

Managing Conflict within Your Team: Strategies for Success



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COLLABORATION FOR HOME CARE ADVANCES IN MANAGEMENT AND PRACTICE



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Session Objectives

- Review 5 strategies that can be used to manage conflict
- Identify under what circumstances each strategy should be used
- Discuss possible negative consequences for using each strategy

The “Headlines”

- Managing conflict is deliberate.
- Requires balance of concern for self/other.
- Planning is required.
- Combining objective and subjective data is essential
- Ability to assess complex situations is key.
- Practice in root cause analysis is helpful.

5 strategies that can be used to manage conflict

- Avoidance
- Accommodation
- Confronting
- Compromise
- Win-Win

Avoid Strategy

- The Avoid strategy should be used:
 - When you have no real investment in the outcome of the conflict.
 - When you are clear it is impossible to influence the other party in the conflict.
 - When the stakes are too high to risk engaging the other person (relationship, politics, etc.)
 - When others can resolve the conflict more effectively.
 - When the issue is symptomatic of another fundamental issue.

Possible negative impacts

- Using the AVOID strategy may result in:
 - Unresolved issues
 - Loss of energy because of “sitting” on the issues
 - Self-esteem may suffer for not dealing with the conflict
 - May be seen as not credible by other party to the conflict
 - Could prevent creative improvement since no dialogue has occurred

Accommodation Strategy

- The Accommodation strategy should be used:
 - When preserving harmony and avoiding disruption are especially important.
 - To enable others to develop and learn from their choices and mistakes.
 - When the issue is much more important to the other person.
 - When you realize you are wrong.
 - When continued competition would only damage the cause.
 - When you want to convey a degree of reasonableness.

Possible negative impacts

- Using the ACCOMMODATION strategy may result in:
 - Frustration about not getting your needs met
 - Relinquishing the best solution
 - Decreased influence, respect or recognition

Confront Strategy

- The Confront strategy should be used:
 - When quick, decisive action is needed.
 - On important issues for which unpopular courses of action need implementing.
 - On issues vital to the welfare of the organization, department, unit.
 - When one knows one is right.
 - When protection is needed against people who take advantage of non-competitive behavior.

Possible negative impacts

- Using the CONFRONT strategy may result in:
 - Reduced communication with the other parties
 - Damage to the relationship
 - Fear of admitting ignorance or uncertainty
 - Eventually being surrounded by “yes” people
 - No commitment from the other persons
 - Having to keep selling or policing the solution during the implementation

Compromise Strategy

- The Compromise strategy should be used:
 - When attainment of goals is important, but the relationship must still be preserved.
 - When two opponents with equal power are strongly committed to mutually exclusive goals.
 - When temporary settlements are needed on complex issues.
 - When expedient solutions are necessary under difficult circumstances and/or time pressure.

Possible negative impacts

- Using the COMPROMISE strategy may result in:
 - Lack of total satisfaction for parties involved in the conflict
 - Being perceived as a “sell-out”
 - Losing sight of bigger issues, long-term objectives, etc. by focusing on an immediate solution

Win-Win Strategy

- The Win-Win strategy should be used:
 - When both parties have important goals which are too critical to be compromised.
 - When it is important to merge experiences and feelings from people who have different backgrounds and perspectives.
 - When it is crucial to gain commitment from all parties involved.
 - When it is a priority to better understand the views of others.

Possible negative impacts

- Using the WIN-WIN strategy may result in:
 - Too much time spent on an insignificant issue
 - Perceived as taking too long to reach a resolution
 - Assumptions about trust between the parties that may be unfounded