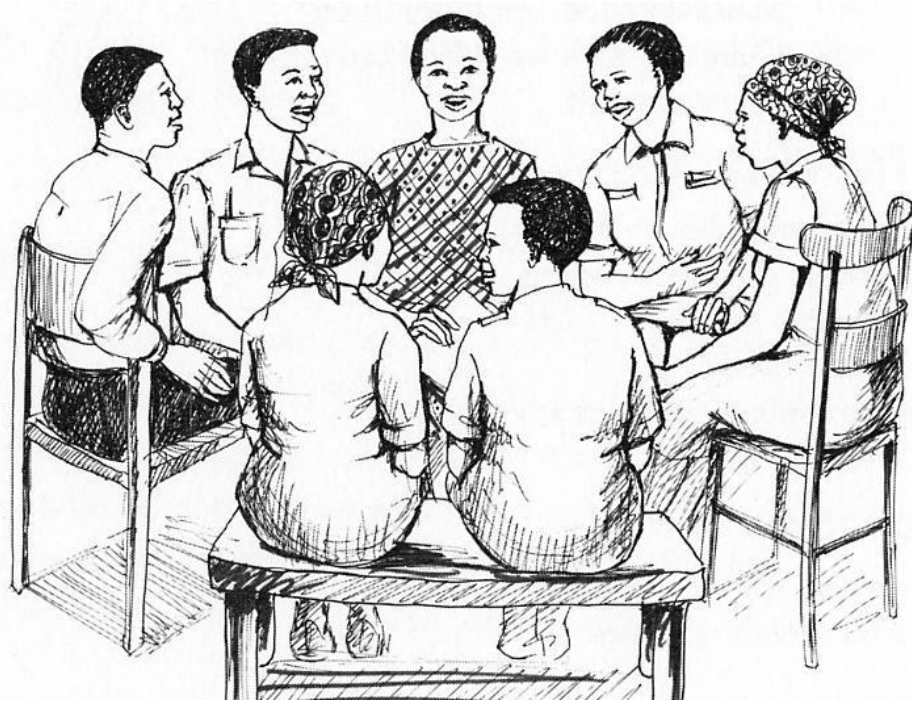


Managing **Conflicts** with emotional competence



How to manage **conflicts** to maintain **dignity and respect** for patients and colleagues

Basic workshop

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Referencing and acknowledging the iCARE-Haaland model

- *Please feel free to use and adapt the material in this presentation, and the model it is built on, by referring to the model, and the authors:*
- This presentation is adapted from «***Managing conflict with emotional competence***», which is part of the learning materials in the iCARE-Haaland model.
- **To reference this content please use the following:** Haaland A, with Boga M, 2020. Communicating with awareness and emotional competence: introducing the iCARE-Haaland model for health professionals across cultures. With contributions from training teams, Vicki Marsh and Sassy Molyneux. <https://connect.tghn.org/training/icare-haaland-model/>
- The authors' names should remain on the presentation, with a by line recognizing the person who (has adapted and) is presenting the presentation

Example:

Step back – prevent conflict

- *“Somebody asked me (sarcastically), how was the course? I replied it was very interesting and was a lot of learning. Then she asked me, “do you think you have changed? Because I have not seen any difference”.*
- *My reaction was to take a step back, I acknowledged and set aside my emotions. I also told her what I have learnt, like how to deal with emotions.”*



Learning objectives

- By the end of the session, participants will
- **Understand**
 - What a conflict is
 - Why conflicts occur
 - How emotions affect conflict
 - How emotional competence and stepping back can stop a conflict from developing, or escalating
- **Be aware of** how conflicts affect them, what it can result in, and how they deal with conflict
- **Be able to practice** emotional competence and stepping back as important conflict solving skills

Conflict part 1:

How does it affect you and your work?



Conflict: What is behind reactions?

Demo: Handing over nursing report



- A Senior nurse reports on duty
- Junior nurse hands over report
- Senior notices: colleague has not completed her tasks as expected

Discussion in groups



- What did the senior/ Junior nurse do, which **fueled the conflict**?
- How did the two people **feel**?
- What could be **behind** the reactions?
- Where was their **focus** of attention?

