

## APPENDIX 20A (QIIP, 2009)

## Module 10: Conflict Management

### *What Do We Mean by 'Conflict'?*

Conflict arises when at least one party believes that another party's actions or intended action threaten to harm his or her interests. It can be between individuals or within the entire team. Situations that may lead to conflict arise continually in daily life. A situation becomes a conflict because of people's reactions to the circumstances or actions of others. These reactions are based on learned values, biases and lived experiences. Skill development in effective interpersonal communication can greatly assist the process of conflict resolution.

Conflict can arise because of:

- Scarce or limited resources;
- Human needs;
- Conflicting values and beliefs;
- Structures external to the team/FHT; and
- Different and seemingly incompatible interests.

Learning about conflict styles can be helpful at any stage of team development, but can be particularly helpful during Storming. The exercises can all be facilitated by an internal facilitator who feels confident with conflict. Outside facilitation is suggested if there is a high degree of conflict or if there is no one who feels confident with facilitating conflict discussions. It is helpful to have a group large enough that there is a range of disciplines and professions. This will also ensure a range of conflict styles.

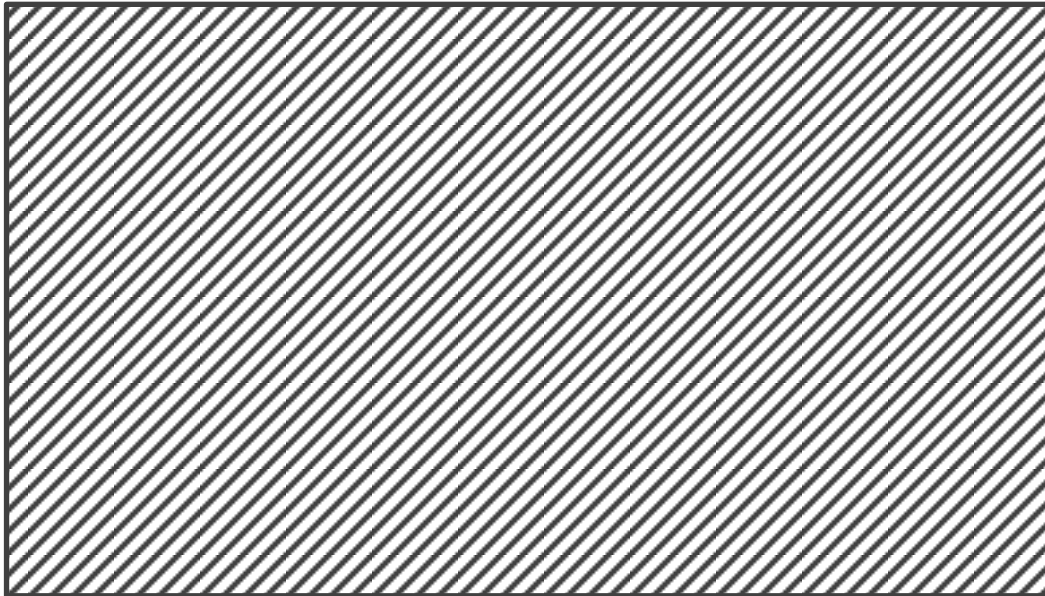
### *Checklist for Conflict Management Systems*

Adapted from Conbere 2001, the checklist below identifies potential mechanisms for identifying, defusing or resolving conflicts within teams. Use it to assess the performance of your FHT in this regard. The checklist can also be used as a survey instrument, to gather different views from different team members, which will then provide a broader picture of what needs to be in place. In addition, the individual questions can be used to initiate discussion about specific topics in team meetings.

- Do we have options for preventing, identifying and resolving problems of all types?
- Do we have a culture that supports resolution of conflict at the lowest level through direct negotiation, and that encourages discussion of conflict?

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- Do we have a culture that supports the belief that mistakes and problems are opportunities for learning?
- Do we have clearly stated policies about how conflict will be resolved?
- Have we involved a variety of stakeholders within the organization in designing our system?
- Do people responsible to act on the policies understand what their roles and responsibilities are?
- Are we flexible in our design to meet differing needs based on respect for diversity?
- What other written documents need to be revised to support conflict resolution (e.g. job descriptions, manuals, personnel policies)?
- Are there multiple options for addressing conflict with employees being empowered to make the choice?
- Do the leaders in our organization do enough to support resolving conflicts?
- Do we have a body overseeing the system that is made up of a variety of stakeholder groups?
- Are there training opportunities for developing the skills needed to resolve conflicts?
- Do we have sufficient resources to support the system we have designed?
- Are there institutionalized incentives to prevent and resolve conflict?
- Do we have a communication strategy so that everyone in the organization knows what to expect?
- Do we evaluate our system and make changes as needed?



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**Activity 10.2: Conflict Management Systems****Survey for Conflict Management Systems**

(Modified from Conbere 2001)

The following survey identifies potential mechanisms for identifying, defusing or resolving conflicts within teams. Complete this survey using a scale of 1 – 5, where **1 means you totally disagree with the statement, and 5 means you totally agree with it.**

Statement	Level of Agreement				
	Disagree			Agree	
We have a culture that supports resolution of conflict at the lowest level through direct negotiation, and that encourages discussion of conflict.	1	2	3	4	5
We have a culture that supports the belief that mistakes and problems are opportunities for learning.	1	2	3	4	5
We have clearly stated policies about how conflict will be resolved.	1	2	3	4	5
We have involved a variety of stakeholders within the organization in designing our system.	1	2	3	4	5
We are flexible in our design to meet differing needs based on respect for diversity.	1	2	3	4	5
There are multiple options for addressing conflict with employees being empowered to make the choice.	1	2	3	4	5
The leaders in our organization do enough to support resolving conflicts.	1	2	3	4	5
We have a body overseeing the system that is made up of a variety of stakeholder groups.	1	2	3	4	5
There are training opportunities for developing the skills needed to resolve conflicts.	1	2	3	4	5
We have sufficient resources to support the system we have designed.	1	2	3	4	5
There are institutionalized incentives to prevent and resolve conflict.	1	2	3	4	5
We have a communication strategy so that everyone in the organization knows what to expect.	1	2	3	4	5
We evaluate our system and make changes as needed	1	2	3	4	5

