



Enhancing Management of EPI Programs through strategic use of data in Nigeria

Leadership, Management and Coordination Support for the Expanded Program on Immunization



Course Title: Conflict Management

July, 2024



Gavi
The Vaccine Alliance



Learning objectives

At the end of the session, participants are expected to:

- Have a shared understanding of conflict and know the possible causes and outcome of conflict

- Know and understand the phases/stages of conflict

- Understand the different approaches and techniques to managing and resolving conflict

Participants expectations

Have you ever had to deal with conflict in your personal work life?

Why do you think you need this training?

What do you expect to achieve today?

What would you like to take away from today's session?

Class discussion – Let's discuss how familiar we are with conflict before we begin today's module

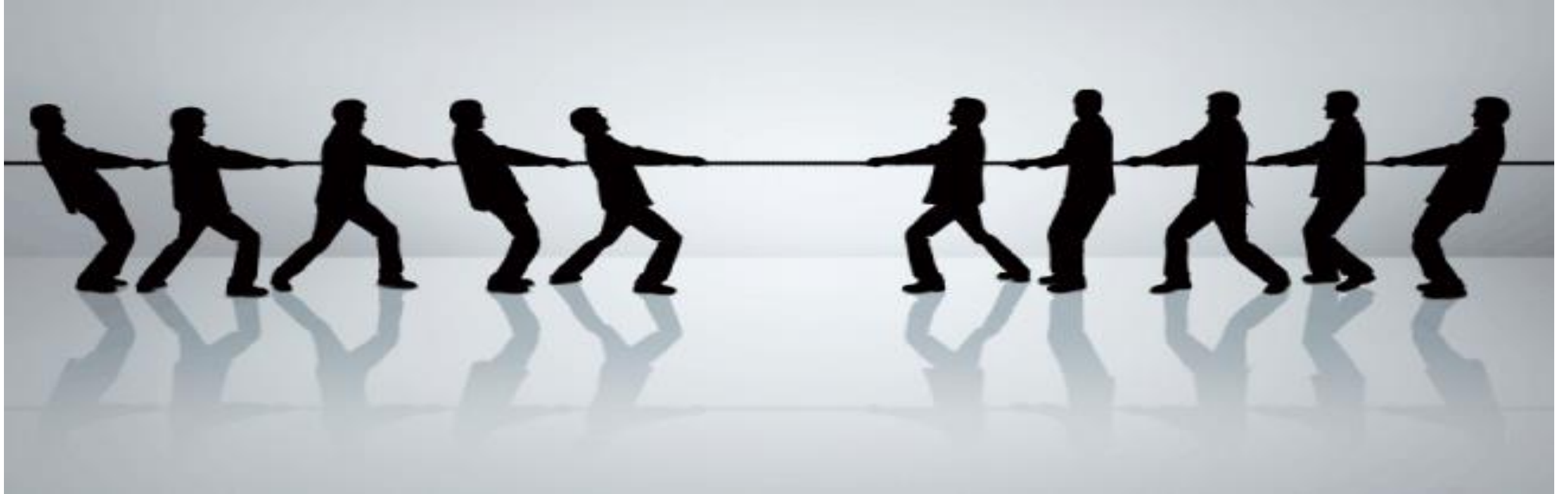
Talking points:

- What do you understand by conflict?
- Can you highlight the cause(s) of conflict you have experienced in your personal and work lives?
- What do you think are the resultant effects of conflicts?