Conflict: A normal part of life

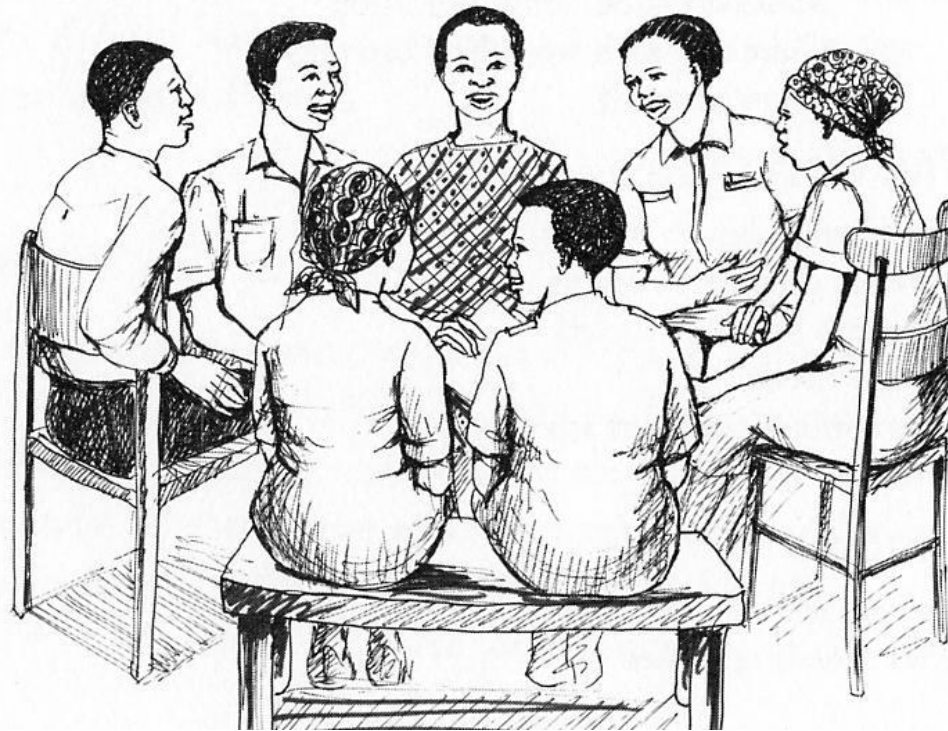
- **A conflict is**
 - A struggle to resist/overcome
 - Contest of people with opposing needs, ideas, values or goals
 - A situation where 2 or more parties become aware that what each party wants is incompatible with the wishes of the other
 - A fact of life
- Conflict exists at all levels of society in all sorts of situations
- Causes discomfort, anger, frustration, sadness, pain
- *Few people have learnt to deal well with conflict*

Skills: The space to step back

- *«Between stimulus and response there is a space. In this space lies our power to choose our response. In our response lies our growth, and our freedom.»*
 - Viktor Frankl, professor in psychiatry, and holocaust survivor
- ***What is the link to emotional competence?***

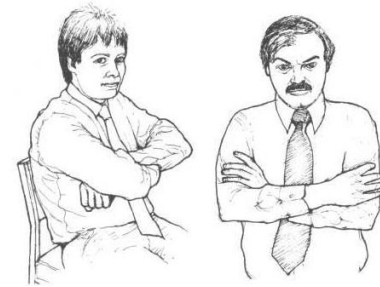
Group Discussion

- **What could be the causes of this conflict:**
- Discuss the situation from the demo
- What could be other causes of conflict (*between colleagues*)?



Many things can lead to conflict:

- Your pride is hurt
- You are not able to say no, until you suddenly had ENOUGH!
- Your perceptions are being questioned and judged
- Assumptions
- Too high or too low expectations/being underutilized
- Unclear roles
- Jealousy among colleagues (*behind = inferiority?*)
- Lack of appreciation/lack of recognition
- Inability to take care of own fears/problems (eg from home)



Apparent Causes of conflicts

- **Stress** – created by too much or too little responsibility, lack of managerial support, lack of participating in decision-making
- When nurses or patients hold **beliefs, values** and goals that differ from those of their colleagues or carers, the situation can lead to conflict
- When individuals or groups are **not getting what they want or need**, and are seeking their own **self interest**
- **Leadership** style



Common reason - leading to conflict:

Emotions – with reasons

- Reasons for conflict = commonly **emotions**
- Emotions = on **both sides**
- **Knowledge and skills** needed to explore reasons *behind* the emotions
- Can **stop** automatic reaction
- **Stepping back** = Key skill



Effects of conflict

Conflict can affect:

- Psychological health of staff and patients
 - Job satisfaction
 - Efficiency of the clinic or organisation
 - Quality of care?
- **Discuss** – what are other likely effects of conflict – from the demo you saw?



