



# *HHS Internationally Educated Nurse (IEN) & English as a Second Language (ESL) Nurse Integration Project*

*Funded By*



## *Webinar 3*

# *Understanding & Resolving Conflict*

*Project Funded By*



# Quick Review – Webinar 1

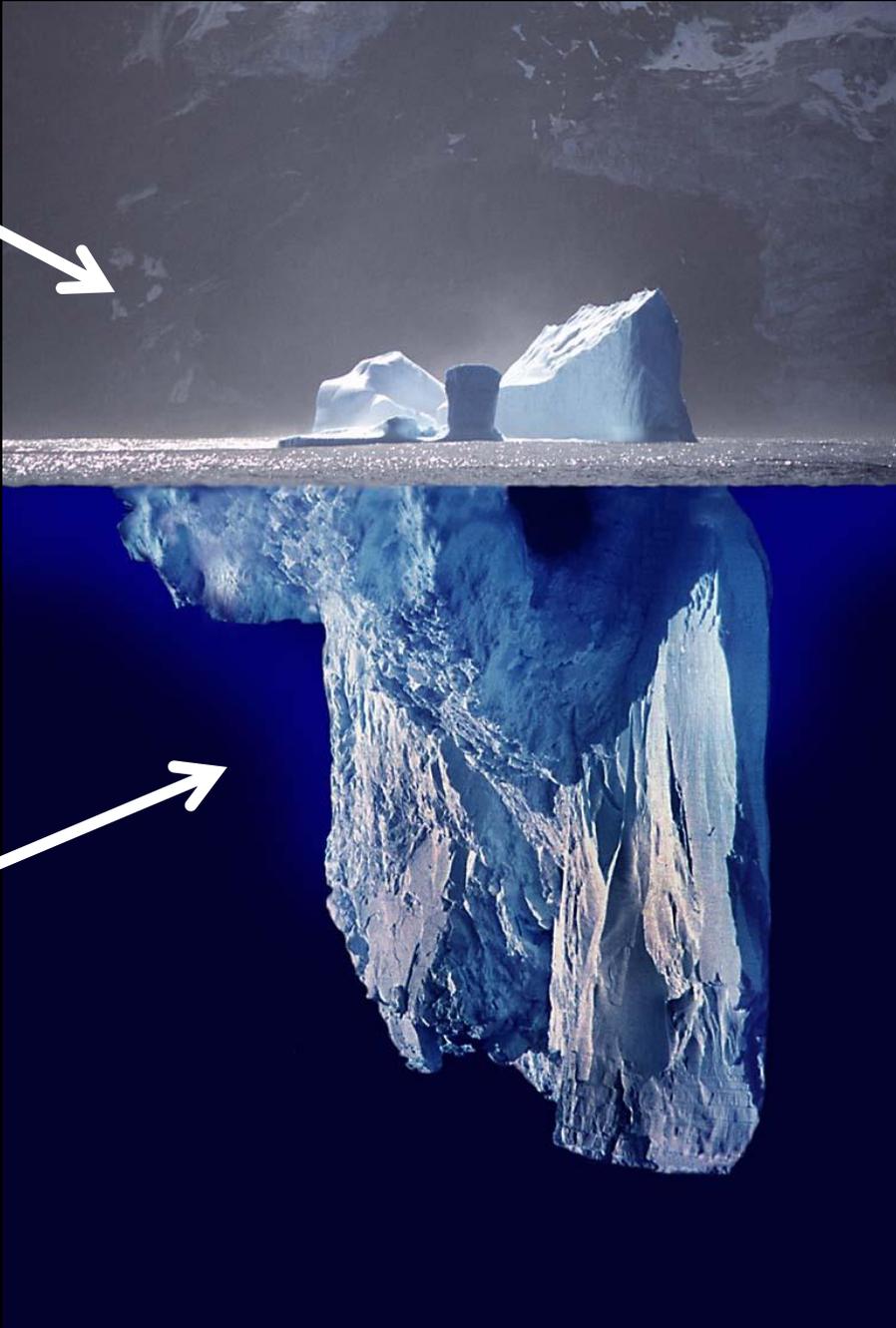
- Diversity and Inclusion
- Equity and the Equity Lens
- Ladders of Inference
- The Inclusive Approach

# Culture is like an iceberg

Most of the beauty of the culture lies hidden below the waterline.

When we work with people from different cultures we must remember to look "below the water line".

**Culture is:**  
"The Software of the Mind". *Geert Hofstede*



Food  
Clothing  
Language  
Behaviour  
Rituals

Values  
Roles  
Social Structure  
Rules  
Environment  
Relationships  
Attitudes  
Norms  
Beliefs  
Practices  
Institutions  
Traditions  
Law & Order  
Time

# Inclusion Is an Approach

That Appreciates and Responds to the Dimensions of Diversity



*Developing Inclusive approaches begins with awareness and focuses on influencing behaviour through dialogue, education and information sharing at all levels.*

# Webinar 2

- Seeing the whole picture - how perceptions impact our view
- Context and Intercultural Communications

# Take Away 1

**We may need  
to shift our  
focus in  
order to see  
everything  
that is  
contained in  
the picture  
before us**

**What we see  
is very  
important, but  
what we do  
not see  
initially can be  
equally or  
even more  
important**

# Take Away 2

**Without context, all we can do is describe.**

**Context is important in understanding what we see.**

**Without context we are unable to Interpret or evaluate accurately**

**Intercultural understanding requires context**

# Take Away 3

**In order to make good decisions, we need to get as much information as possible**

**Without a full picture, and the knowledge of context, our (mis)perceptions can adversely impact our ability to make good decisions**

