



WORKING WITH CONFLICT

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Conflict

What is the definition of
CONFLICT?

Is it all bad?

Why is resolution so
important?

4 types of employee COMPLAINTS and what I can do about it



PRODUCTIVE Complaining

VENTING

CHRONIC Complaining

MALICIOUS Complaining

SILENCE is a better indicator of conflict than **ARGUING**



We're all on the same team

- Goal to persuade people
- Goal to look better
- Goal to find better solutions!

Keep it about the facts

- It's not about who cares more, who's loudest, who's got the power, or who's more articulate

Don't make it personal!

Be intellectually humble

- Listen and respect
- Be curious – even bad ideas can be useful

**What keeps you
from fixing
conflict?**



So HOW can I fix conflict?

Do **NOTHING**. Suffer, gripe and complain.

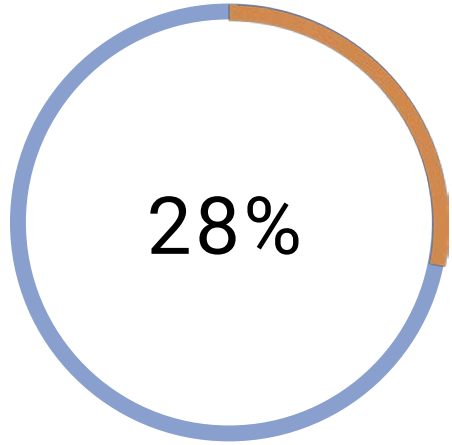
Vote with your feet.

Change your **ATTITUDE**.

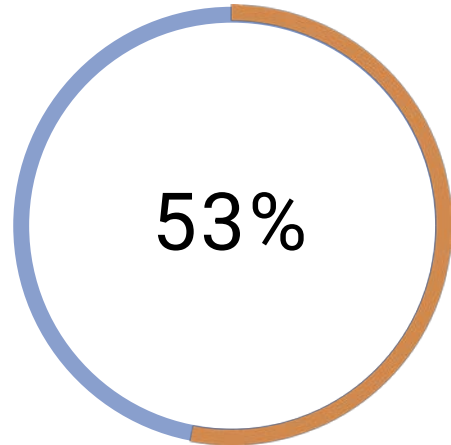
Change your **BEHAVIOR**.

The Product of Conflict

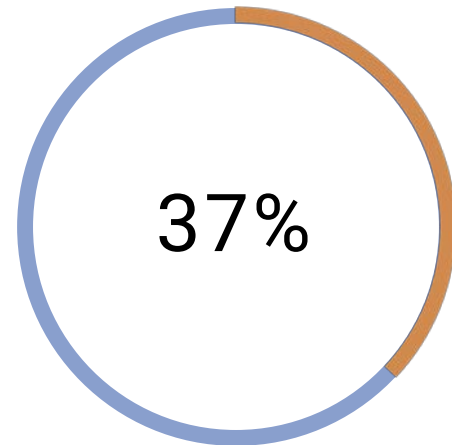
CMI/Conflict Management Institute UNC Chapel Hill



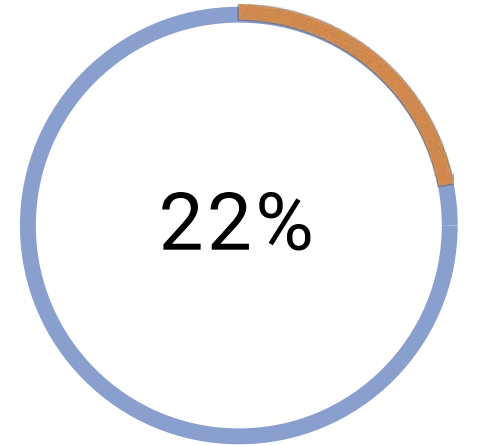
lost time **AVOIDING** the instigator



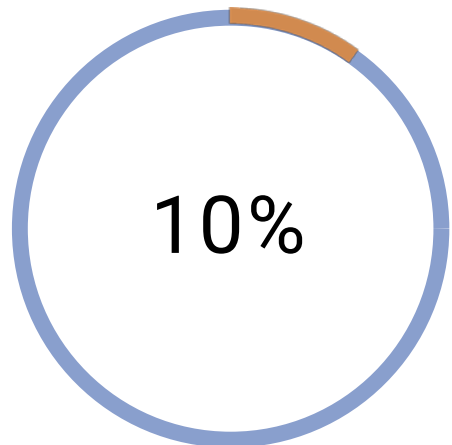
lost work time **WORRYING** about the incident



