Unit 2: Conflict Management
Z-Chapter 13
ONLINE CONTENT (1H)

Unit objectives:

- Discuss five methods to resolve conflict. (1,2,3,5,6)*
- Discuss techniques to use in dealing with anger and with difficult people. (5,6,7)*

*Course Objectives

Review Chapter 13 and the attached article entitled: Running on Empty: Compassion Fatigue in Nurses and Non-Professional Caregivers, and place your answers to the following questions in the Unit 2: Z-Chapter 13 dropbox by 0800 on 2/6/2023.

1. You have recognized one of your coworkers is suffering from Compassion Fatigue. Discuss specific ways you would deal with this person if they were a:

   (Provide specific examples and techniques)

a. Sherman Tank- When communicating with a "Sherman Tank" it is important to keep your own fear and anger under control. It is good to avoid outright confrontation about who is right and who is wrong. According to the book here are some specific things to say/do:

- Do not allow yourself to be run over, step aside
- Stand up for yourself. Defend yourself but without fighting. Seek support when warranted.
- Give this person some time to explain what they are ranting about.
- Sometimes it is necessary to be rude to get in what you want to say.
- If possible, get them to sit down, maintain eye contact, while stating your opinions and perceptions forcefully and assertively.
- Do not argue or try to cut down the person.
- When he or she finally hears you, be ready to be friendly.

b. Sniper- Snipers are pot-shop artists, but are not as openly aggressive as the Sherman Tanks. They aim to hurt you through their non-playful teasing, hints and remarks. Snipers tend to choose a hidden rather than a frontal attack. They prefer to undercut you and make you look ridiculous. So, when you are dealing with snipers, remember to expose the attack - that is, "smoke them out". Ask them questions calmly. Questions to ask may include:

- "That sounded like a put down. Did you really mean it in that way?"
- Do I understand that you don't like what I'm saying? It sounds as if you were making fun of me. Are you?"

When a sniper is giving you criticism, be sure to obtain group confirmation or denial. Ask questions or make statements such as,

- " Does anyone else see the issue this way?" " It seems as though we have a difference of opinion"
- " Exactly what is the issue here? What is it that you don't like about what occurred?"

c. Constant Complainer- Constant complainers often feel that they are powerless, so they draw attention - but seldom action - to their problem. A complainer points out real problems but does it from a very unconstructive stance. Copenhagen can be a challenge. It is important to listen to the complaints, acknowledge them, and make sure you understand what the person said by paraphrasing it or checking out your perception of how the person feels. Do not necessarily agree with the person; with a complainer, it is important to move into a problem-solving mode by asking very specific, informative questions and encouraging him or her to submit complaints and writing. Try communicating with questions such as:

- "Did I understand you say that you are having difficulty with your patient assignment?"
- " Would it be helpful if I went to the pharmacy for you so that you could complete your chart on your preoperative patient?

d. Clam- The clams have an entirely different tactic from the previous three. They just refuse to respond when you need an answer or want to have a discussion. It might be helpful to try to read a clam's nonverbal communication. Watch for a wrinkled brow, a frown, or a sigh. When dealing with clams, try to get them to open up by using open-ended questions and waiting very quietly for a response. Do not fill their silence with your own conversation. Give yourself enough time to wait with composure. Use the friendly silent stare as a way to show a nonverbal cue of your own. When they finally open up avoid a polite response. Instead say:

- "This was important to me. I'm not going to let this issue drop. I'll be back to talk to you tomorrow at 2 o'clock"
- Do not be the nice guy and say, "thanks for coming in, have a nice weekend. I'll see you tomorrow."

Be very direct and tell them what you are going to do especially if the desired discussion did not occur.

2. Pick one of the ways to offset or reduce the risk of compassion fatigue in staff members (article) and provide **specific** examples a Unit Director could utilize in order to accomplish this.

A way to offset or reduce the risk of compassion fatigue in staff would be by reminding and encouraging healthy self-care habits such as good nutrition, sleep, and taking work breaks. A unit director could make sure their staff are getting a break while on the floor, even if that means helping out and covering while they step off the floor. A unit coordinator could also offer training that focuses on self-care and life balance. They could be there for their staff and be open with them. Offering peer support and supervision is important! A supervisor could make sure not to pressure staff into saying "yes" to working more hours if they really don't want to. Be respectful of boundaries and the person as a whole outside of the hospital.

3. You are a new graduate RN working on a busy Medical-Surgical Unit. The patient assignment you have for the day is a very heavy workload, and the Charge Nurse has just informed you that you are getting a new admission from the ED. You know that you will not be able to manage your patient load and this admission. Utilizing the model for conflict resolution, provide specific examples of how you would manage this situation by using:

a. Accommodation- Is a lose-win situation. It involves one-person accommodating the other at his or her own expense. If the new graduate was the one to accommodate, she would be putting herself and all of her patients at risk. If he/she feels that they will not be able to manage their case load they should talk to the charge nurse and be honest. It is important for them not to accommodate. The charge nurse in this scenario she be the accommodating one and take this patient themselves if possible.

b. Collaboration- This is a strategy that involves a high level of concern for the problem, the outcome, and the relationship. Collaboration is a win-win situation with a commitment to resolve the issues. In this case the new grad would not get the new patient or would have a patient removed from her workload in order to be able accept the new patient. Maybe the next nurse in line for a admission would feel comfortable taking a patient.

c. Compromise- This strategy is also known as bargaining. It recognizes the importance of both the resolution of the problem and the relationship between the two people. It is a modified win-lose situation. In this situation the changed nurse may compromise with you and maybe take the patient or offer to watch/assist your other patients while you handle the admission.

d. Avoidance- This strategy is unassertive and uncooperative and leads to a lose-lose situation. In this situations the new grad may have not approached the charge nurse with her concerns and would have struggled in silence. Usually both people involved feel frustrated and angry. The new grad could feel upset and unsafe in her situation and the charge could be upset she did not say anything about how they felt overwhelmed.

e. Competition- This is a win-lose situation. Force or the use of power occurs. In this situation the charge nurse probably has more power and control and could tell you that it is only fair that you take the assignment.

In order to receive full credit (1H class time) for this assignment, it must be completed in its entirety by the due date/time assigned. Any assignment not completed in its entirety will result in missed class time.