

# CONFLICT MANAGEMENT

**PREPARED BY:**

**SALINA THAPA**

**NURSING INSTRUCTOR**

# DEFINITION

- Conflict is disagreement between two or more organizational members or groups arising from the fact that they must share scarce resources or work activities and/or from the fact that they have different status, goals, values or perceptions.

**- J. A. F. Stoner**

- Conflict describes a situation in which persons or groups disagree over a means and try to establish their views in preference to others.

**- Litterer**

- Conflict management is the process of planning to avoid conflict where possible and organizing to resolve conflict where it does happen, as rapidly and smoothly as possible.



# Causes of Conflict

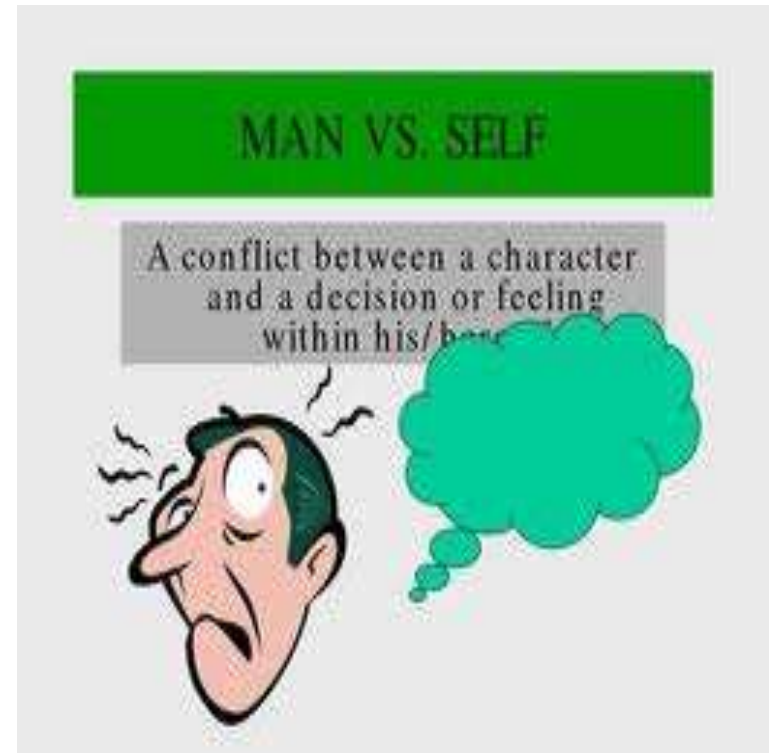
- Lack of information
- Lack of resources
- Personal relationships
- Incompetent management
- Goal differences
- Group interdependence
- Role ambiguity
- Communication distortion
- Leadership problem

# Types of Conflict

1. **Intrapersonal conflict**
2. **Interpersonal conflict**
3. **Organizational conflicts**

- **Intrapersonal conflict:**

An intrapersonal conflict occurs within an individual in situations in which he or she must choose between two alternatives.



- **Interpersonal conflict:** is conflict between two or more individuals. It occurs because of differing values, goals, action, or perceptions.

## MAN VS. MAN

A conflict between two  
chara



- **Organizational conflicts:** conflict also occurs in organization because of differing perceptions or goals. Organizational conflicts may be intrapersonal or interpersonal, but they originate in the structure and function of the organization.



- **According to Origin and form;**

1. **Structural Conflict:**

When an organization grows vertically/horizontally or becomes more and more departments or increase the units that may create conflict due to big or expanded or complex nature of an organization.

2. **Role Conflict:**

The role means a set of behaviour expected by an organization from its member or employee. Role conflict arise when an individual has to assume roles for the different situation which are inconsistent with one another.



### **3. Institutional Conflict:**

Every institution has its own rules, regulation, policy and bylaws. Every employee must follow institutional policy otherwise may take the action. Institutional conflict takes place when the related conditions or circumstances break up the rules, regulation, policy, bylaws, the order of authority, precedent and previous practice.

# Principles of Conflict Management

- Think before reacting
- Listen actively
- Assure a fair process
- Attack the problem
- Accept responsibility
- Use direct communication
- Focus on the future
- Options for mutual gain

# Process of Conflict Management

- Most essential element of conflict management process is recognition of stages of conflict with appropriate interventions at different stages.
- The stages of conflict can range from strong argument within a single meeting to longstanding opposing among or between the medical staff, administration and the governing body.
- Early recognition of conflict and appropriate level of intervention must be a primary objective of conflict management.