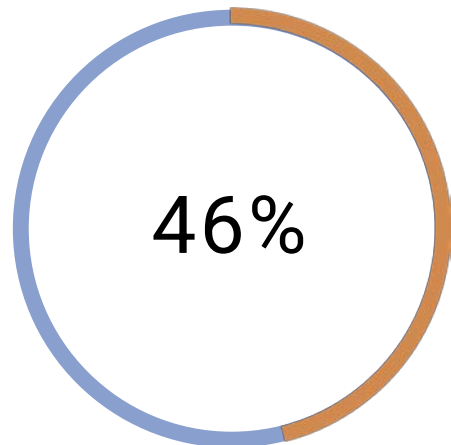
believed their **COMMITMENT** to the organization declined



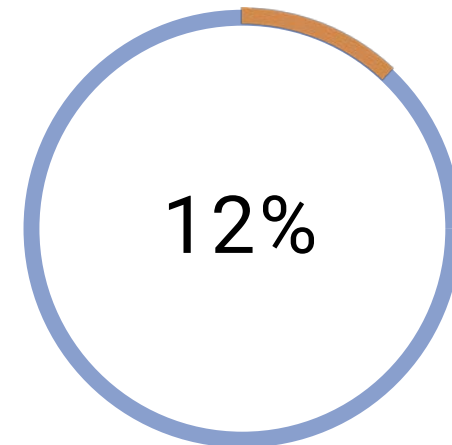
decreased their **EFFORT** at work



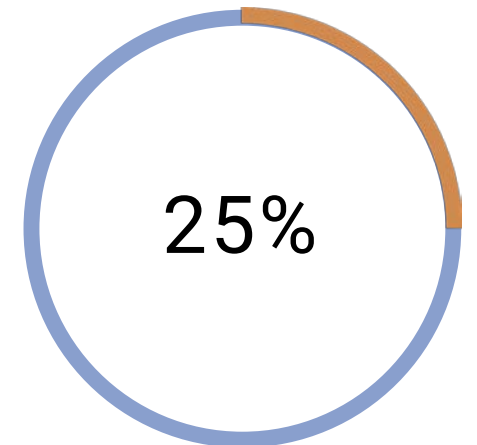
decreased the amount of **TIME** they spent at work



contemplated **CHANGING JOBS**



actually **CHANGED JOBS** to avoid the instigator



were satisfied with the way their organization handled the situation

What are the **DRIVING FACTORS**
of **CONFLICT?**

What are the **DRIVING FACTORS** of **CONFLICT**?

ORGANIZATIONAL FACTORS

- **Organizational change**
- **Diverse employee groups**
- **Strategic and operational disagreement**