Three participants are to volunteer to discuss the talking points above

Content of today's session

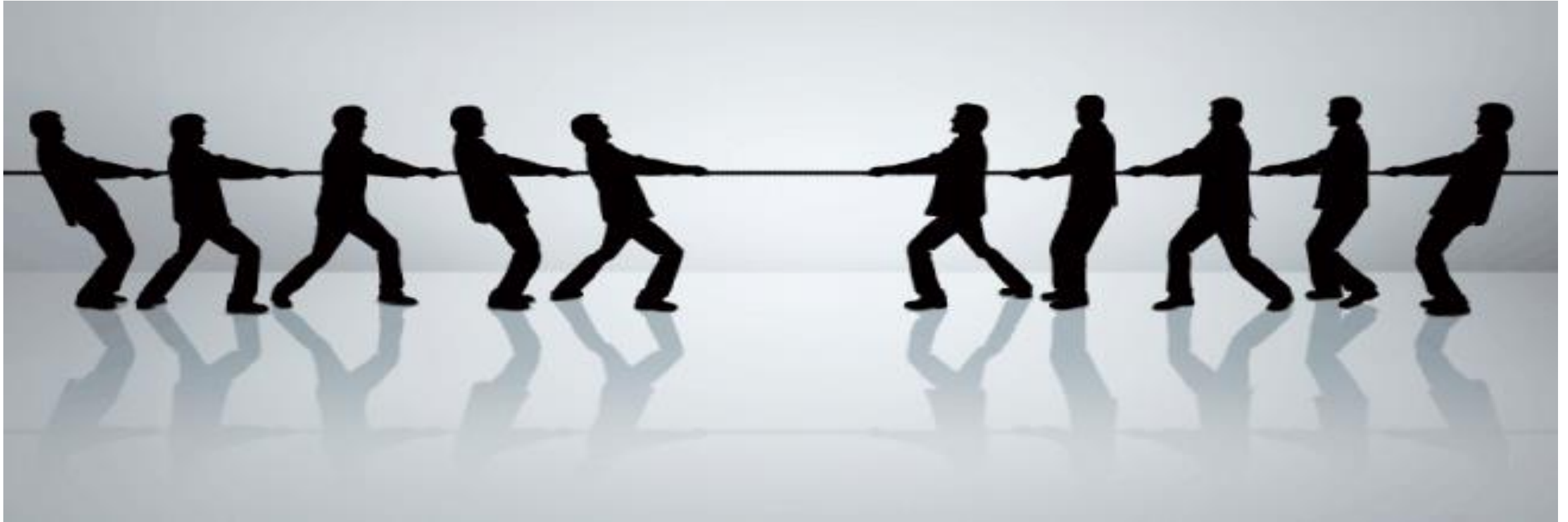


Understanding
conflict, its causes,
effects and types

Phases/stages of
conflict

Conflict management
approaches and tips

Content of today's session



Understanding
conflict, its causes,
effects and types

Phases/stages of
conflict

Conflict management
approaches and tips

What are conflicts?



- Simply put, conflict is a disagreement between two or more parties
- Conflict can also be defined as any kind of opposition or antagonistic interaction between two or more parties
- Conflicts are inevitable in human interactions but they can either have **positive results** or **set the team back**
- Conflict challenges us to:
 - think harder
 - be more creative
 - develop greater understanding
 - search for alternative solutions to problems
- However, unresolved conflict can result in the breakdown of a team



