

The background features a series of concentric circles in light gray, some solid and some dashed, creating a ripple effect. A large, solid red oval is positioned in the center-right of the frame. A dark gray, curved, comma-like shape is located to the left of the red oval, partially overlapping its edge.

Resiliency Through Conflict

Being a Willow Not an Oak



Financial/Non-Financial Disclosures

- Financial : Honorarium provided by MSHLA
- Non-Financial:

Assistance Clinical Professor at Ohio University
Mental Health First Aid Trainer

Objectives

- 1. to define the terms conflict resolution and management and understand the differences between the two terms.
- 2. to state why conflict resolution skills are important in order for supervisors to develop resiliency skills when working with students
- 3. to practice using specific strategies for conflict resolution in order to increase resiliency while supervising students.

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Build Resiliency Through Conflict Resolution



What is resiliency?

Ability to adapt and bounce back when things do not go as planned.

A red speech bubble graphic with a white outline, containing the text 'Elements of Resilience'.

Elements of Resilience

Challenge

Commitment

Personal Control

Permanence

Pervasiveness

Personalization

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The definition of conflict

- Conflict is an incompatibility between values, needs, goals, interests, and actions (Korinek & Kimball, 2003; Power & Bogo, 2002).



What is Conflict?

- Conflict in the workplace is commonplace, yet many health care providers seek to either ignore conflict or confront it in a manner that might lead to personal attacks and/or prevent future collaboration.
- Culbertson, 2008

View of Conflict

**Most people fear
conflict**

**Very few people
engage in conflict
with confidence
and ease**

**Conflict is not
typically in
anyone's comfort
zone**

Benefits of Conflict

- Conflict may instigate change to occur, thus acting as a positive source with ensuing adaptation and innovation.
- Conflict serves as source of feedback for those involved within the conflict situation.
- Unresolved conflict leads to nonproductive and negative relationships
- Managing conflict serves to improve the relationship and the physical and emotional health of those involved
- (Woodtli, 1987).

Organizational Conflict

Organizational conflict can be categorized in four main ways:

1. Intrapersonal

2. Interpersonal

3. Intragroup,

4. Intergroup,

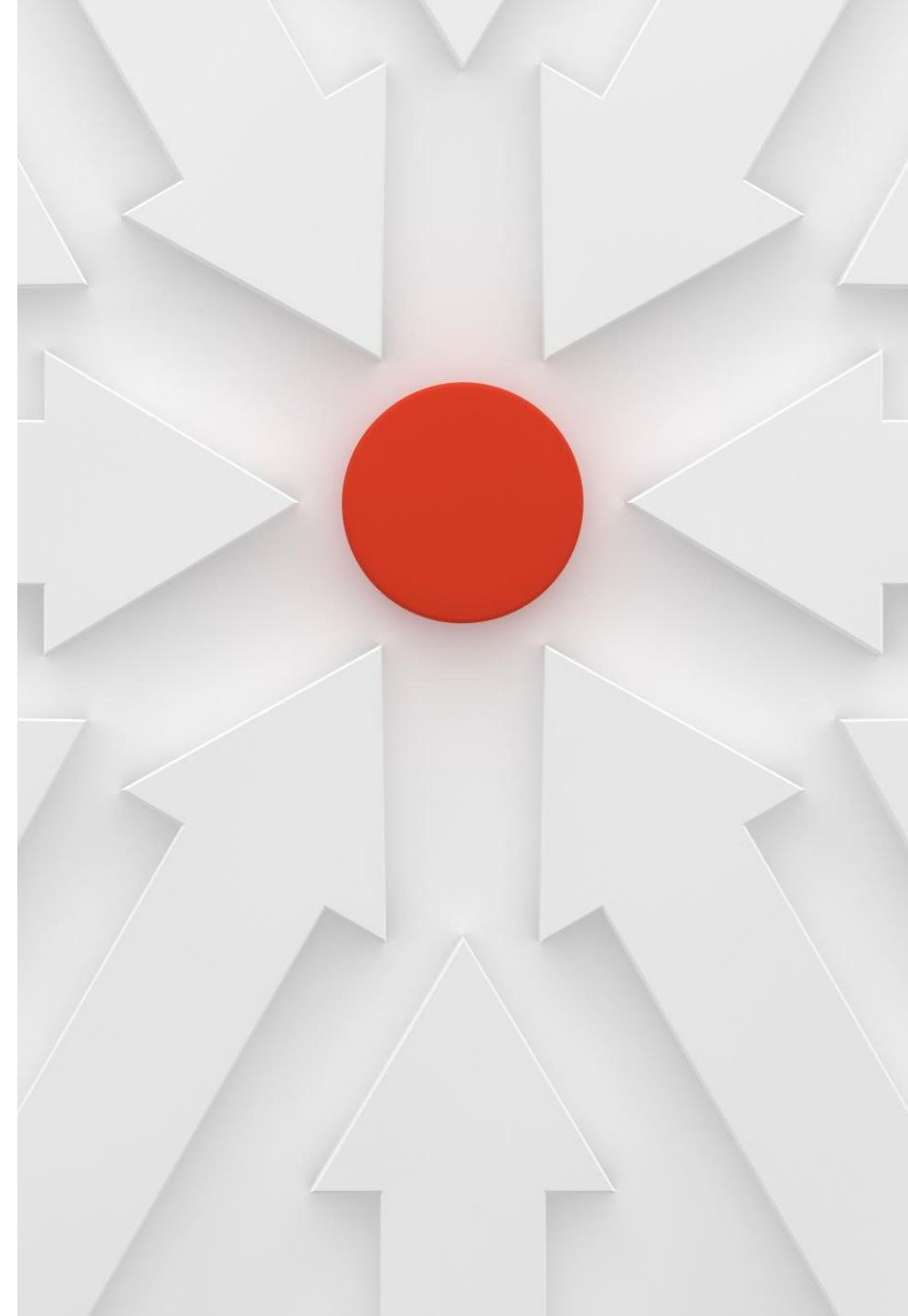
(Cox, 2003).