INTERPERSONAL FACTORS

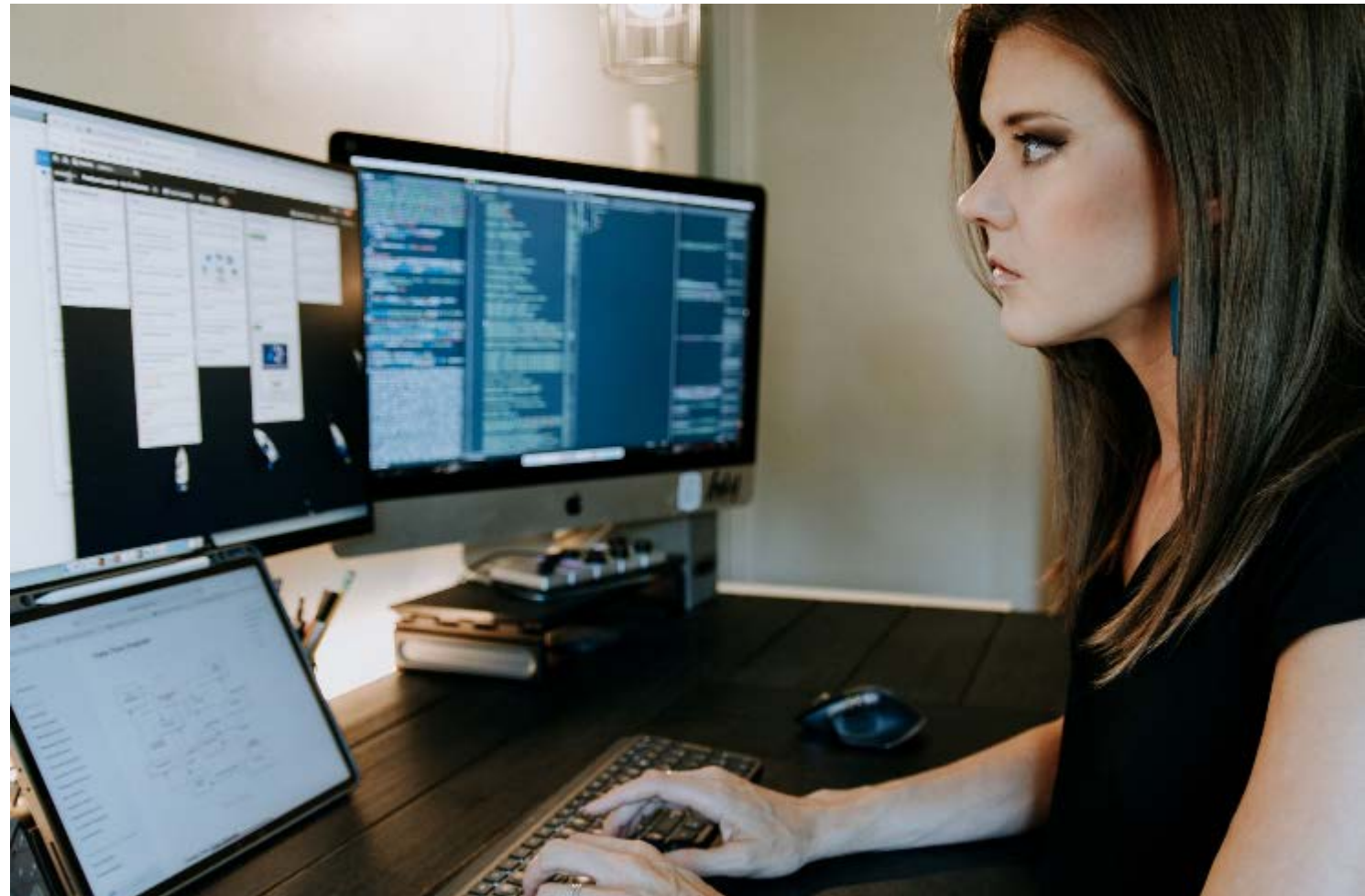
- **Lack of common understanding**
- **Goal conflict**
- **Poor communication skills**
- **Unclear or unfamiliar expectations**
- **Power plays and manipulation**

CHANGE and **CONFLICT**

- **Conflict creates new ideas and innovative approaches for change initiatives.**
- **Conflict and change requires that you engage with others.**
- **Conflict and change enables you to see different perspectives.**

It requires you to **COMMUNICATE!**

SUBSTANTIVE CONFLICT



AFFECTIVE CONFLICT



A close-up photograph of a person's hand holding a blue pen, writing on a white document. The background is blurred, showing a wooden table and a purple object. The text is overlaid on the left side of the image.

