

# Conflict Negotiation



# Disclosure Statement of Financial Interest

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I, Constance Dahlin,  
Have reported no relevant conflict  
of interest for the purpose of the  
MiPCT Summit Care Manager  
Session on Palliative Care

# Objective

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- Identify negotiating conflict

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Anytime you work with a team, be prepared for conflict. This does not always have to be a negative encounter. Many times, conflict brings out discussions that might not have otherwise, been planned

(Dahlin, 2010; Jeffrey, 2010)

# Good Team Work

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- Consensus of Goals/Objectives/Strategies.
- Recognition of individual contribution of team members.
- Competence of team member in discipline and respect for the competence of other team members.
- Clear definition of tasks and responsibilities and means for communication within the team.
- Competent leadership—with shared accountability.
- Process for evaluating quality and effectiveness of team.
- Bereavement support for team.
- Respect of patient.

# Interdisciplinary Team Communication

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- The interdisciplinary team's goals should be consistent with those of the patient/family.
- Communication among team members should occur on a daily basis.
- Communication between nurse and physician is critical.
- Includes the process of collaborative communication which supports decision-making between nursing and other disciplines.
- Recognizes the unique abilities and knowledge of each professional.
- Document in the medical record—written communication should demonstrate team member roles and goals for each case.
- Regularly scheduled team meetings are an appropriate tool for carrying out excellent communication—**benefits the patient, family, and team.**
- Expect conflicts—when more than one person is caring for a patient, there will always be disagreement and potential conflicts.