Opportunity?

Although potentially destructive, conflict can also be viewed as an opportunity or catalyst for innovation, new solutions, and developing increased trust (Vivar, 2006).

Because conflict is often viewed in a negative manner, many find it difficult to conceive of conflict as resulting in positive outcomes.

Is that very belief preventing the possibility of a positive outcome in situations of conflict?



Conflict Management

Conflict is inevitable, so how it is handled determines the outcome (Moberg, 2001; Duddle & Boughton, 2007).

It is possible to build and maintain resilience through conflict

Conflict Resolution

- Allowing all workers access to information on conflict and conflict resolution can be an important first step in reducing the negative impacts of conflict. Self reflection, thoughtful actions, and improved communication skills may improve interactions during conflict and lead to successful conflict resolution (Porter-O'Grady, 2003).

Conflict Style

- Conflict style or conflict approach refers to the responses an individual may exhibit when facing conflict and that may relate to his/her personality (Moberg, 2001) or situation (Friedman et al., 2000).
- 1. avoidance
- 2. compromise
- 3. accommodation or concession
- 4. competition or forcing
- 5. collaboration
- Vivar 2006)

Avoidance
I zig You zag





Compromise
You bend, I
bend

Concession
I lose You win



Competitive
I win You Lose



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Collaboration
I win You win



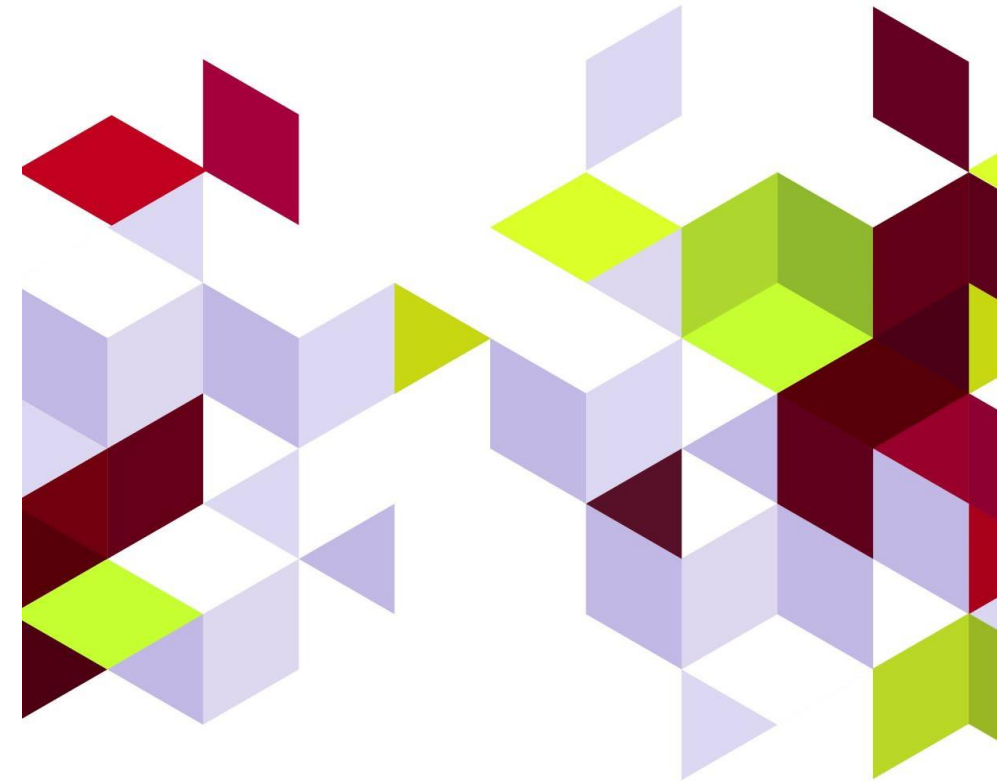
Integrating

Most Effective

Chung Yan and Moeller
2010

. An integrating style is one that is cooperative—you want to attain your objective and the objective of the other through open dialogue.

Chung-Yan, Moeller(2010)



Skills Needed

Listening

Questioning

Communicating
non-verbally

Mediating
strategies

Resolution

Accurate
Framing

Identifying
stake
holders

Determining
the
problem's
solvability

Value to be
claimed

Framing

Identify the problem that is the
actual source of the conflict



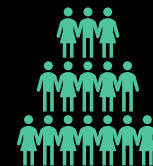
Solvability



Does this problem have a solution?



Can it be solved today?



Should you regroup and reconvene?

Identify the
Stake Holders

Who will be affected by the
dilemma



Stakeholders must agree upon a
system that balances the negative
and positive aspects of each
decision or each others' desires

Value



What is the motivation behind the desired outcome?



Can the value be created?



Can the parties work together to define a desired outcome.



Collaboration

Three Conversations

The “What Happened?” Conversation

The Feelings Conversation

The Identity Conversation



What
happened ?

**Disagreement about what has happened or
what should happen**

Truth

Intentions

Blame



Feelings

Are my feelings
valid ?



Are my feelings
appropriate ?



Should I
acknowledge or
deny them?



Difficult
conversations at
their core are
about feelings

Identity



Internal debate about competence. Good or bad, self-image or self-esteem



What does this conversation say about me?



Are you a hero or a villain?

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Moving toward a learning conversation

- What is the initial purpose of the conversation?
 - Prove a point
 - Give them a piece of my mind
 - Get them to do what I want
- DELIVER A MESSAGE !!!!!!!

