



PADONA

CONFLICT MANAGEMENT COURSE

THE COST OF CONFLICT: Necessary Knowledge to Understand and Manage Organizational Conflict

Wednesday, December 6, 2023 9:00 AM until 1:00 PM

Virtual Education

WELCOME Goals: The goal of The Cost of Conflict is to learn a new way of thinking about organizational conflict. Most people hold beliefs and assumptions about the nature of conflict and how it can be resolved that are inaccurate. In the next few 90 minutes, you will build a “mental map” that will serve as your guide for making moment-to- moment choices about how to behave in conflict situations and how to manage them more effectively. Over this webinar you will acquire tools for managing conflicts and preventing their further escalation which do not come naturally to most people. These are ‘self-help’ tools that must be learned just as self-help health care must be learned. With this knowledge, we can take care of our relationships, particularly the management of differences in our relationships (work and personal) so they do not need the intervention of experts.

DEFINE CONFLICT

ORGANIZATIONAL CONFLICT MANAGEMENT SYSTEMS

- Distinguish Between Levels of Conflict and How to Address It

1. Formal – Crisis
2. Informal – Clashes
3. Automatic – Blips

STRUCTURE OF CONFLICT

- Conflicts of any scale can be understood in terms of six (6) Dimensions of Structure

BEYOND COMMON SENSE

- Discovering Wrong Reflexes
- Retaliatory Cycle

- Activity: How can you tell members of your team are in conflict? Identify indicators that can be seen or heard rather than thoughts, attitudes, or unobservable events.

OBSERVING OUR REFLEXES

- Fight
- Flight
- Distancing
- Coercion

BETTER STRATEGIES TO MANAGE CONFLICT

- The Essential Process of Mediation
- Cardinal Rules

THE PREDICTABLE PATH OF CONFLICT

- Skeletons of Interpersonal Conflict
- Retaliatory Cycle • Activity: Video – The Clash
- Cost of Conflict and Effects of Workplace Conflict

THE CONCILIATORY CYCLE

- The Inhibitory Reflex
- Conciliatory Gestures
- Conflict Mountain

THE BREAKTHROUGH

- Forces Toward Harmony
- Paradigm Shift
 1. Mechanistic
 2. Organic
- Mediation Map

GOAL REVIEW

- Recap and Practice Theory

PART TWO

SUCCESSFUL CONFLICT CONVERSATIONS

The goal of Successful Conflict Conversations is to gain proficiency in doing “Successful Conflict Conversations” — a communication tool you can use when addressing interpersonal conflict when it becomes noticeable enough that time needs to be taken apart from ordinary job duties to resolve it.

Defining Successful Conflict Conversations

- A Communication tool used when interpersonal conflict becomes noticeable enough that time needs to be taken apart from ordinary job duties to resolve it.
- Recognizing our pre-existing social and behavioral skills that can be applied to this skill

Constructive and Destructive Behaviors

- Ineffective and harmful responses to conflict can be avoided
- Effective and beneficial responses to conflict can be learned
- Today, we will only have enough time to cover the “surface”
- Constructive -keep harmful effects of conflict to a minimum
- Destructive-escalate or prolong conflict

What is Self-Mediation

- Mediation w/out professional Mediator
- Core workplace competence
- Way to get others to “be with you”; not against you
- Communication Tool
- 4 Step Process (general review-will provide more detail as we move along)

When to Use Self-Mediation

- Voluntary Consensual Agreement about the issue in dispute by the end of the dialogue
- Review and discuss conditions necessary.
- Informal System

Activity Video: The Clash

- Does the conflict meet criteria for self-mediation?
- What is the business problem caused by their conflict?
- Identify Constructive and Destructive Behaviors
- How could they use Constructive Behaviors more effectively?

- What are their “Hot Buttons”?
- How are they “triggering” negative responses from each other?

How Do I Begin to Apply the 4 Step Process

- Creating Issue Statements: Illuminate the target”
- Issue Statement Model

Activity Video: Find a Time to Talk

- Preliminary Conversation-Becoming the Initiator
- What does Maria accomplish? 6 things
- How does she do that?
- Remind them of Mediation Mountain/Cardinal Rules

Preparing the Context Activity Video: Plan the Context

- Why do you want to plan?
- Create an environment to ensure a “breakthrough” will occur
- Ideal Conditions

Activity Video: Talk it Out

- What does Maria Accomplish in her Opening Statement
- How and why does she invite Jordan to speak?
- Once their dialogue begins, what tasks does she perform?

How To Talk It Out

- Flow of the conversation
- Opening-Invitation-Dialogue-Breakthrough

Activity Video: Breakthrough and The Deal

- Watch for key moments that lead to Breakthrough and the Deal

What’s A Good Deal and How to Support It

- Balanced
- Specific
- Written

Preventive Mediation

- What is it?
- Making The Choice To Apply the Tools

- Develop a Personal Action Plan

Description of Professional Practice Gap: With new regulatory pressures associated to new regulations, staffing requirements, the Great Resignation, the tumultuous economy, and the nursing and CNA shortage; relationships at work and at home are more strained than ever. As all skilled care facilities are facing these new pressures, it is more important than ever to learn the cost of conflict and how to manage it strategically. It is essential for recruitment and retention to find ways to resolve interpersonal conflicts with the goal of achieving and maintaining quality care and team cohesiveness.

Educator: Nicol M. Brown is the Chief HR / Compliance Officer at Homeland Center. She is also an NHA, Certified Mediator and Workplace Mediator, Certified Mediator Trainer and Certified Workplace Mediator Trainer. Nicol also holds a certification as a Conflict Dynamics Profiler. She has over 25 years of extensive experience ensuring organizational cohesiveness and success by:

- Creating cultures of collaboration and workforce excellence through the creation and use of the Spiritual Paradigm @ Work theory.
- Expertly managing and mediating conflict and obstacles to achieving organizational goals.
- Leading people, projects, and operations.
- Mastering and performing systemic and root cause analysis.
- Building consensus across multiple organizational departments and levels.

Nicol is also the owner of Transcending Troubles, a premier HR Consulting and Mediation firm.

Support Organization: Homeland Center is a 5-Star, not-for-profit Continuing Care Retirement Community with a 155-year history of offering exceptional skilled nursing care, personal care, memory care, and short-term rehabilitation. Homeland is committed to the provision of the highest levels of quality care to our Residents, Patients, and Clients. Running a very close second is their commitment to their staff. Homeland long ago realized that committing to staff and making a mind, body, spirit connection is one of the essential building blocks for quality care.

*The relevant financial relationship of the educator with an ineligible company has been mitigated by the primary nurse planner and all education provided is evidence based and clinical information and there is bias in the education from the educator.