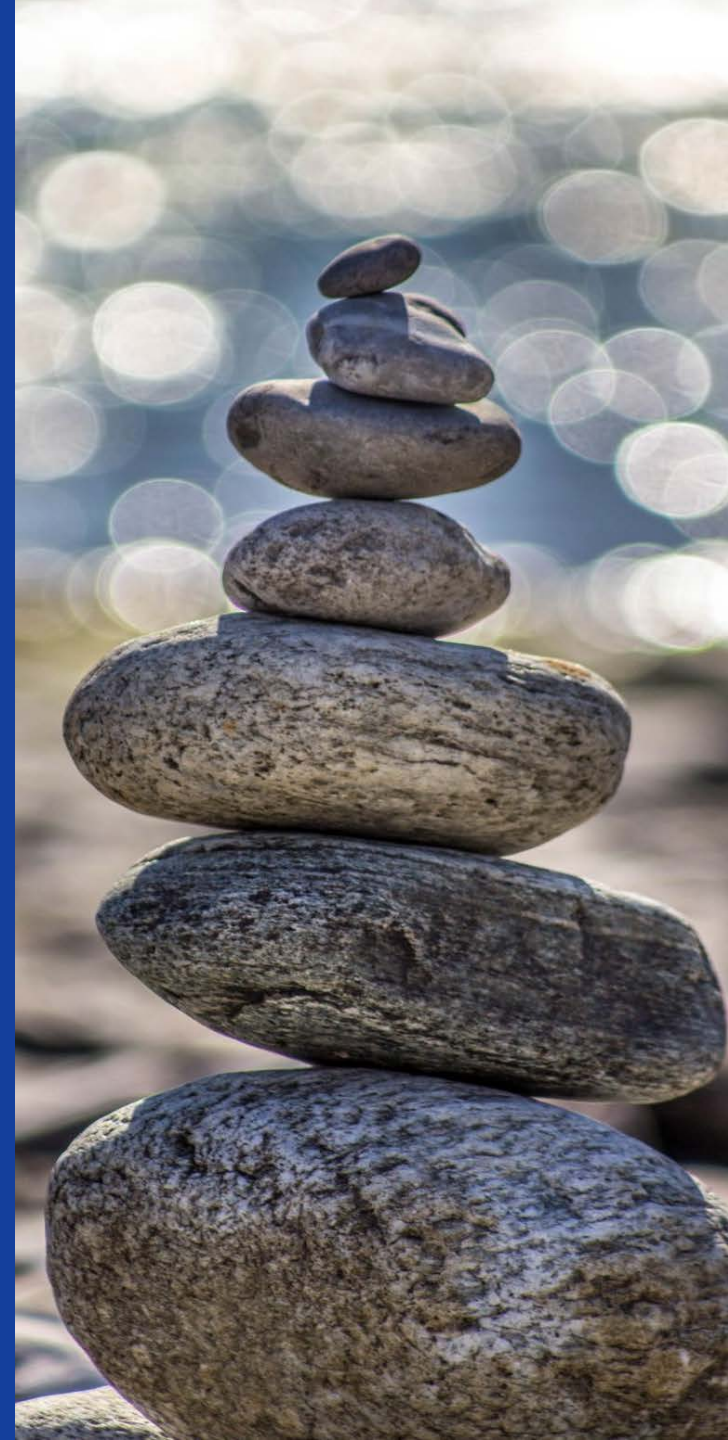
CONFLICT STYLE PROFILE

Transfer scores to the scoring sheet.

