Key Term Review

- **Analytical problem solving** is a social-psychological approach to dealing with protracted conflicts that is based on the human needs theory of conflict.
- **Conflict** is a normal occurrence and a multidimensional construct whose antecedents are individual, interpersonal, and/or organizational. Conflict can be either beneficial or detrimental, and either internal or external.
- **Conflict transformation** theory suggests that people, events, and relationships are altered by a conflict but that destructive consequences can be prevented by transforming perceptions of issues, action, and other people or groups to improve mutual understanding.
- **Distributive negotiation** is focused on each party winning as many concessions as possible; this can result in a win-lose situation.
- **Empowerment** means increasing the skills of all involved to make better decisions for themselves by learning how to clarify their goals, to find out about resources and options, and to choose their preferences.
- The **human needs theory of conflict** suggests that people are driven to fulfill fundamental human needs for safety, security, love, a sense of belonging to a group, self-esteem, and attaining their goals.
- **Integrative negotiation** is focused on parties discovering solutions that embody mutual self-interest; this can result in a win-win situation.
- **Interpersonal conflict** can occur when two or more individuals are involved and one perceives opposition from the other.
- **Intrapersonal conflict** can occur when an individual has two opposing goals.
- **"I" statements** can halt defensive and hostile escalation because they tend to invoke trust and create space for the parties to explore their unacknowledged feelings.
- The **Kupperschmidt model of multigenerational conflict** explains the challenges faced by nurses who work side by side with colleagues from a variety of generational cohorts and value systems.
- **Wehr's model for conflict mapping** includes the context of the conflict, parties involved, causes and consequences of the conflict, values and beliefs, goals and interests, dynamics, functions, and any regulations or rules that affect the conflict.
- **"You" statements,** such as "You aren't really listening to me," are intrusive, blaming, or attacking.

Leadership Development Exercises

- **Leadership Development Exercise 8-1**

Use Wehr's conflict assessment for at least one real or hypothetical situation.

■ Leadership Development Exercise 8-2

Identify Almost's antecedents and consequences of conflict for at least one real or hypothetical situation.

■ Leadership Development Exercise 8-3

Observe staff members at work, and determine which of Kupperschmidt's four generations each belongs to and possible areas of conflict. Give a rationale for your findings.

■ Leadership Development Exercise 8-4

Pick a real or hypothetical conflict situation, and describe how Maslow's theory of fundamental human needs relates to it.

■ Leadership Development Exercise 8-5

Identify the five areas of Lambourne's model of reconciliation, and explain how you could use them to end a conflict.

■ Leadership Development Exercise 8-6

Describe a real or hypothetical situation and how you'd apply Lederach's transformation theory to it.

■ Leadership Development Exercise 8-7

Choose a real or hypothetical conflict situation, and try out at least two approaches to conflict resolution, management, or transformation with a classmate, staff member, or friend. Write up your findings, and share them with the class.

Advanced Leadership Development Exercises

■ Leadership Development Exercise 8-8

Teach conflict resolution skills to two clients, staff on a nursing unit, or a group of colleagues using at least two of the methods presented in this chapter.

■ Leadership Development Exercise 8-9

Write up your findings from teaching conflict resolution skills, and make them the basis for a class assignment.

Alternate exercise: Use your findings to prepare a paper suitable for submission for publication.

■ Leadership Development Exercise 8-10

Formulate a problem statement for a nursing project related to some aspect of conflict.

■ **Leadership Development Exercise 8-11**

Design a research project related to some aspect of conflict.

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