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CONFLICT RESOLUTION

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Objectives

1. Identify the common factors that lead to conflict.
2. Distinguish between types of conflict.
3. Discuss methods to manage the conflict and identify advantages and disadvantages of each method.

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Conflict: Definition

❖Conflict is generally defined as the internal or external discord that results from differences in ideas, values, or feelings between two or more people.

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Factors that Lead to Conflict

- Differences in:
  - Values
  - Beliefs
  - Backgrounds
  - Goals
  - Economic and professional values
- Competition among professionals
- Scarce resources
- Restructuring
- Poorly defined role expectations

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Types of Conflict

- Intrapersonal
- Interpersonal – issue/people focused
  - Bullying, incivility, mobbing workplace violence
  - Code of conduct/Zero tolerance policy
  - ANA code of ethics
- Intergroup

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The Conflict Process

<u>5 Stages:</u>

1. Latent conflict
2. Perceived conflict/substantive conflict
3. Felt conflict/affective conflict
4. Manifest conflict/overt conflict
5. Conflict aftermath

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Conflict Management

Goal:
The optimal goal in resolving conflict is creating a win-win solution for all involved

Common conflict resolution strategies

- Compromising
- Competing
- Cooperating/Accommodating
- Smoothing
- Avoiding
- Collaborating

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Compromising

- Each party gives up something it wants
- An optimum conflict resolution strategy

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Compromising

Advantages

- Optimum conflict resolution strategy

Disadvantages

- Lose-lose situation
- Give up something of equal value

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Competing

- Used when one party pursues what it wants at the expense of the others

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Competing

Advantages

- To resist unsafe patient care policies or procedures, unfair treatment, abuse of power, or ethical concerns.

Disadvantages

- Seeks to win regardless of the cost to others
- Win-lose situation

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Cooperating/Accommodating

- The opposite of competing
- One party sacrifices his or her beliefs and allows the other party to win

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Cooperating/Accommodating

Advantages

- Often expects some type of payback
- Appropriate political strategy

Disadvantages

- Actual problem gets not solved
- Win-lose situation

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Smoothing

- Attempts to pacify the other party
- Get someone to accommodate or cooperate with another party
- Attempts to compliment other party

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Smoothing

Advantages

- Focus on agreements rather than differences
- Emotional component of the conflict is minimized

Disadvantages

- Rarely results in resolution of the actual conflict

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Avoiding

- The parties involved are aware of a conflict but choose not to acknowledge it or attempt to resolve it.
- Indicated when:

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Avoiding

Advantages

- Useful in trivial disagreements

Disadvantages

- Conflict remains and reemerges later in an exaggerated fashion

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Collaborating

- All parties set aside their original goals and work together to establish a 'supraordinate' or priority common goal
- Assertive and cooperative means of conflict resolution

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Collaborating

Advantages

- Focus remains on the problem solving
- Participation in decision making
- Win-win solution

Disadvantages

- Requires mutual respect, open and honest communication, equitable and shared decision-making powers
- Time consuming
- Requires self-awareness & communication skills

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Negotiation

- Each party gives up something and the emphasis is on accommodating differences between the parties
- Similar to collaboration (most creative form) and resembles a competing approach (poorly managed form)
- Resembles compromise when it is used as a conflict resolution strategy
- Major goal: To make other party feel satisfied with the outcome
- The focus should be to create a win-win situation

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Managing Unit Conf

<u>Common causes of organizational conflict:</u>

- Poor communication
- Inadequately defined organizational structure
- Individual behavior
- Unclear expectations
- Individual or group conflict of interest
- Operational or staffing changes
- Diversity in gender, culture, or age

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Strategies to Facilitate Conflict Resolution Between Members in the Workplace

- Confrontation
- Third-party consultation
- Behavior change
- Responsibility charting
- Structure change
- Soothing one party

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Integrating leadership Skills and Management Functions

- Constructive conflict
  - Creativity
  - Innovation
  - Growth
- Destructive conflict
  - Horizontal bullying
  - Workplace violence

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Reference

- Marquis, B. & Huston, C. (2017). *Leadership roles and management functions in nursing: Theory and application* (9th ed.). Philadelphia: Lippincott, Williams & Wilkins

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