# Take Away 4

**Contextual communication styles are closely tied to culture**

**Communicating with individuals who use different contextual styles requires patience and good listening skills**

**Intercultural misunderstanding and conflict can be avoided when we understand the important role that context plays in enabling effective communication**

# Webinar 3

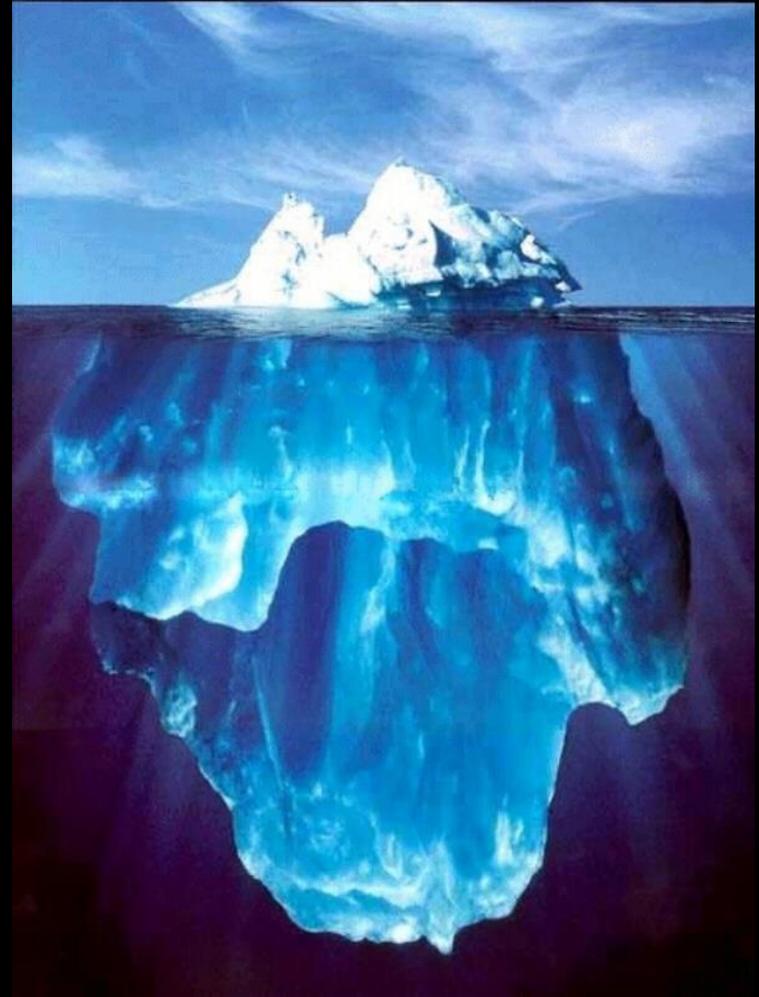
## Understanding & Resolving Conflict

- Causes and Sources of Cultural Conflict
- Strategies for Resolution

# Iceberg Theory of Conflict

**Conflict may arise from 6 basic sources  
Much of which may be hidden**

1. Relationships with people
2. Problems with data
3. Incompatible interests
4. Structural forces  
(limited resources, time)
5. Differing values
6. Poor or ineffective  
communication



# Causes of Conflict

There are many possible causes of conflict, but there are three potential sources to which most conflict could be traced. For each of these sources of conflict, cultural understanding may play a very important role

1. Who – People and Personalities
2. What – Issues and Data
3. How – Communication

# Communications Factors that may lead to conflict

1. Lack of listening/understanding
2. Communicating Mistrust
3. Violations of Conversation Rules
4. Blatant Generalizations
5. **Power/Status-Based Communication**

# Conflict Resolution

**R**espect others

**E**xpress feelings honestly without malice

**S**hare your thoughts openly

**O**pen yourself to different points of view

**L**isten carefully

**U**nderstand reasons behind a problem

**T**hink about different / alternate solutions

**I**magine creative solutions

**O**ffer reasonable compromises

**N**egotiate fair agreements

# Other Resolution Considerations

1. Identify real problems/  
reflect on your motives
2. Describe the problem
3. Be sensitive
4. Confrontation may change  
relationship
5. Be adaptable

# Cultural Considerations

1. Body language
2. Topics of communication
3. Saving face
4. Expression of feelings
5. Directness of approach
6. Communication styles
7. Use of third parties
8. Relationship to authority/power



# Resolution Strategies when working with a 3<sup>rd</sup> Party

The 3<sup>rd</sup> Party plays an important role, they:

1. Allow all parties to speak
2. Identify areas of agreement between the parties
3. Identify areas of disagreement
4. Search for solutions
5. Assist in reaching a consensus

# Case Study

- Sara has complained to Mei, the nursing supervisor on the critical care ward .
- Sara is concerned that towards the end of the shift (at 4:30) it appears that she has so much more work to do that she sometimes has to stay to 5:00.
- Sara has also noticed that towards the end of the shift, she can not find her co-worker Pardeep who she believes is sneaking out a few minutes early.
- Sara is known to complain a lot, she does not get along with many of the staff, including Pardeep.

# Conflict Resolution

How will Mei resolve this situation:

**Hint - Resolution steps For Mei to consider:**

- Bring parties together
- Explore issues and gather information
- Understand Interests
- Develop solution options
- Choose a mutually agreeable solution
- Implement the solution
- Evaluate outcomes

# Other Considerations about Conflict

Conflict does not need to be destructive, it could be framed as an opportunity to:

1. Clear the air
2. Develop personally or professionally
3. Improve work relationships and productivity

However, to take advantage of these opportunities we must be able to communicate effectively

Thank You  
Please Contact Us With Questions  
Feed-Back or Comments



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