

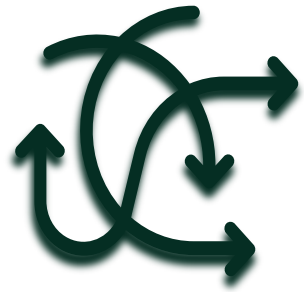
Conflict Transformation: Part 2

Utilizing Team Member Differences to
Effect Positive Change



**MATERNITY CARE EDUCATION
& PRACTICE REDESIGN**



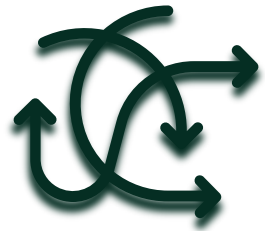


Conflict is Rooted in Ambiguity

Ambiguity means being open to more than one interpretation.

There can be ambiguity of:

- Intention
- Information
- Purpose
- Expectations
- Understanding
- Direction
- Relationship
- Role

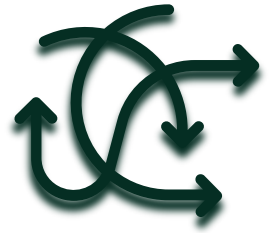


Ambiguity of Intention

Ambiguity of intention occurs when someone believes that a person's intention is unclear or doesn't align with their own.

Example: A physician wonders if a nurse turned off the oxytocin infusion because her shift is ending soon. The physician feels this decision was based on the nurse's wish to avoid a change-of-shift delivery rather than a clear safety indication.





Ambiguity of Information

Ambiguity of information occurs when the information given is incomplete, irrelevant, or appears to be out of context.

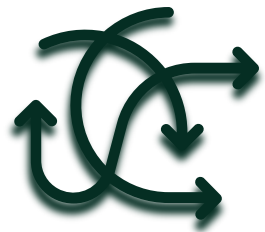
Example: A Midwife reports to the nurse that “the blood pressure is fine now,” but the nurse was unaware there was an earlier concern.

Ambiguity of Purpose

Ambiguity of purpose occurs when the reason for a decision or action is unclear.

Example: A nurse initiates an IV on a patient without explaining why. The patient hears, “it is standard procedure to have one.”



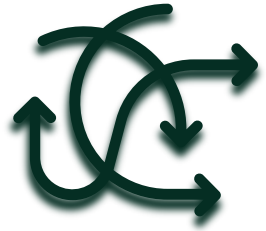


Ambiguity of Expectation

Ambiguity of expectation occurs when people have different ideas of process or outcome.

Example: A midwife requests the obstetrician come for an urgent bedside evaluation of a client with severe range blood pressures on the postpartum unit, but the obstetrician does not see the patient immediately