Other effects of conflict

- **Undermines morale** and self confidence
- **Polarizes people** - makes people take sides and form rival groups
- **Reduces** cooperation
- **Increases** or sharpens differences
- Takes **attention away** from important activities
- Leads to **irresponsible** or harmful behavior, e.g violence, fighting



Effect: Cooperation is lost

- *“When there is a conflict it does not matter whether it’s a relative or colleague or fellow working mates - its effects, our relationship break, trust is no more and cooperation is lost, so working together becomes a challenge.”*



Part 2: How to deal with conflict

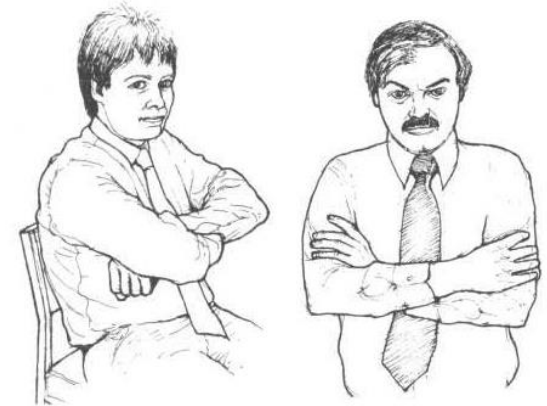
Aim: Handling conflicts with conscious communication and emotional competence



From confronting.....To Dialogue

”It’s my nature”

- *“I hate handling conflicts. this I try as much as possible to avoid the conflicts unless when necessary. I tend to think that’s my nature”*



How we learn to handle conflict: **Patterns from our upbringing**



- Most of us handle conflict (automatically) like we did in our family

Examples:

- **Authoritarian:** Fear upwards, «kick» downwards: *Swallow feelings*
- **Fighting openly,** but not looking for reasons, and not solving the conflict
- **Listening to each other:** show respect and empathy, explore reasons, solve the conflict
- ***We can learn awareness, emotional competence and «stepping back»***



The impulse to judge

- *What triggers your automatic reactions – and makes you act on impulse – e.g. in a conflict?*



Ways you deal with conflict

1. Confronting

- *“I confront it. E.g. Many at times when I quarrel with my husband, I do it head on i.e. he says this, i answer there and then till we come to a conclusion”*
- *I usually confront. I have to say something to show my facts. I don't agree to the be defeated.”*



Ways you deal with conflict:

2. Avoiding

- *“I avoid it, if I cant avoid it I reason with the other person”*
- *“I keep quiet and decided not to comment on anything, I left her talking on herself”*



Ways you deal with conflict:

3. Taking responsibility to resolve the conflict

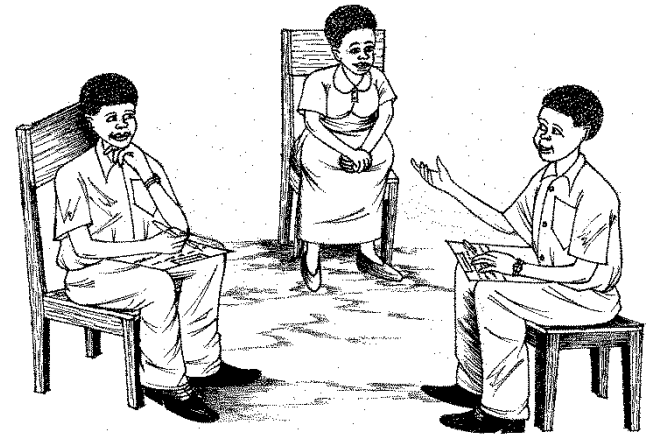
- *“The best I could do is by accepting responsibility for what has happened even if am wrong, but I was there and it could be my presence contributed to the conflict. So I should say sorry to the other party, and very calmly without confrontation – initiate solutions to the conflict.”*



Ways you deal with conflict:

4. Listen to both sides: Mediating

“With conflicts of work I discuss them with the affected person in the best way I can to come to an agreeable solution. But first I have to wait for tempers to go down before handling and discussing the issues.”



Your learning needs

- Methods and techniques to use when handling conflicts
- How to first think before reacting to avoid any unwanted eventualities
- How to effectively deal with my emotions when handling conflict (anger, fear.)
- How to handle conflicts peacefully and with minimal exchange of words restoring friendship at the end of it
- To stop being partisan and handle everyone as they deserve
- The win-win, win-loose, compromise and loose-loose strategies in conflict resolution.

