Can You Hear Me Now?
Conflict Resolution

Objectives

- Discuss techniques to promote constructive communication between the preceptee and the preceptor
- Determine the appropriate style of conflict resolution to use in specific situations
Conflict Resolution

Conflict
Internal discord that results from differences in ideas, values or feelings

Conflict Can Be Caused by Miscommunication
- Communicate your expectations to the new nurse.
- Give the new nurse the opportunity to communicate their needs to you.
- How do the sender and receiver process the same message?

Communication Techniques Can Help Manage Conflict
Core skills of communicating assertively
- Describe what you see — restate or reflect, if necessary
- Give information without degradation
- Maintain eye contact
- Listen actively

Conflict Can Be Caused by a Difference in Values
- How do you address this with a preceptee?
- What other situations could cause conflict between a preceptor and a preceptee?

The Marriage of Emotional Intelligence and Conflict
- Emotional intelligence — interplay of emotion and intelligence
- Try to concentrate on problems/issues, NOT personalities
- Goal — win-win situation for all involved

Constructive Feedback in a Positive Way
- Criticize the issue or behavior, NOT the person
- Avoid absolutes: “you always” “you never”
- Send “I” messages, not “you” messages
- Avoid using the words “just” or “but”
- Plan your conversation

Building a Foundation of Trust
- Exhibit enthusiasm
- Show interest in the preceptee
- Focus on the positive
- Really listen
Do not compromise confidentiality
Be honest
Appreciate and accept differences
Disagree constructively

Research Demonstrates . . .
- Conflict intensifies when ignored.
- Women tend to favor peaceful co-existence in the workplace and do not engage in confrontation.
- Men can argue, call each other idiots (and mean it!) and then go have a drink together.

Women as Warriors
Women are reluctant to engage in conflict because they don’t want to be labeled as “emotional.”
- Premenstrual
- Menopausal
- In need of some curative relationship with a man

Nightingale Syndrome
- Gentle, caring nurses don’t engage in open conflict.
- Nurses are “nice” people, and “nice” people don’t fight or argue.
- Nurses are self-sacrificing.

Conflict Management
- Compete
- Collaborate
- Compromise
- Avoid
- Accommodate
### Putting Conflict Management Techniques to Work

<table>
<thead>
<tr>
<th>Technique</th>
<th>Description</th>
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<tbody>
<tr>
<td>Competing</td>
<td>when quick, decisive action is necessary for vital issues</td>
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<tr>
<td>Collaborating</td>
<td>when you need a solution when both concerns are too important to be compromised</td>
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<tr>
<td>Compromising</td>
<td>to expedite solutions under time pressure, when goals are moderately important</td>
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<tr>
<td>Avoiding</td>
<td>when potential damage of conflict outweighs the benefit of a resolution</td>
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<tr>
<td>Accommodating</td>
<td>when preserving harmony and avoiding disruption are very important</td>
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Two Questions
- Must conflict always be negative?
- Can conflict really be productive?

The Prescription
- Communicate clearly. Check your message . . . was it received as you intended?
- Confront conflict openly and with respect for the other person.
- Conflict needs to be defined in a more positive manner.
- Concentrate on the issues, not on the person.

This presentation was developed by Susan DePaoli, MSN, RN, CCRN