# Five Steps to Conflict Resolution/Management

## ❑ Step 1: Identify the Source of the Conflict

- Detail information about the cause of conflict helps to resolve it more easily.
- The information can be collected by asking a series of questions to identify the cause like “When did you feel upset?” “How did this incident begin?” and so on.
- A mediator requires for collecting the information. The mediator needs to give a chance to share their side of the story for both parties. It will provide a better understanding of the situation and demonstrate impartiality of moderator.

## ❑ **Step 2: Look beyond the Incident**

- The source of the conflict might be a minor problem that occurred months before but the level of stress has grown to the point where two parties have been attacking each other personally instead of addressing the real problem.
- Once again probing questions will help. Examples are, “What do you think when it happened here?” and “When do you think the problem between you first arose?”

### ❑ **Step 3: Request solutions**

- After getting each party's viewpoint on the conflict, the next step is to get each to identify how the situation could be changed.
- Again question the parties to ask their ideas: "How can you make things better between you?"
- As a mediator you have to be a active listener, aware of every verbal tone as well as a good reader of body language.
- Mediator just listens and observes the disputants, try to stop fighting and start co-operating each other.

**❑ Step 4: Identify Solutions both Disputants can support**

- The mediator identifies the most acceptable courses of actions among various alternatives after listening to the viewpoints of both parties.
- Point out the merits of various ideas, not only from each others perspective but also in terms of the benefits to the organization.

## ❑ **Step 5: Agreement**

- The mediator needs to bring two parties together to shake hands and agree to one of the alternatives identified in step 4.



# Conflict Management

- According to K.W. and R.H. Kilmann there are 5 major styles for conflict management:
  1. Avoidance/ Avoiding
  2. Accommodation/ Accommodating
  3. Competition/ Competing
  4. Compromise/ Compromising
  5. Collaboration/ Collaborating



# 1. Avoidance/Avoiding (no winners/no losers)

It is a strategy that allows conflicting parties to cool down. The nurse manager involved in a conflict can sidestep the issue by saying, **“Let’s both take time to think about this and set a date for a future talk”**. It can be used when the issue is not critical or potential damage.



## 2. Accommodation/Accommodating (lose/win):

The nurse manager who is a party to the conflict can accommodate the other party by **yielding & placing the other's needs** first. This is a particularly good strategy when the issue is more important to the other person. It maintains cooperation & harmony and develops subordinates by allowing them to make decisions.



### **3. Competition/Competing (win/lose):**

A nurse manager as supervisor can exert position power at a subordinate's expense. This enforces the rule of discipline. It is an assertive position that does not foster commitment to conflict resolution on the part of the subordinate. (Associates "winning" a conflict with competition.)



## 4. **Compromise/Compromising (win some/lose some):**

In compromising, each party gives up something it wants for compromising not to result in a lose-lose situation, both parties must be willing to give up something of equal value. It is important that parties in conflict do not adopt compromise prematurely if collaboration is both possible and feasible.

(winning something while losing a little is OK)



## **5. Collaboration/Collaborating(win-win)**

It is an assertive and cooperative means of conflict resolution that results in a win-win solution. In collaboration, all parties set aside their original goals and work together to establish a supraordinate or priority common goal. In doing so, all parties accept mutual responsibility for reaching the supraordinate goal.



- According to Filey, there are 3 basic strategies for the resolution of inter-personal, inter-group or organizational conflict:

- 1. Lose-lose approach:**

- In this approach conflict becomes personal rather than problem centered.
- In this neither party wins. Parties direct their energy toward total victory for themselves and total defeat for others.

## **2. Win-Lose Approach:**

- This approach is power oriented and associated with physical aggressions and punishment to gain control over others.
- Here the conflicts are personalized and each party see the issue from his/her viewpoint rather than as a problem that needs a solution, and strives for total victory.
- In this strategy, one party's gain is another party's loss and someone always loses, which may cause them to be bitter and revengeful.



### **3. Win-Win Approach:**

- In contrast to lose-lose and win to lose strategies, this approach focuses on goals rather than on persons.
- By using collaborative technique, it emphasizes on consensus and takes an integrative approach to decision making.

# Managers role in Conflict Management

- Never ignore the employee's complaint.
- Treat the employees and their complaints as being important.
- Listen carefully to the employees' point of view and keep the tamper under control.
- Withhold your decision until you collect the important facts.
- Confirm the problems and explain the reasons for your decision.
- Express confidence with the employees
- Fairness is always important while making the decision.
- Be always available to your employees.