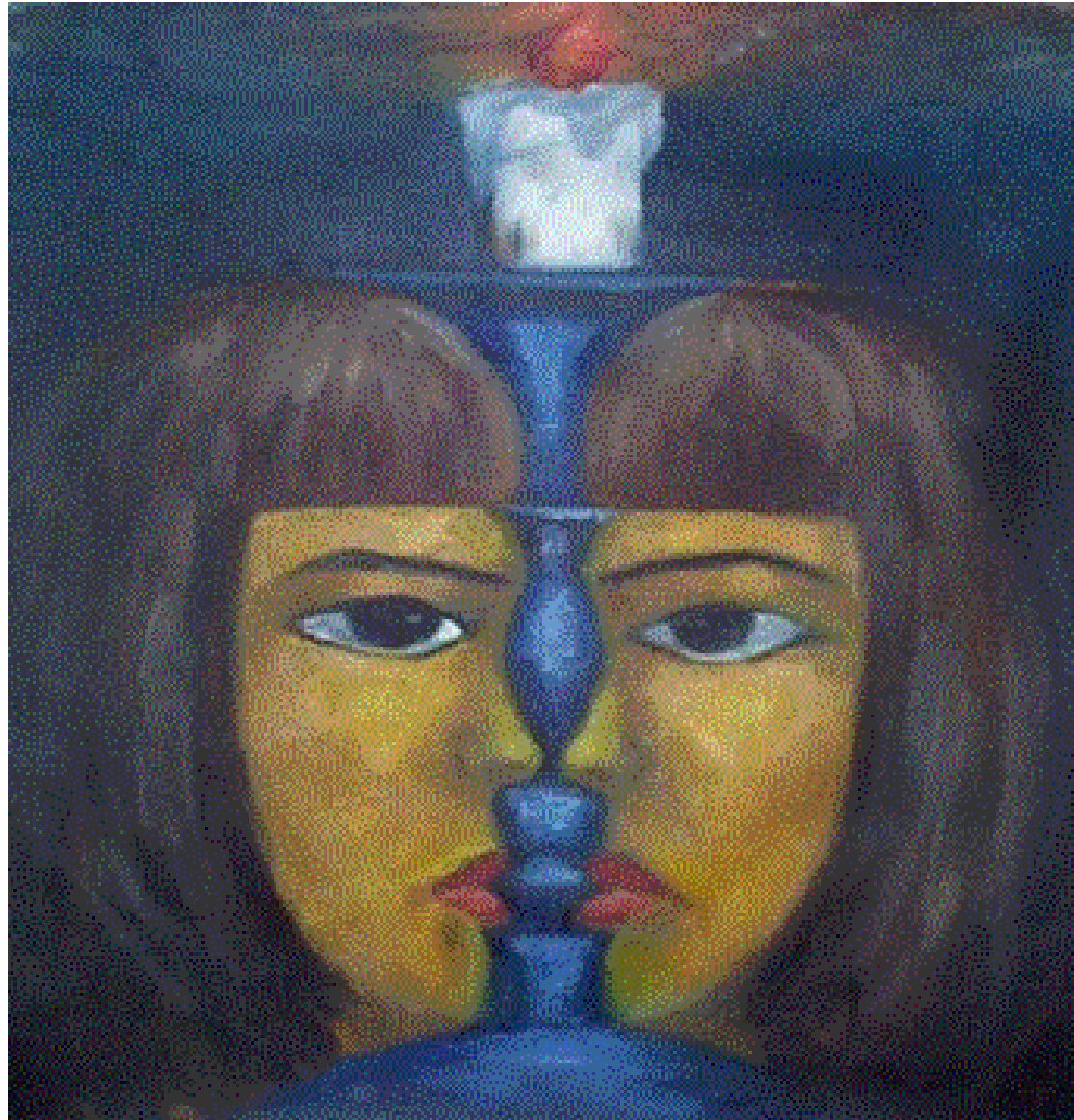
# Conflict

- Arises from differing perspectives, goals, approaches, interests
- Neither good nor bad
- Inevitable part of life



Different education and backgrounds can create varying views of the same situation





# Outcome of Conflict

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## ■ Resolved

- Improved relationships
- Better care
- Better working environment
- Growth of team members

## ■ Unresolved or unaddressed

- Destructive
- Stifles growth
- Saps energy
- Leads to bitterness, resentment
- Impedes quality care

# Considerations to the relationship

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- How do we feel about the patient or family member or team member?
- What are your feelings that make discussions difficult?
- How do you react when the patient and/or family responds to you, reacts negatively to you, or becomes upset?
- Do you and patient/family have the same values?
- Do your lifestyles clash and are you critical of their life style?
- Are you critical of the life choices/ health care decisions that the patient and/or family have made?

(Wittenberg-Lyles et al., 2013)

# Reframing the Conflict

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- Be curious about patient and colleague's perspective by hearing the story
- Express views and feelings from the "I feel position"
- Take the time to talk and LISTEN
- Problem solve together with a common goal.

# Deciding to address the conflict

- What's at stake for you?
  - What's the best you can hope to achieve?
  - What's the worst that might happen?
- When and how is the best way to raise the issue and achieve your purpose?
- What is best way to raise issue?
  - Formal vs. Informal
  - Private vs. Public
  - Timing

# Identify CONFLICT: Interests vs. Position

- What happened?
  - Your perspective or story
- What were your thoughts about the other parties behaviors, emotions, intentions?
- What impact has the situation had on you? Emotion/Status/Actions
- What did you contribute to the situation?
- What's your position? Their position?
- What's your interest or goal? What are those of the other parties?

# Explore the Conflict: Some Specific Questions

- How are you seeing this situation?
  - Tell me your understanding of this situation.
- What are your concerns about this situation?
  - Values, resources, outcomes
- What does this situation mean for you?
  - Core concerns, interests, goals

# Identify the GOAL of conflict resolution

- What best serves the interests of both parties?
- What do you want to happen?
  - Behavior or action
    - Theirs?
    - Yours?
  - Relationship with other party



# Explore the Conflict: Clarifying Goals

- What would you like the outcome to be?
  - Position vs. interest
- What interests/goals do we have in common?
- How can we address each of our goals and concerns?

# People Issues:

## Remember the 5 Core Concerns

- **Appreciation**
  - Having your thoughts, feelings, ideas, actions valued
- **Affiliation**
  - Treated as a colleague, not adversary
- **Autonomy**
  - Participation in decision making
- **Status**
  - Treated as having equally important (although different) input
- **Role**
  - Fulfillment, satisfaction