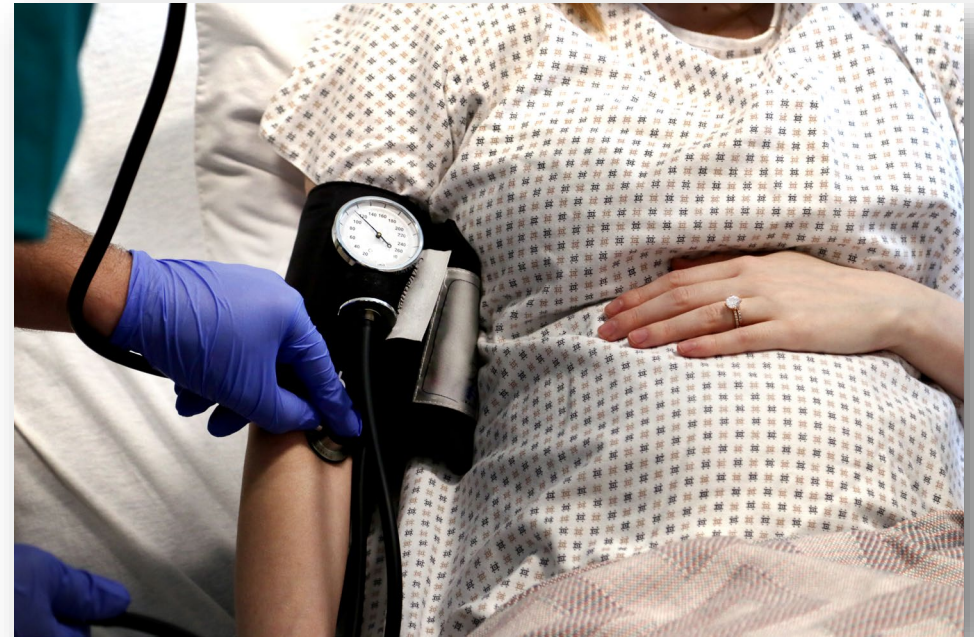


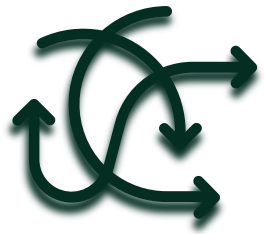


Ambiguity of Understanding

Ambiguity of understanding occurs when there is a lack of understanding on how to act upon information.

Example: A midwife says to a triage nurse, “she has severe range blood pressures, I’ll be back in a moment to reassess her after you get started.”



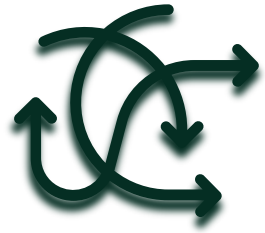


Ambiguity of Direction

Ambiguity of direction occurs when a plan of action is not clear enough to be executed.

Example: A physician and midwife are co-managing care of a client in labor. The nurse isn't sure which provider to notify when a new clinical situation develops.

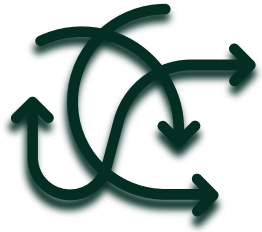




Ambiguity of Relationship

Ambiguity of relationship occurs when an assumption is made about the balance of power between people.

Example: A teen client with contractions at 28 weeks gestation receives conflicting information from a nurse and a midwife regarding whether she should restrict oral fluids or not. The nurse believes that the importance of hospital protocols override the midwife's recommendation.



Ambiguity of Roles & Responsibilities

Ambiguity of roles and responsibilities occurs when there is lack of clarity or adherence to the roles and responsibilities given to a person.

Example: A client in preterm labor doesn't understand the role of her midwife after she is admitted to the hospital and the obstetrician is managing her care.

Revise the Plan as Necessary: A PCDM Key Element

- Patients may express preferences that do not align with community standards or provider recommendations
- Clinical situations, environmental conditions, or people's preferences may change and evolve
- Care plans should be adaptable
- Be flexible and stay focused on the ultimate goal: To reach a shared understanding of the care plan



What Happens in a Conflict?

- Some experience “fight or flight” response
- Others respond with “calm and connect” response
- Emotions may include:
 - Anger
 - Sadness
 - Calmness
 - Fear



How to Manage Anxiety and Conflict

Moving from Conflict to Dialogue: Conflict Strategies

- Conflict strategies are methods we employ automatically in conflict and strategies we use to manage conflict
- **Strategies include:**
 - Competing
 - Avoiding
 - Accommodating
 - Compromising
 - Collaborating



Competing



- Pursuing your own concerns ahead of others
- Using power to progress past roadblocks
- Generally considered uncooperative
- Best used when a quick, decisive action is vital

Avoiding

Not Immediately Pursuing a Resolution

- Diplomatically sidestepping an issue
- Postponing an issue until a better time
- Withdrawing from a threatening situation
- Generally considered uncooperative

