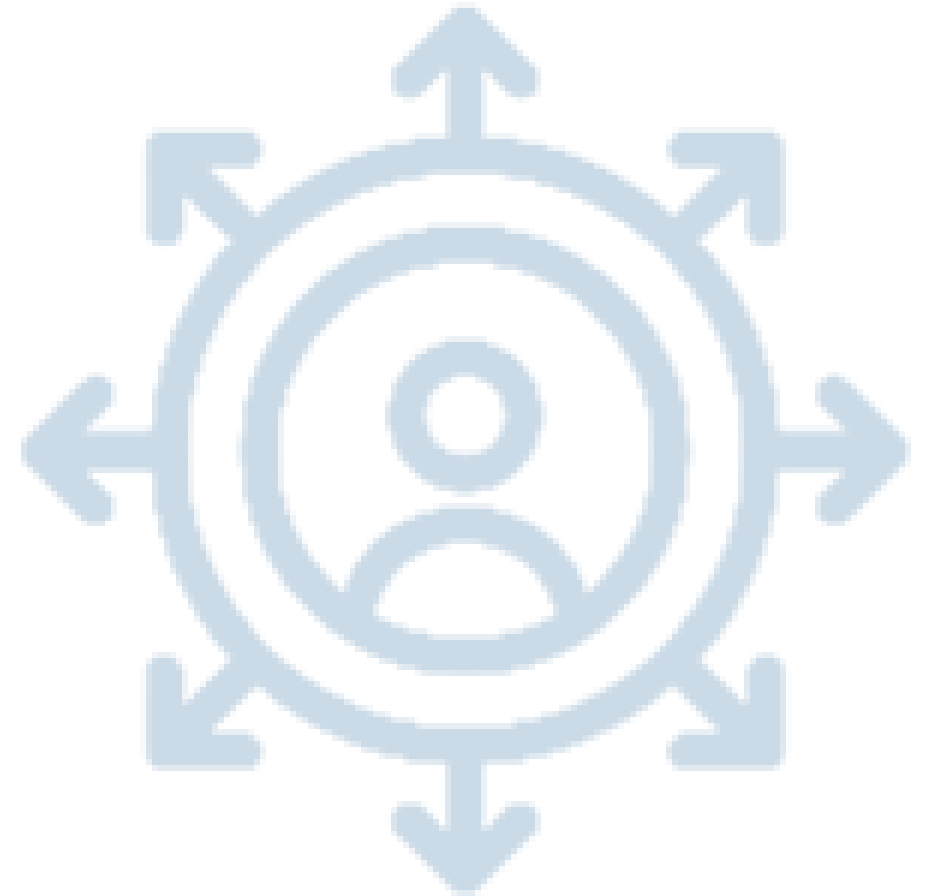# Long Term Care RISE

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Expand your Leadership Impact:

