

APPENDIX 19 (AOHC, 2007)

Building Better Teams

Conflict Analysis Tool

Read the scenario that has been given to you and discuss with your peers the following questions. Do this activity as a brainstorming exercise to learn the diversity of views that exist about conflict.

1. List all the factors that are contributing to the conflict.
2. Who is involved? Directly or indirectly?
3. What is the effect of the conflict on people? On the work?
4. What are the interests of each of the parties (Concerns, Hopes, Expectations, Fears, Beliefs, Assumptions, Priorities)?
5. What conflict styles are being used?
6. What conflict styles might be more appropriate?
7. List all the possible ways that this conflict might be resolved.

Conflict Case Scenarios

Scenario 1:

A social worker was asked to do something for the team leader in very little time. The work was completed in the time specified. The team leader then returned it with a 'post it' attached that said: 'Please re-do, there are many pieces missing.' The pieces were, in fact, not missing. The social worker went back and asked the team leader for a few minutes to chat at the team leader's convenience. The response was: 'It's not a good time but sit down anyways'; he proceeded to tell the social worker how disappointed he was with the work that she had done. When the social worker tried to point out that the missing pieces were on the reverse side of the page, she felt unheard. The team leader proceeded to highlight additional errors. His body language continued to be dismissive and there was no appreciation for the work that had been done in the short timeline.

Scenario 2:

Several people in one particular position at a CHC were hired and then left over the course of a year. Staff noticed this turnover and started talking among themselves about whether these individuals were getting fired and what they must have done. There was a sense of foreboding lingering around the CHC. Gossip started and staff started talking behind each other's backs about who was next. People felt under threat and less able to speak their minds.

Scenario 3:

A team in a small Community Health Centre is made up of a variety of disciplines. Staff feel that people are treated equally, except for one particular situation. There is a high incidence of diabetes in the community and the centre has developed an education program to address this. The health promoter, the dietician, the nurse practitioner and the physician all had a role to play in the workshop. But it seemed that the time of the physician and nurse practitioner was more valuable. The health promoter and dietician were the ones who had to do all the advertising, room set up, getting refreshments ready and cleaning up after the workshop. The physician and the nurse practitioner came in for a few minutes and presented their part of the workshop and then left. The routine tasks are not something the physician and nurse practitioner volunteer to do, nor are they directly asked to help with.