Accommodating

Putting aside your own concerns to satisfy the concerns of the other person

- May take the form of selfless generosity or deferring to another's point of view
- Generally considered cooperative
- Best used when preserving harmony and avoiding disruption are especially important
- May be used when you realize your position may be misinformed and allows a better solution
- Can be utilized when you are having difficulty expressing your concern and the conflict is distracting you from providing clinical care

Compromising

Finding an expedient, mutually acceptable solution that partially satisfies all parties

- Splitting the difference or seeking a quick middle-ground position
- Seen as both cooperative and uncooperative, depending on the degree of compromise
- Best used to achieve a temporary solution for a complex issue



Collaborating

Attempting to work with other people to find a solution that fully satisfies the concerns of all

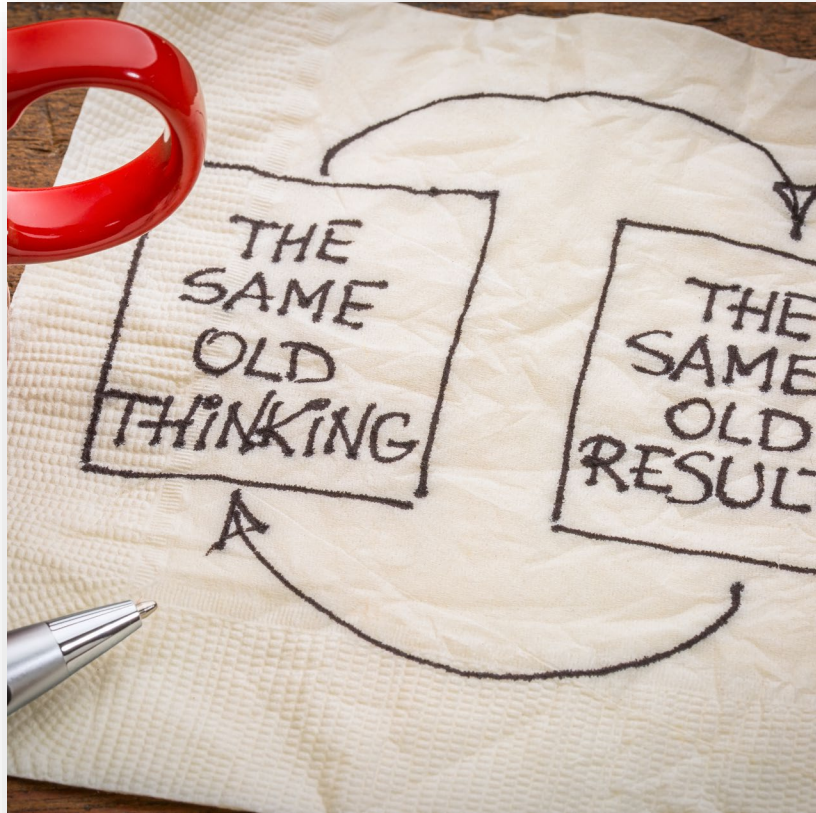
- May involve exploring an issue to identify the underlying concerns of individuals.
- Seeks to find an alternative that meets everyone's needs
- Generally considered cooperative
- Best used when you want input from people with different perspectives on a problem



Difficult Conversations



Conflict Transformation: The Mindset



To mitigate conflict choose to have:

- An Open Mind
- A Positive Attitude
- A Productive Mindset

Appreciative Inquiry

- Focus on the Positive
- Create Stage of Mutual Respect
- Avoid Focusing on People's Negatives:
 - Avoid pointing out shortcomings, deficits, problems or flaws
- Recall Positive Shared Past Experiences
 - Positive Performances
 - Positive Behaviors
 - Positive Beliefs
 - Positive Values
- Appreciative Inquiry is One Way for Healthcare Teams to Resolve Problems Collaboratively!