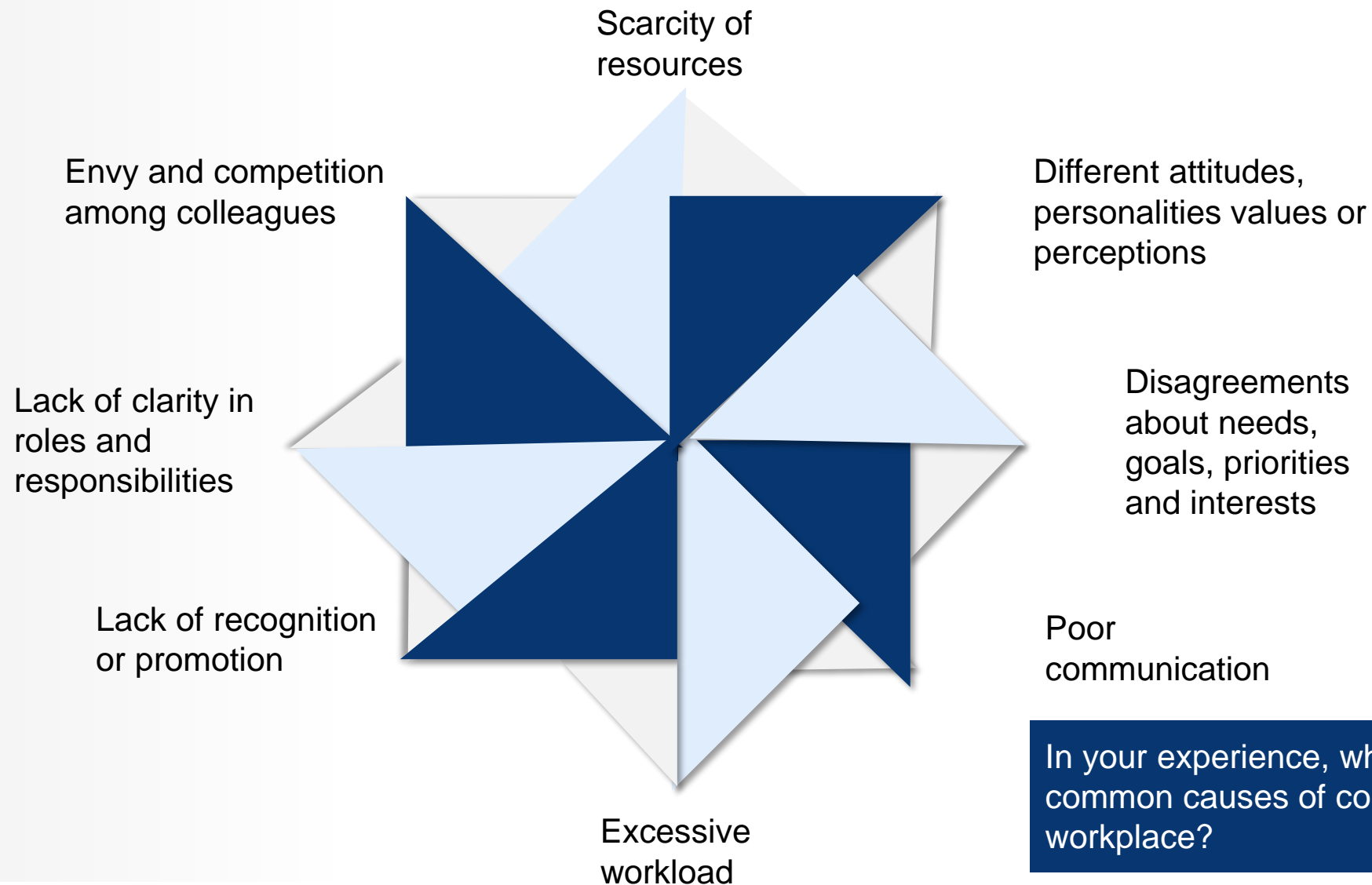
All men have an instinct for conflict; at least, all healthy men

- *Hillare Belloe*

There are several causes of conflict in the workplace

NOT EXHAUSTIVE

Common causes of conflicts in the workplace



The indicators of conflict usually vary from one case to the other

NOT EXHAUSTIVE

Common indicators of conflicts in the workplace

Heated arguments/verbal abuse



Physical abuse



Change in body language



Waves of disruptive calls and emails



Deviation from established common goals



Withholding information



It is important to watch out for these indicators and intervene before conflict escalates

What other conflict indicators are you aware of?


Within organizations, there are four kinds of organizational conflict that could exist

Types	Description
Interpersonal conflict (not within a group)	<ul style="list-style-type: none"> ▪ Refers to a conflict between two or more individuals ▪ Typically due to individual differences and diversity which can result in variation in opinions and choices ▪ Can eventually help in personal growth and stronger relationships if properly managed
Intrapersonal conflict	<ul style="list-style-type: none"> ▪ This is conflict within an individual usually related to personal values ▪ Occurs when a role an individual has to play does not conform with the values and beliefs held by the individual
Intragroup conflict	<ul style="list-style-type: none"> ▪ Occurs among individuals within a team; usually builds from interpersonal conflict ▪ Can be helpful in problem solving and reaching best team decisions ▪ High degree of conflict can also disrupt harmony among the members
Intergroup conflict	<ul style="list-style-type: none"> ▪ Conflict that arises among different teams within an organization ▪ Usually due to the varied sets of goals and interests ▪ May be fuelled by competition for resources

Can we identify the possible conflict indicators for each conflict type we have just discussed?


Energizer: Can we match the following to the types of organizational conflict we have just discussed?