Changing our stance



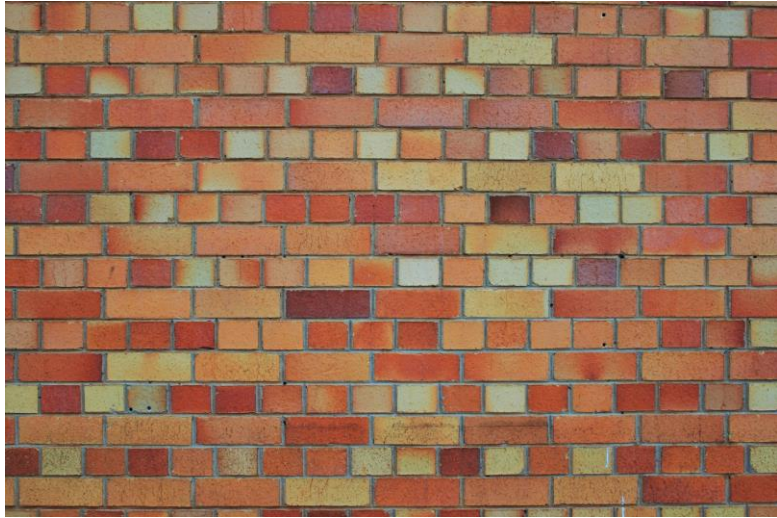
INVITE THE OTHER
PERSON INTO THE
CONVERSATION WITH US



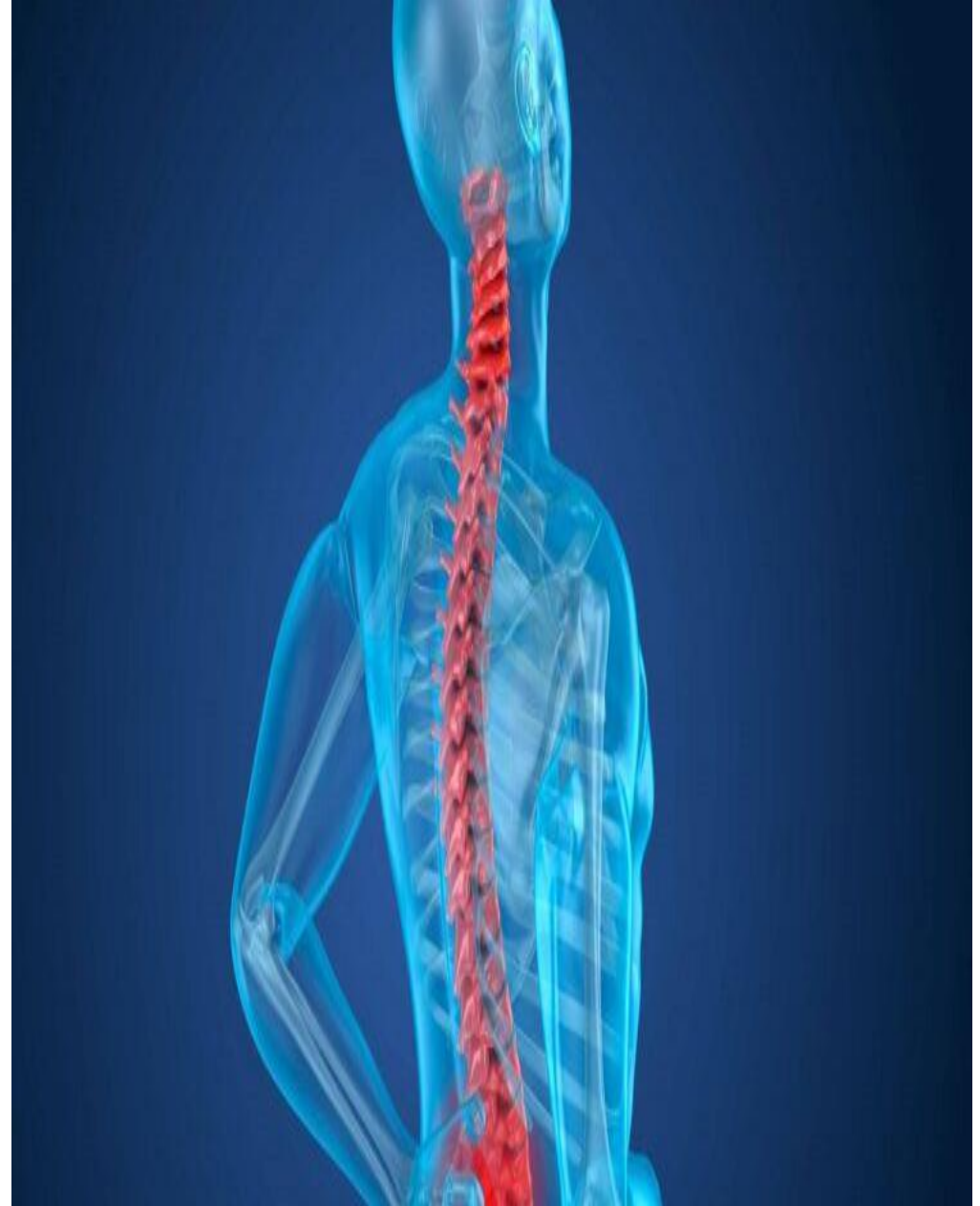
INVITE THE PERSON TO
HELP US FIGURE THINGS
OUT



INVITE THE PERSON TO
UNDERSTAND FROM
ANOTHER POINT OF
VIEW.