Strategy: Emotional competence

Managing conflict: Recognize emotions and step back from automatic reactions



Handling conflict is about:

- **Understanding** and **acknowledging** your own **fear** (*and the fear of the other person*)
- **Recognize the emotions** - what is about to happen
- Stop automatic reactions, **step back**
- **Not judge** automatically
- **Listening**, with respect + the intention to understand
- Look for reasons; find the **common goal**, focus on this – rather than on your own interest.



Steps to **handle emotions** in conflict

Step 1: Recognize:

- Recognize own emotions when a conflict is brewing with patient or colleagues
- Recognize the emotions of the other person

Step 2: Acknowledge

- Get antenna out

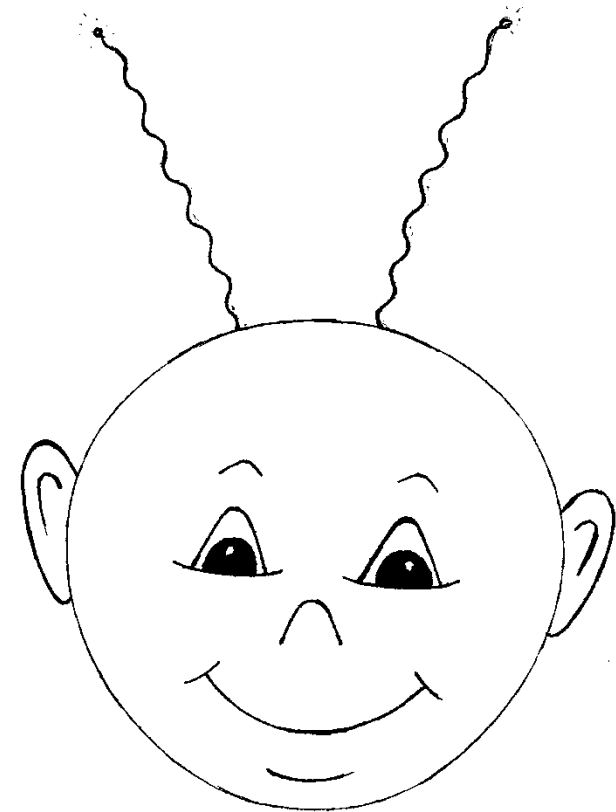
Step 3: Step back

- Stop automatic reactions, *be fully present*

Step 4: Listen with intention to understand:

- Stay present, do not judge, listen actively (not with your mouth full of words!)
- Respect the emotions

Step 5: Find reasons behind emotions and conflict – find and focus on common goal



Key issues 1:

Maintain respect

“It doesn’t matter how hurt we are, approaching the other person in a calm manner and with respect can help solve the problem”



Key issues 2:

Choose the right time



- *“It is better to avoid an unpleasant situation when tempers are high. Better to wait for a person to calm down, then approach that person to resolve the issue.”*
- **If both/all are upset, help calm the situation and emotions first, by**
 - Acknowledging the problem(s)
 - Not taking side (if you are not a part)
 - Reassuring that you will listen, and facilitate a solution
 - Agree on a time to talk (very soon –)

Key issues 3

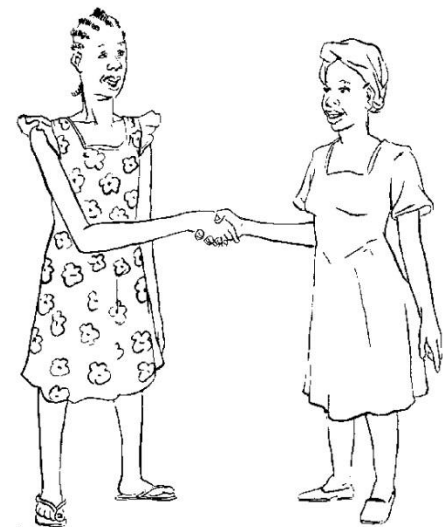
Focus on the common goal – look for reasons for differences

- **Identify:** What is (or could be) ***a common goal?***
- What are the ***differences?***
- What are ***reasons*** for the differences?



Participant's example

- *“Allow the two parties to cool down first, find out where the problem was, find a solution of which each one could know their weak and strong points. After understanding that , they come to an agreement and forgive each other and start afresh”*



Applying what you have learnt to dealing with **conflict**

Role play



After the role-play

Discuss:

- How did you handle the situation?
- What skills did you use?
- What have you learnt?
- Which skills do you need to strengthen, to deal well with conflict?