What is your Conflict Style?
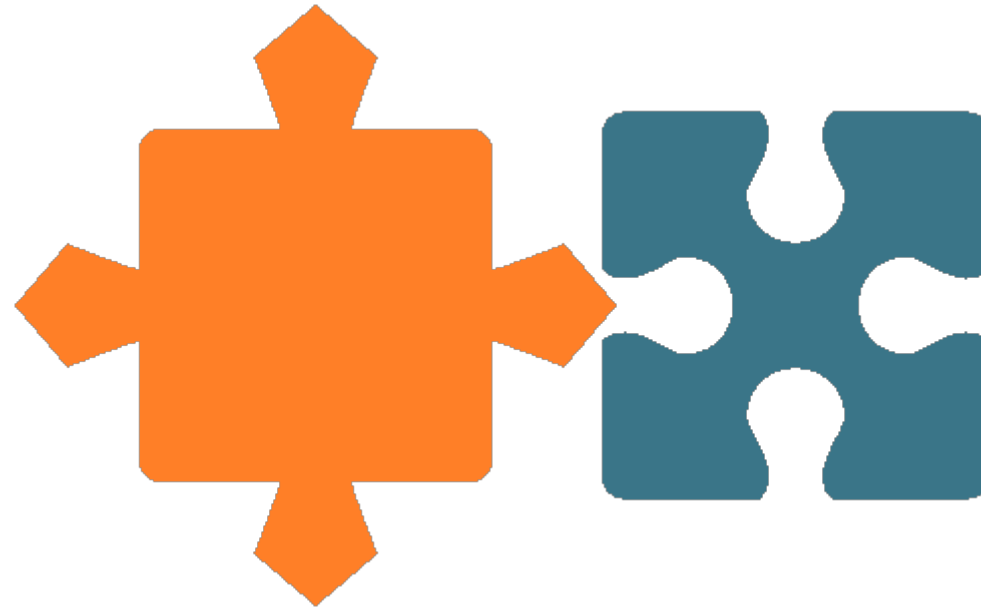
02.21.2023

What is Conflict?

What is Conflict?

Concern:
Anything people care about

➤ How to allocate funds to departments

➤ What strategy to take to increase census

➤ Which LTC RISE partners to engage with

The condition in which people's concerns _appear_ to be incompatible

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Why is Conflict Management Important?

- Managers reported spending **18% to 26%** of their time dealing with conflicts
- The average employee spends **2.1 hours a week** dealing with conflict

- Poorly managed conflict can:
  - Become personal – generating resentment and hostility
  - Increase absenteeism and voluntary turnover

- Constructive conflict leads to:
  - A greater diversity of perspectives and inputs →greater innovation
  - A more feedback-rich environment → better decision-making
  - Greater employee recognition and engagement
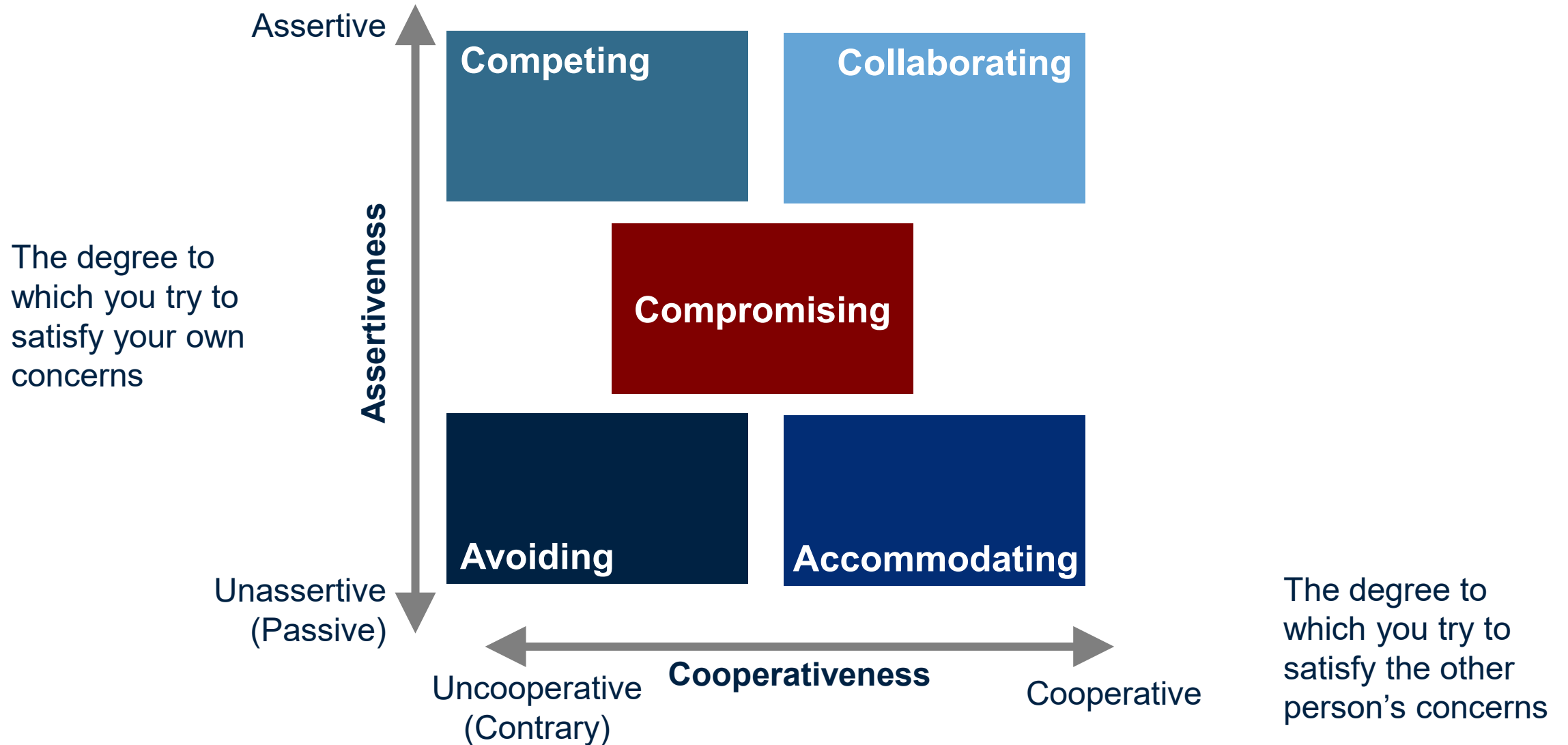
- Is conflict good or bad?