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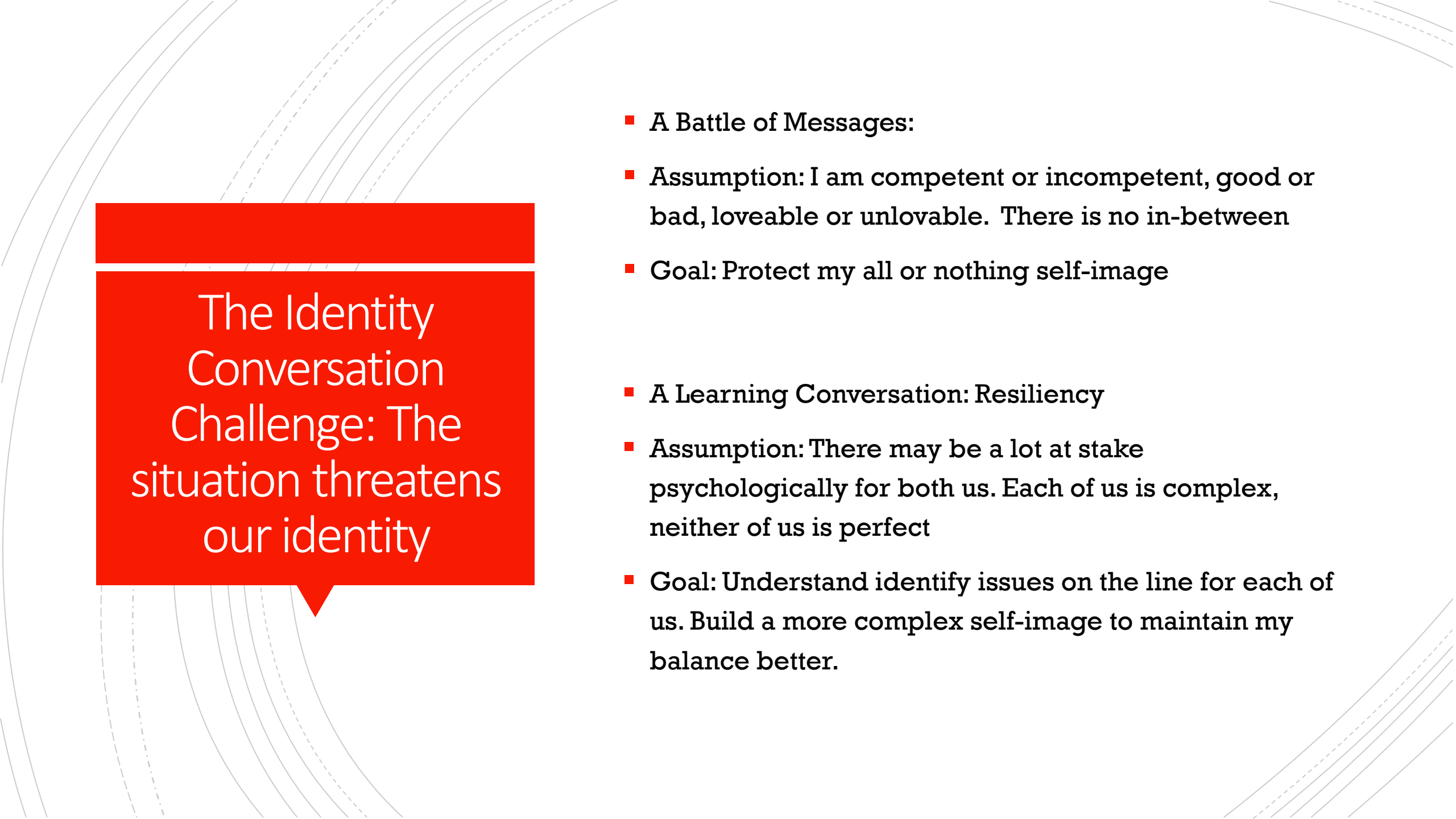


What happened
challenge-
The situation is more
complex than either
person can see

- A Battle of Messages
 - Assumption: I know all I need to know to understand what happened.
 - Goal: Persuade them I am right
-
- A Learning Conversation: Resiliency
 - Assumption: Each of us is bringing different information and perceptions to the table and there are like to be important things that each of us doesn't know
 - Goal: Explore each other's stories: how we understand the situation and why

The Feelings
Conversation:
Challenge: The
situation is
emotionally charged

- A Battle of Messages
- Assumptions: Feelings are irrelevant and wouldn't be helpful to share. (or My feelings are their fault and they need to hear about them
- Goal: Avoid talking about feelings (or let 'em have it)
- A Learning Conversation : Resiliency
- Assumption: Feelings are the heart of the situation. Feelings are usually complex. I may have to dig a bit to understand my feelings
- Goal: Address feelings (mine and theirs) without judgements or attributions
- Acknowledge feelings before problem-solving

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The Identity Conversation Challenge: The situation threatens our identity

- **A Battle of Messages:**
 - **Assumption:** I am competent or incompetent, good or bad, loveable or unlovable. There is no in-between
 - **Goal:** Protect my all or nothing self-image
- **A Learning Conversation: Resiliency**
 - **Assumption:** There may be a lot at stake psychologically for both us. Each of us is complex, neither of us is perfect
 - **Goal:** Understand identify issues on the line for each of us. Build a more complex self-image to maintain my balance better.