Dealing with conflict:

Different ways, different purposes

1. Collaboration

- **Mutual willingness**
 - to seek effective solution to satisfy both
- **Cooperative, win-win –**
 - as **both are concerned about the interest of the other,**
 - but not prepared to give up to please the other.
- **Used when**
 - **goals and needs of both sides are important.**



Dealing with conflict:

2. Avoidance

- ***Used by:***
 - People who **negate their own concerns, and**
 - **concerns of others**
- **Uncooperative**
- **Powerful technique** –
 - can be used purposefully to frustrate the other.
 - One party withdraws when other methods have failed
- **Appropriate when**
 - potential negative results of initiating and acting on conflict are
 - much greater than the benefits of its resolution.



Dealing with conflict:

3. Accomodation

- **Cooperative interaction**
 - One party prepared to give up her needs
 - for the sake of the other
- **Nonassertive person feels –**
 - more important to maintain harmonious interpersonal relationships
 - than to express their own opinions and needs clearly.
- **Person will apologize to solve conflict**
- **Appropriate if**
 - person was wrong,
 - opponent is more powerful, or
 - when issue is more important to preserve harmony.



Example: Accomodation

- *I make sure we discuss the whole issue and come to a solution but if the other party is resistant, I just say "let it be the way you say it"*



Dealing with conflict:

4. Compromise

- **Cooperative style**
- **Used by people who realize that**
 - in conflict, **not all parties can be satisfied**
- Both parties prepared to
 - give and take
- **Mutually acceptable solutions** are sought
- Leads to **lose-lose** atmosphere:
 - both have to give up something,
 - are only partly satisfied
- **Used when**
 - **both have equal power,**
 - goals are only moderately important, and
 - **quick solution** is needed.



Dealing with conflict:

5. Competition

- **Power-oriented uncooperative** mode
- One person
 - is **aggressive**,
 - **pursues own goals**,
 - **at the expense of the other**
- **Win-lose** situation – similar to forcing an issue
- When style used **too often**,
 - morale is damaged
- **Appropriate** when
 - **quick or unpopular decision is needed**



Strategies to resolve conflict

- **Win-lose:** Use of power of one position, use of mental or physical power, use of majority rule
- **Lose-lose:** Use of compromise, bribes, resorting to rules
- **Win-Win:** Use of problem-solving, reaching consensus, focus on goals: *This is using emotional competence*

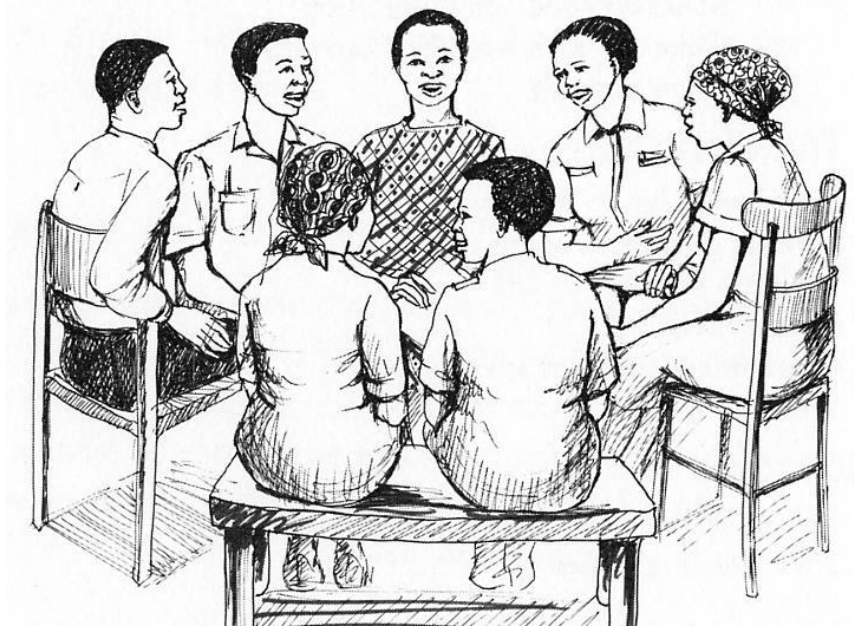


Summing up:

Using insights and skills to manage **conflict**, using emotional competence

Please discuss:

- What have you learnt so far about handling conflict?



Summary: Resolving **conflict** with emotional competence

- **Choose Win-Win strategy:** Problem-solving, reaching consensus, focus on goals
- **Take a step back:** If emotions are high, suggest to meet later to talk. Take care of your feelings.
- **Respect, and listen:** There are always two sides to a conflict: Listen, with the intention to understand
- **What do you need, what can you give?**
- Reflect on own situation and priorities, then discuss. Use positive thinking, be generous