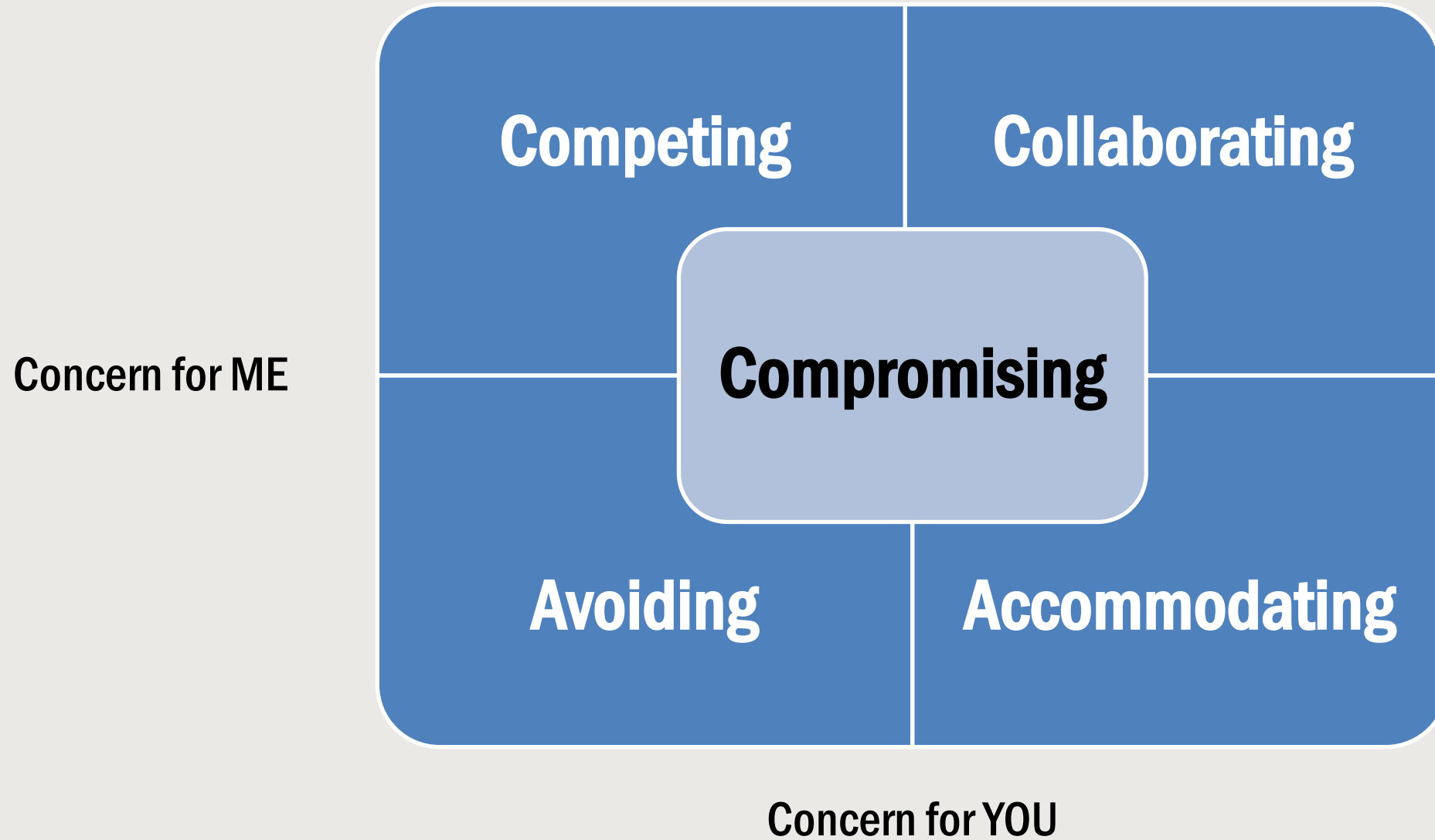
**RANK YOUR TOP 3
CONFLICT STYLES**

CONFLICT Styles

- 1 Cautious
- 2 Seeking
- 3 Strong
- 4 Peaceful
- 5 Calm
- 6 Feeling
- 7 Compromising
- 8 Solution-Focused



CONFLICT MANAGEMENT STYLES



How to **USE** conflict management styles

Competing

- In an emergency!
- When unpopular initiatives must be implemented.
- For issues essential to sustaining the business.
- To surpass parties who are satisfied with the status quo.

Compromising

- When goals are moderately important.
- When 2 opposing parties with equal power have similar goals.
- If a short-term fix is sufficient.
- To meet a high-pressure deadline and collaborating takes too long.

Avoiding

- When the problem is insignificant in respect to other problems.
- When your own concerns are almost certainly not going to be considered.
- When there are too many costs and almost zero benefits.

Collaborating

- When the concerns of both parties are very important.
- When the objective and the desire is to learn and gain understanding.
- When insights should be combined.
- When difficult feelings need to be worked through.

Accommodating

- When you discover you're incorrect or made a mistake.
- When the problem is significantly more important to the other party.
- If you can earn goodwill for other problems on your agenda.
- When you are safe to let the other party learn from their mistakes.

Review the role-play provided to you.
Share all you want, but **DO NOT** read
the other person's scenario.

**ONLY WIN-WIN SOLUTIONS
WILL BE ACCEPTABLE!!!**

It's ALL or NOTHING!

- How did you eventually solve the conflict, or was it even resolved?
- In what ways does this exercise parallel your current work environment?
- What insights can you take back to your hospital?

Dr. Buckley



Dr. Rose

6 Steps to **MANAGING** Difficult Conversations

Empathy

This is the foundation of difficult conversations. How would you feel?