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Management Styles

- Collaborating – I win, you win
- Avoiding – I zig, you zag
- Competing – I win, you lose
- Accommodating – I lose, you win
- Comprising – You bend, I bend

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How to build resilience

- Practice Awareness
 - Edit your outlook
 - Learn from your mistakes and failures
 - Choose your response
 - Learn to relax
-
- Maintain perspective
 - Set yourself some goals
 - Build your self-confidence
 - Develop strong relationships
 - Be flexible

What is your self-care plan?

Remember if your cup is empty – you cannot fill anyone's cup

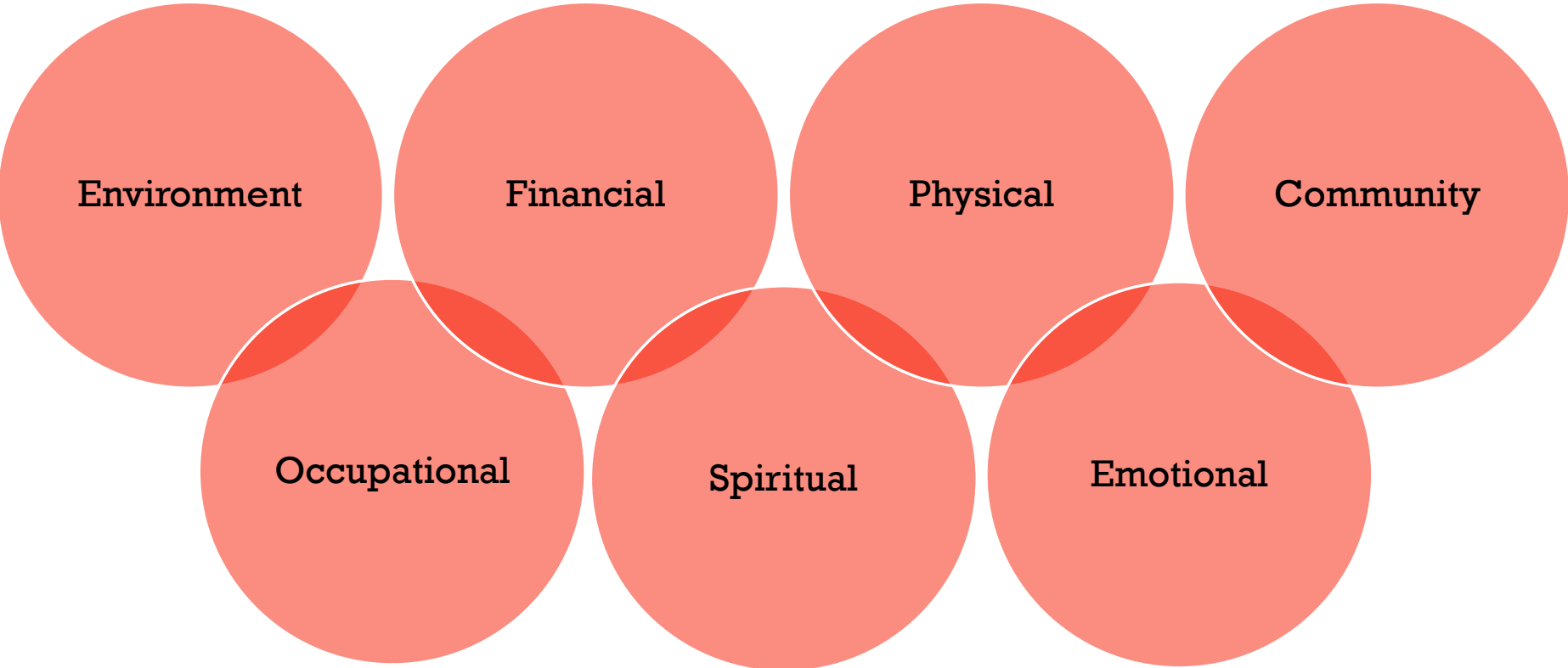
Build resilience through:

Being Mindful

Remembering – you are not alone

Being kind to yourself







[illegible]



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