Chapter 10

Power and Conflict

Power

- Control over resources and relational in nature
- Positional or personal

Sources of Power

- Reward
- Coercive
- Expert
- Referent
- Legitimate

Other Sources of Power

- Connection power
- Information power
- Group decision-making power
- Persuasive power
- Positional power
- Personal power

Empowerment

- Definition of empowerment
- Exists simultaneously on three levels:
  - Individual
  - Organizational
  - Psychological

Social Capital in Nursing

- Improved communication
- Positive leadership practices
- Cultivating a culture of trust among nurses

Nursing Theory and Power

- Conceptual frameworks
- Making choices
- Feeling free to act on intention
- Creating change
- Power as control and power as freedom

Political Power

- Variety of economic, social, and cultural resources available to individuals and groups to affect organizational decisions, actions, and outcomes

Nursing Education and Political Power

- AACN Essentials documents (AACN, 2008, 2011)
- Service learning
- Introduction to future nurses on how health policy is drafted

Group/Team Power

- Interdependent subunits shift power from individuals to groups

- Teams control resources to enable the influence of others

Powerlessness/Oppression

- Incivility
- Horizontal and lateral violence
- Nurse bullying

Empowerment Theories

- Social-structural theory
- Psychological empowerment
- Poststructuralist approach

Nursing Theory and Empowerment

- Centrality
- Coping with uncertainty
- Substitutability

Authority and Influence

- Authority
  - ➢ Traditional, rational-legal and charismatic authority
- Influence
  - ➢ Capacity to impact agendas and outcomes and to bring other people on board

Influence Tactics

- Assertiveness
- Ingratiation
- Rationality
- Sanctions
- Exchange
- Upward appeal
- Blocking
- Coalitions

Nursing Influence

- Adams Influence Model (AIM)
- Leadership Influence Self-Assessment (LISA©)

Conflict

- Consequences
  - Decreased providers' attention to patient care
  - Decreased employee satisfaction and morale
  - Increased turnover
  - Dysfunctional organization culture

Definitions

- Conflict
- Organizational conflict
- Workplace conflict
- Task related conflicts
- Relationship conflicts
- Process conflict

Conflict Management (1 of 2)

- Functional or constructive
  - ➤ Improves the quality of decisions
  - ➤ Stimulates creativity and innovation
  - ➤ Encourages interest and curiosity
  - ➤ Provides a medium to air problems
  - ➤ Fosters and environment of self-evaluation and change

Conflict Management (2 of 2)

- Dysfunctional or destructive
  - ➤ Degrading of communication
  - ➤ Reduction in group cohesiveness
  - ➤ Subordination of group goals

Levels of Conflict

- Intrapersonal
  - Internal individual conflict
- Interpersonal
  - Conflict between two or more people
- Intergroup
  - Conflict between members of two or more groups
- Relationship
  - Interpersonal incompatibilities
- Task
  - Differences in viewpoints about a group task
- Process
  - Controversy about how task is accomplished

Conflict Management

- Causes: occur before the conflict
- Core processes: perception that conflict exists, followed by affective state or emotional response
- Conflict behaviors: very subtle to violent
- Effect: outcomes such as resolution or aftermath consequences

Cause, Core Process, Effect

- Generic model of conflict
- Conflict cycle is withing an environment and flows through numerous iterations.

Causes of Conflict

- Personality differences
- Value differences
- Blurred job boundaries
- Battle for limited resources
- Constraints on decision-making process
- Communication
- Departmental competition
- Unmet expectations for co-workers
- Complexity of organizations

The Core Process of Conflict

- Disagreement
- Interference
- Negative emotion

Effects of Conflict: Positive

- Increased group performance
- Improved quality of decisions
- Increased creativity and innovation
- Increased interest and curiosity
- Improved problem solving
- Implementation of self-evaluation and change

Effects of Conflict: Negative

- Discontent
- Reduced group effectiveness
- Disrupted communication
- Reduced group cohesiveness
- Infighting among group members

Bullying and Disruptive Behavior

- Incivility
- Physical violence
- Sexual violence
- Verbal abuse
- Psychological violence
- Intimidation
- Hostility

Conflict Scales

- Rahim Organizational Conflict Inventory-I
- Perceived Conflict Scale
- Intragroup Conflict Scale

Conflict Management and Alternative Dispute Resolution

- Conflict management

  ➢ Control of conflict

- Conflict resolution

  ➢ Elimination of conflict

- Alternative dispute resolution (ADR)

  ➢ Conflict resolution used to avoid going to court

Conflict Management Styles

- Accommodating
- Avoiding
- Collaborating
- Competing
- Compromising

Conflict Competence

- Cognitive, emotional, and behavioral skills that enhance productive outcomes of conflict
- Ability to have difficult conversations face-to-face

Carefronting

- Uses "I" instead of "you"
  - "I felt" instead of "You did"

Studies of Conflict Management in Nursing

- Role confusion
  - ➤ Institutional expectations
  - ➤ Expectations from other nurses
  - ➤ Professional associations
  - ➤ Self expectations

Conflict Resolution

- Negotiation
- Principled negotiation
- Conciliation
- Mediation
- Arbitration

Face Negotiation Theory

- Describes and explains differences in responses to conflict based on cultural backgrounds
- Five styles of problem solving
- Dimension of self-construal

Conflict Resolution Outcomes

- Win-lose
- Lose-lose
- Win-win

Conflict Resolution Inventories

- Avoiding
- Obliging
- Compromising
- Integrating
- Dominating

Organizational Conflict

Factors that influence how conflict is handled in organizations:

- Behavioral predispositions of individuals
- Environmental social pressure
- Organization's incentive structure
- Rules and procedures

Nursing Strategies to Resolve Conflict

- Recognize conflict early
- Be proactive
- Actively listen
- Remain calm
- Define the problem
- Seek a solution

Current Issues and Trends

- Nurses need to:
  - ➤ Participate in high-level decision making
  - ➤ Build a personal power base
  - ➤ Take political action

Question #1

A hospital's executive leadership team wants to increase nurse-to-patient ratios in an effort to decrease costs. The staff nurses are against the change because they feel they already have difficulty completing care for their patients. Adding more patients to their assignment will decrease quality, safety, and patient satisfaction. This is a type of which kind of conflict?

A. Intrapersonal conflict
B. Intergroup conflict
C. Intragroup conflict
D. Relationship conflict

Question #2

The executive leadership team's recommendation of increasing the nurse-to-patient ratio spurs the nursing staff to strike against the hospital. This is an example of which type of conflict?

A. Competitive conflict
B. Disruptive conflict
C. Process conflict
D. Intrapersonal conflict