Listen

You may have heard it **MULTIPLE** times, but it is time to hear **THEIR** story.

Acknowledge

Validate what you are hearing them say. Paraphrase works well.

Apologize

A genuine apology will go a long way.

Ask Questions

Ask any questions you have to help solve the problem with a win-win mindset.

Offer Solutions

What can you do to help them navigate this difficulty situation?

Sentence STEMS...

Thank you for sharing that with me, ...

**I am so sorry for the delay/lack of communication/etc.
I can help you by...**

That is very frustrating. Here's what I can do for you...

**I regret to inform you about _____. This is how we plan to
reconcile it.**

**We appreciate your trust in us and understand this is
not aligned with what we committed to you. How can we
make this right?**



I've noticed that your **hospital** has become so focused on building a **happy, engaged workforce** that your leaders are becoming profoundly **conflict-avoidant**.

You're accumulating conflict **DEBT!**

Is your department **CONFLICT AVOIDING?**

- Take it OFFLINE
- Meeting after the meeting
- Escalating priority lists
- Work-arounds
- Tolerating poor performance
- **CONFLICT DEBT**

Putting issues on the **TABLE** and working through them constructively is critical to a **HEALTHY CULTURE!**

At your tables, discuss how you, your department or your hospital is accumulating **CONFLICT DEBT.**



CONFLICT RESOLUTION



Identify the problem



Look at the relationships

Determine the costs



Plan an approach

Describe the behavior



State what you want

Think about those outside of the group who might be affected by the decision



If you are involved in a dispute that affects others, it's important to consider what they would prefer to see happen

Seek commitment



Conflict

Mini Case Studies



What would YOU do?

- What would you do if 2 teammates refused to speak to each other and used you as an in-between?
- What would you do if your boss took credit for your work during a meeting?
- What would you do if you heard that a teammate was spreading a rumor that you were hoarding all the packets of Cheetos from the break room?
- What would you do.....?



How to **LEAD**
in a **CRISIS**



HOW can leaders **LEAD** amidst
UPHEAVAL and **CHANGE** ... and
CONFLICT?

1. Be transparent.
2. Act with urgency.
3. Follow your values.
4. Share the power.



PERFORMANCE & CONFLICT

As a leader, what's the impact of **CONFLICT** on employee performance?

LEADER
COMMITMENTS
EXPECTATIONS
EFFORT
UNDERSTANDING
IMPACT
BEHAVIORS

EMPLOYEE
COMMUNICATION
DEPARTMENTS
TIME
GOALS
CHANGE
RELATIONSHIPS
DECISIONS

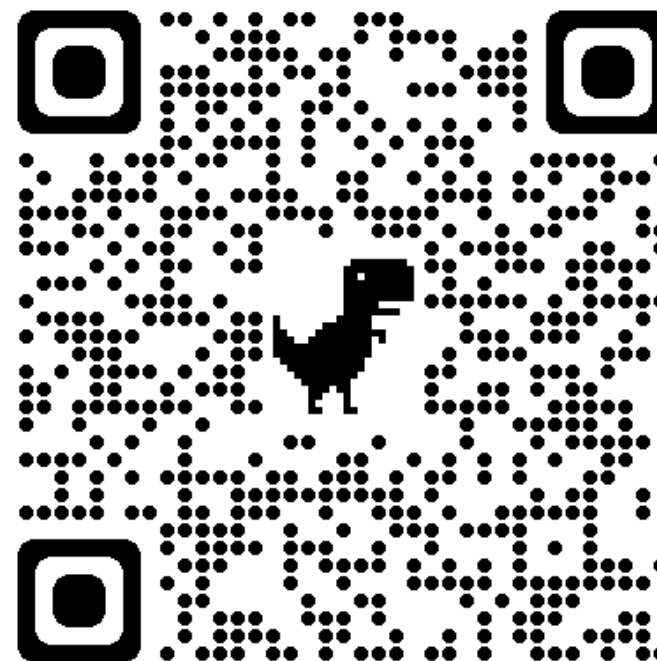
What's your biggest concern about **PERFORMANCE** in your department?



That's a WRAP!



**And THAT'S a
picture of
BBQ pulled
pork!**



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