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What is your Default Conflict Mode?

▸ Take the quiz!

▸ https://bit.ly/ltc_conflict

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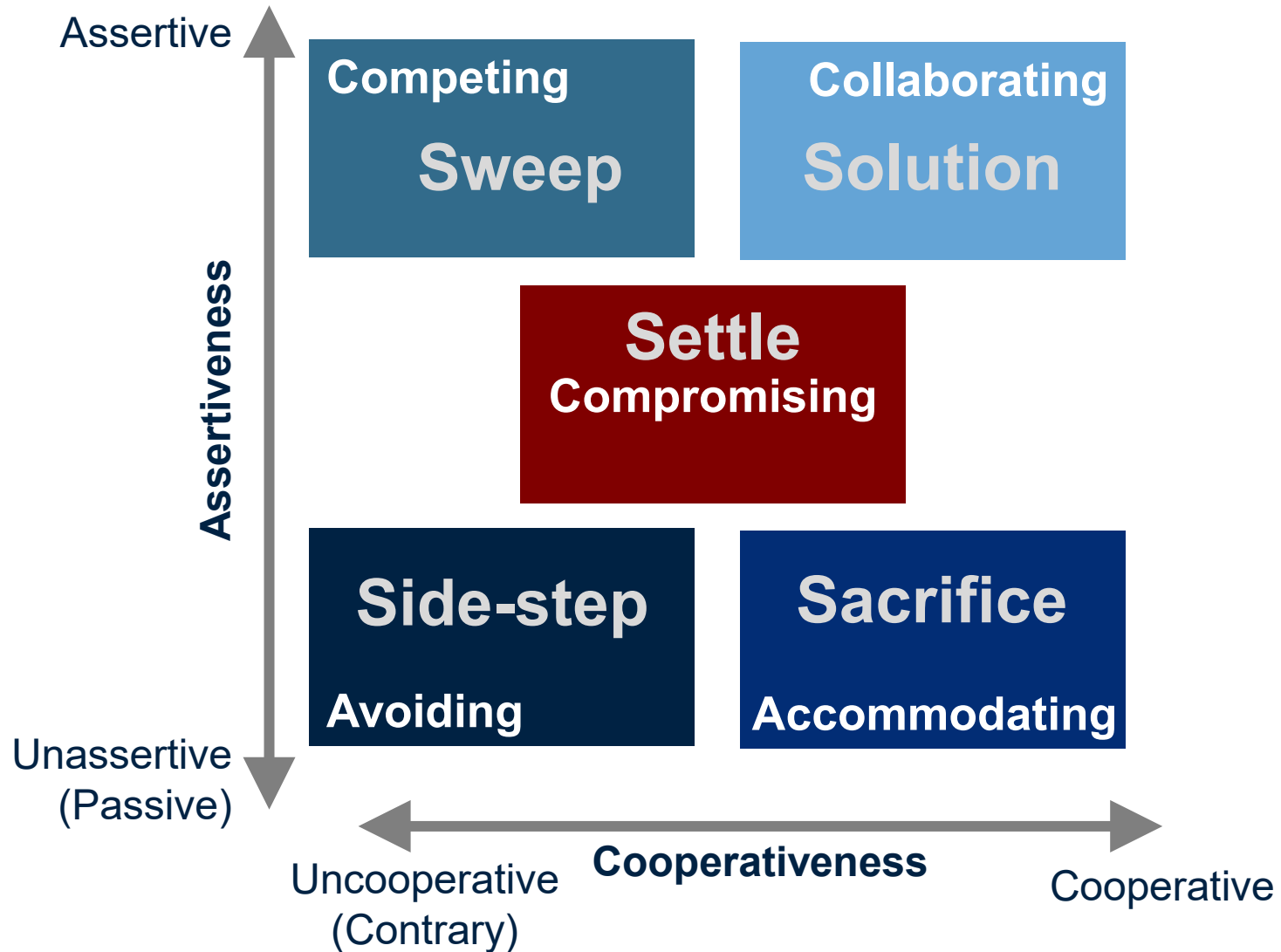Penn Medicine | TEMPLE HEALTH

