind

- Ask for support
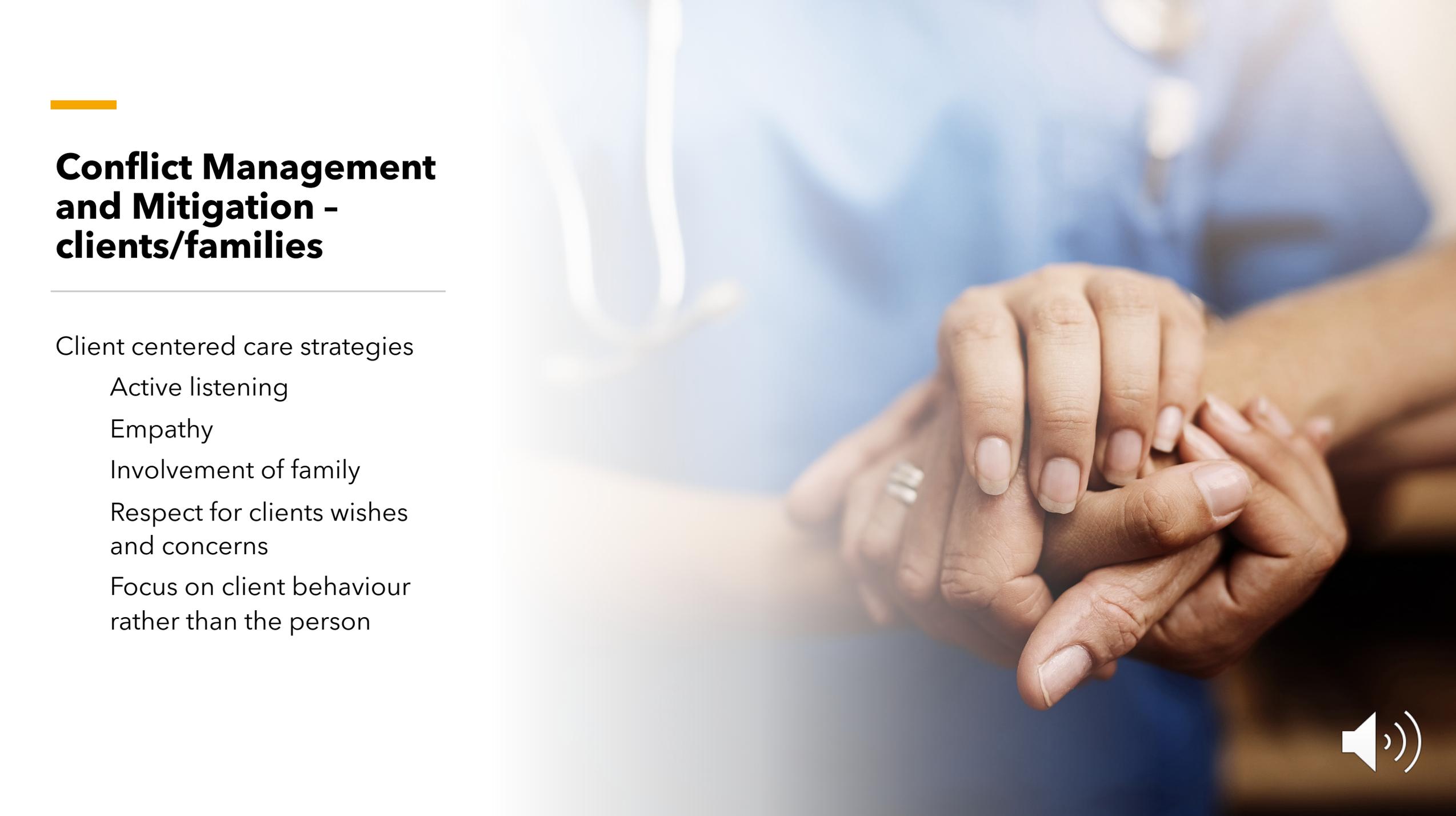
Conflict Management and Mitigation – clients/families

Client centered care strategies

- Active listening

- Empathy

- Involvement of family

- Respect for clients wishes and concerns

- Focus on client behaviour rather than the person

Nursing Leadership: Dealing with Conflict
(Angelo, 2019)

Be consistent

Keep the team front of mind

Focus on your own frame of mind

Convey worth and dignity

Observe healthy boundaries

Lead with your truth

Anticipate the reaction

Expect the best of people

Use your resources

Ask for feedback and listen

Be clear about your mission

Don't give up

Conflict management – workplace incivility

All nurses have the right to work in a respectful environment that is free from any form of violence and bullying and to work where these are not tolerated as part of a nurse's job. (CNA Position Statement, 2015)

- Horizontal violence: Interpersonal conflict among colleagues that includes antagonistic behaviour such as gossiping, criticism, innuendo, scapegoating, undermining, intimidation, passive aggression, withholding information, insubordination, bullying, and verbal and physical aggression.

- Bullying: Any act or verbal comment that could isolate or have negative psychological effects on a person.

Nursing Leadership: Work Environments – CIVIL
(Kroning, 2019)

C – Create zero tolerance environments by ensuring that individuals are accountable for incivility and policies are in place, understood and updated.

I – Institute true zero tolerance policies and repercussion for negative behaviour

V – Value employee feedback and reporting by ensuring that incivility is confronted when reported, support is provided and employees model professional behaviours

I – Intervene early when reports of incivility occur, provide resources as needed to educate and prevent incivility

L – Leadership is essential – role model professional behaviour, intraprofessional teamwork, therapeutic communication and mentoring for all.

Strategies to Resolve Conflict (Johansen, 2012)

- *Recognize conflict early*. Recognizing the early warning signs of conflict is the first step toward resolution. Pay attention to body language and be cognizant of the moods of the staff.

- *Be proactive*. Address the issue of concern at an early stage. Avoiding the conflict may cause frustration and escalate the problem.

- *Actively listen*. Focus your attention on the speaker. Try to understand, interpret, and evaluate what's being said. The ability to listen actively can improve interpersonal relationships, reduce conflicts, foster understanding, and improve cooperation.

- *Remain calm*. Keep responses under control and emotions in check. Don't react to volatile comments. Your calmness will help set the tone for the parties involved.

- *Define the problem*. Clearly identify and define the problem. A clear understanding of the issues will help minimize miscommunication and facilitate resolution.

- *Seek a solution*. Manage the conflict in a way that successfully meets the goal of reaching an acceptable solution for both parties.

Nurse managers have an opportunity to unite the team to create work environments that motivate, inspire and bring joy to our work, so that we can provide quality, safe care to our communities.