Leading with Curiosity

- Approach Difficult Interactions with Humility
- Expand Your Capacity for Compassion and Empathy
- Listen! Positive Outcome is More Likely if Your Perceived Adversary Feels Heard Instead of Challenged
- Leave Room for Fundamental Differences in Philosophy or Beliefs



Leading with Curiosity: Case Study

- You are a physician whose patient wants to give birth in the hospital.
- This is a new practice in your hospital
- You have researched the evidence and best practice guidelines
- You meet with department heads and are excited to develop a waterbirth policy, but a colleague appears to be preoccupied and skeptical. You assume she does not support your policy



Leading with Curiosity



- Avoid acting on assumptions
- Ask a question such as: “I’d like to make sure I’m understanding. Will you share your thoughts?”
- Use Open-Ended Questions!

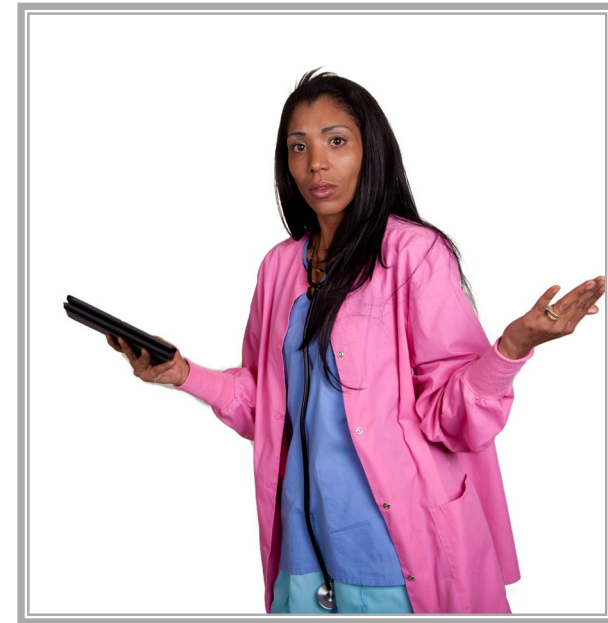
Open-Ended Questions: Examples



- What would you like to see happen?
- What would it take for us to be able to move forward?
- What ideas do you have that would meet both our needs?
- What about this situation is most troubling to you?

Common Barriers to Conflict Transformation in Healthcare

- Lack of time
- Excessive workload
- Imbalances of power, leadership, and authority among team members
- Desire to avoid confrontation due to fear of emotional discomfort
- Differences in philosophy, values, attitudes, or goals



Make or Defer a Decision: A PCDM Key Element

- When Stuck in Conflict Must Decide...
- Can Decision Be Deferred or Delayed?

Can Decision be Delayed or Deferred?

Yes

Team must reach an agreement about how and when follow-up will occur



No

Team must identify a person who is most invested and best suited to move interaction toward a positive and valuable outcome for all involved



A decorative background image featuring a stack of smooth, light-colored stones. The stones are arranged in a vertical column, with some stones being larger and flatter, while others are smaller and more rounded. The lighting is soft, creating a warm, natural feel. The stones are stacked on a wooden surface, which is visible at the bottom of the frame.

Difficult Conversations Using DEAR

Describe specifically what you saw and heard.

Explain the impact of the situation.

Ask to hear their point of view

Request a change for the future. Make it practical.

What to Do When Nothing Else Works



“Nothing gives one person so much advantage over another as to remain always cool and unruffled under all circumstances.”

-Thomas Jefferson



More Edgy Tools



1. The “Wow” Acknowledgement
2. Perspective Pairing
3. Discrepancy Confrontations
4. Boundary Setting
5. Negative Questions



Summary

When you are in conflict...
Remember:

Check in

Check in with yourself by being conscious of your triggers and physiologic responses.

Be

Be aware of the conflict response style you are using.

Notice

Notice the conflict style(s) being used by others involved.

Identify

Identify the source of conflict – which ambiguity is causing this conflict?

Take

Take an appreciative inquiry approach and frame your next questions within a positive, asset-based lens.

Approach

Approach the person with curiosity.

Acknowledge

Acknowledge the reactions and responses others are expressing.

Address

Address the conflict by matching conflict management strategies

Acknowledgements

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