Thomas-Kilmann Conflict Mode Instrument

Though everyone is different, there is a pattern to how most people handle conflict.

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How Conflict Modes Impact Teamwork

You've crash landed on the moon with these 17 items. Rank the items according to their usefulness to you and your fellow astronauts. Then work with your team to have a single ranking that will most closely match the ranking of this expert astronaut. Each group has members from one conflict mode.

1 Members vote on each item without much discussion. Team finishes early.

2 Team talks about their weekend plans.

3 Members discuss what is behind each person's view on each of the items, even though several of the items are close to the bottom of everyone's list. Team does not finish.

4 Members say to each other "If you have a strong opinion about it, we can go with your idea. I'm fine. I don't mind."

5 Members attempt to get their group to rank the items as close to their own ranking as possible rather than try to get as close to the expert's ranking

The "Best" Conflict Style?

Competing

- ✓ Great in a crisis
- ✓ Can take decisive action
- ✓ Willing to say the hard truths

- – Seen as closed-minded, unfair, insensitive
- – Can overlook key data and relationships

Collaborating

- ✓ Thoroughly address problems
- ✓ Ensure everyone gets what they need
- ✓ Welcome differences, build trust

- – Process is time-intensive
- – May burn others out from over-processing

Compromising

- ✓ Adept at finding fair solutions
- ✓ Positive working relationships
- ✓ Less time-intensive than collaborating

- – Can rush to settle, no one 100% satisfied
- – May be seen as short-sighted or pushy

Avoiding

- ✓ Sensitive to time and costs of conflict
- ✓ Often calm in the face of crisis
- ✓ Can prioritize conflict to only critical situations

- – May not meet their own needs nor their colleagues
- – Seen as barrier to cooperation

Accommodating

- ✓ Skilled at maintaining harmony in team
- ✓ Supportive to others in conflict
- ✓ Adept at helping people in uncomfortable situations

- – Can be frustrating to people who want to tackle root cause
- – Can build up resentment

The "Best" Conflict Style – Doesn't Exist

Select and implement the conflict mode that will be most productive for a given situation

- **Complexity of the conflict**

- **Importance of the conflict to each person**

- **Impact of potential solution to the organization / team**

- **Available time to come to agreement**

- **Level of trust**

- **Group and organizational culture**

Your facility is dealing with a crisis that must be dealt with immediately. You have the most expertise of the team and your opinion differs significantly from your colleagues.

You are renegotiating a contract with an important vendor. You are stuck on item price increases. The vendor would like 5% and you have countered with 1%.

Your team is trying to identify the best location to open a sister facility. Your finance colleagues want to choose the least expensive building and you want to choose one closer to the main facility.

A colleague is advocating for a resident and becomes very impassioned – to the point of tears - about getting the resident services that you know will be very difficult to fund. The decision cannot be made today for other reasons.

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New topics!

https://bit.ly/PMA_Sessions

Fill out our evaluation!

https://bit.ly/PMAeval

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