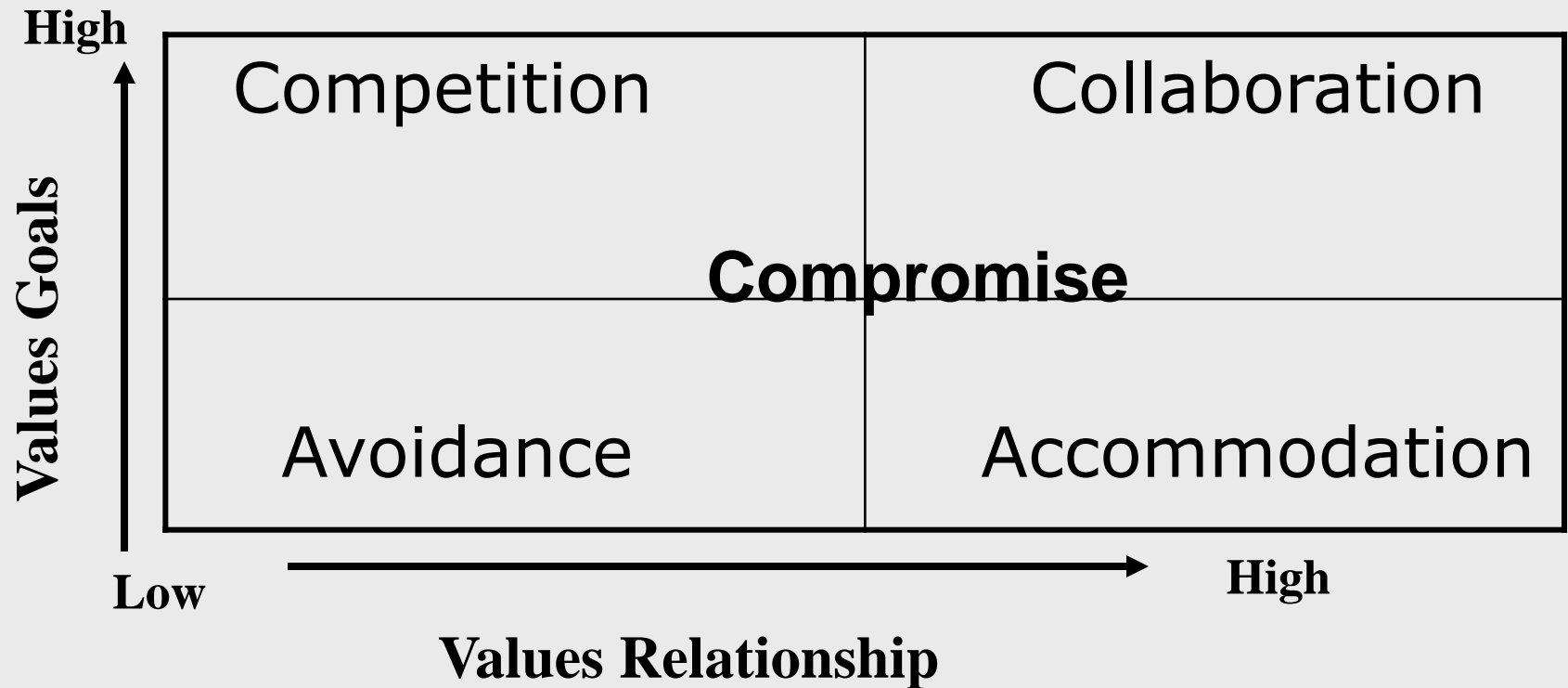
# Problem Solve

- Invent options to meet each side's most important concerns and interests
- Use some objective criteria to establish fairness, efficiency, scientific or economic merit of each option
- Include approach for future communication

# Resources

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# Conflict Negotiation Styles



<b>Strategy</b>	<b>Definition</b>	<b>Use</b>
<p><b><i>Competition</i></b> Win/Lose</p>	<p>Assertive, uncooperative Own concerns/goals above those of others</p>	<p>Need decisive action Defense Unpopular decision</p>
<p><b><i>Avoidance</i></b> Lose/Lose</p>	<p>Unassertive, uncooperative Pursuing no concerns or goals</p>	<p>Insignificant issue Delaying tactic Addressing the conflict too risky</p>
<p><b><i>Accommodation</i></b> Lose/Win</p>	<p>Unassertive, cooperative Other's concerns first</p>	<p>You are wrong; losing Hurtful to continue Others care more Future "credit"</p>
<p><b><i>Collaboration</i></b> Win/Win</p>	<p>Assertive, cooperative Pursuing concerns of all</p>	<p>All concerns are vital Build consensus and commitment</p>
<p><b><i>Compromise</i></b> Win some/ lose some</p>	<p>Partly assertive and cooperative Seeks expedient solution that satisfies all</p>	<p>Solution "for now" Too much at stake to lose all</p>

# References

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