1




Intrapersonal conflict

2




Intergroup conflict

3



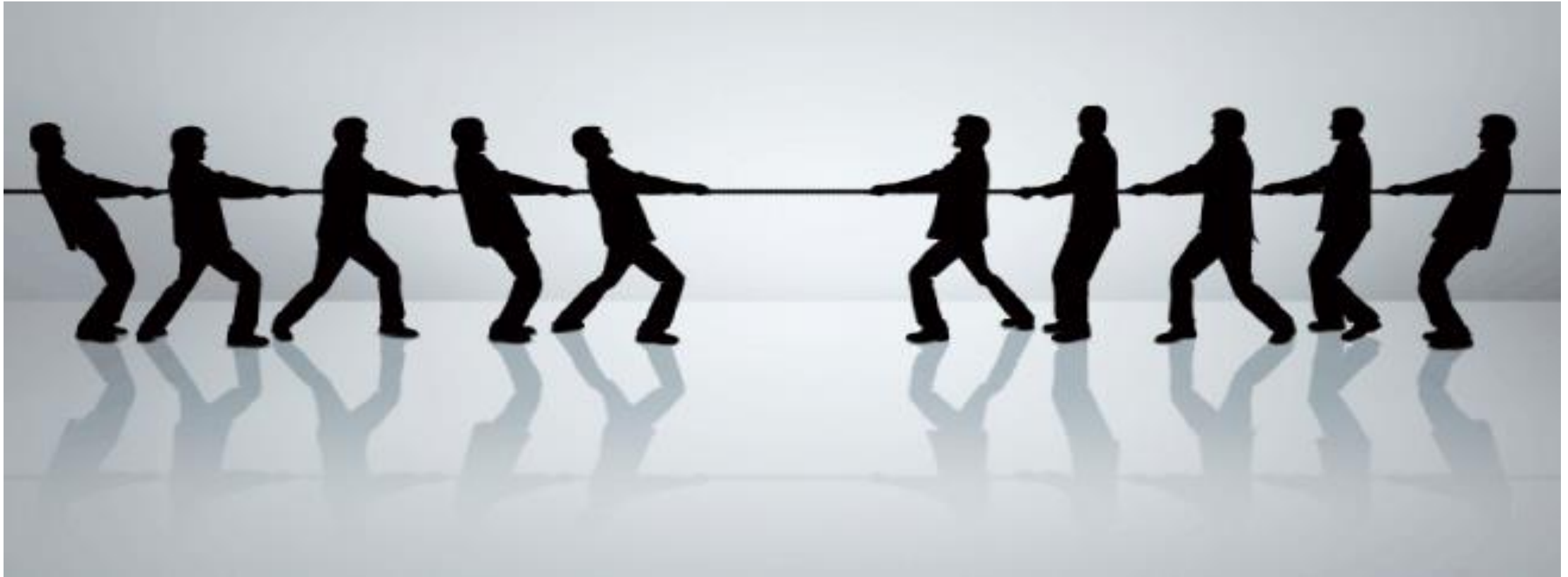
Interpersonal conflict

4



Intragroup conflict

Content of today's session



Understanding
conflict, its causes,
effects and types

Phases/stages of
conflict

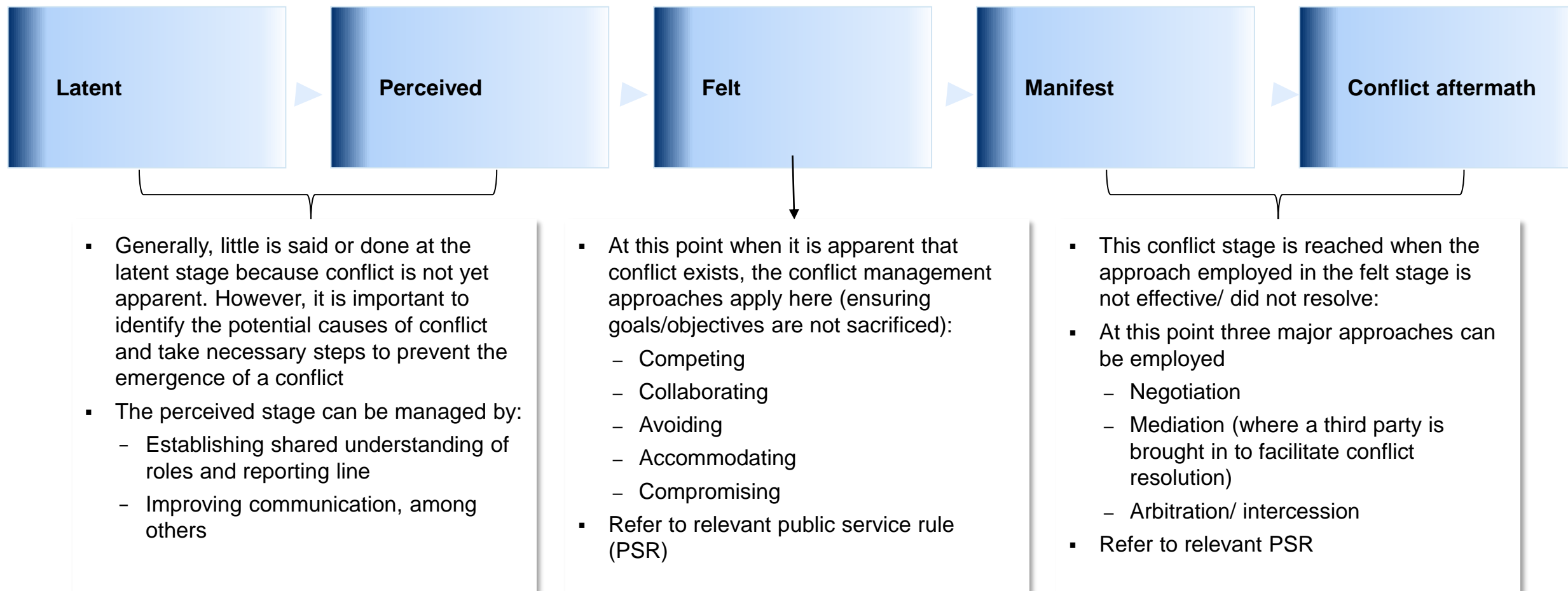
Conflict management
approaches and tips

Conflicts usually occur in phases

Phases of Conflict	Description	Example
1 Latent	<ul style="list-style-type: none"> At this stage, the involved parties are not aware that there is a conflict but all factors (e.g. interdependence, limited resources, role conflict) that can trigger a conflict already exist 	<ul style="list-style-type: none"> A task assigned to a group was turned in late to a client by a team mate (Mr. A) but the other team mates and the supervisor are not aware
2 Perceived	<ul style="list-style-type: none"> At this point, the parties involved are aware that there is a conflict Nothing may have happened but there is some tension and awareness that something is not right 	<ul style="list-style-type: none"> Another team mate (Mr. B) finds out that the project has been turned in late to the client and reports it to the supervisor Mr. A becomes aware that he has been reported
3 Felt	<ul style="list-style-type: none"> At this stage, conflict is not only perceived but actually felt and recognized by one or both parties 	<ul style="list-style-type: none"> The supervisor scolds Mr. A for his late submission and Mr. A becomes aware that Mr. B reported him
4 Manifest	<ul style="list-style-type: none"> Manifest conflict is the stage when the two parties engage in behaviors which evoke responses from each other and makes the conflict apparent to everyone Possible responses include aggressive e-mails, verbal abuses among others 	<ul style="list-style-type: none"> Mr. A confronts Mr. B about his decision to report the situation to the supervisor and they get into a heated argument in the office
