



*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**

- Competing** when quick, decisive action is necessary for vital issues
- Collaborating** when you need a solution when both concerns are too important to be compromised
- Compromising** to expedite solutions under time pressure, when goals are moderately important
- Avoiding** when potential damage of conflict outweighs the benefit of a resolution
- Accommodating** when preserving harmony and avoiding disruption are very important

## **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.

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