5 Conflict aftermath	<ul style="list-style-type: none"> The aftermath of a conflict is the resolution of conflict It may have positive or negative repercussions depending upon how the conflict is resolved 	<ul style="list-style-type: none"> The supervisor calls Mr. A and B into his office and helps them resolve the conflict

Handling/managing the different stages of conflict

Deep dive ahead



If conflict gets to the manifest 'stage', it is important to not react in anger as this might quickly escalate the situation. A good trick is to count down inwardly from 10 to 1 before responding. You will find that by the time you get to four, you are a bit calm and more likely to have a conversation rather than react abruptly to your opponent

Activity 1: Let us consider the scenario below

Ahmed is a program officer whose role is to keep track of vaccines in the state cold store before his colleague, Tola, supervises loading them up into the vehicles for deployment to different PHCs.

Ahmed should have received and counted all PENTA vaccines by 10a.m, but never gets it done until 10.30 a.m.

Tola, on the other hand, should have all PENTA vaccines loaded and ready for deployment by 11:30 a.m. Tola is a very methodical and organized person and likes to complete his tasks before the due time. He requires a minimum of 1 hour 15 minutes to get his work done and Ahmed's lateness has somewhat affected his efficiency at work.

One day, Ahmed arrived at work very late and did not get the PENTAs ready until 11:00 a.m. Although he apologized to Tola, Tola marched straight to the State cold chain officer's office to express his dissatisfaction with Ahmed's behavior.

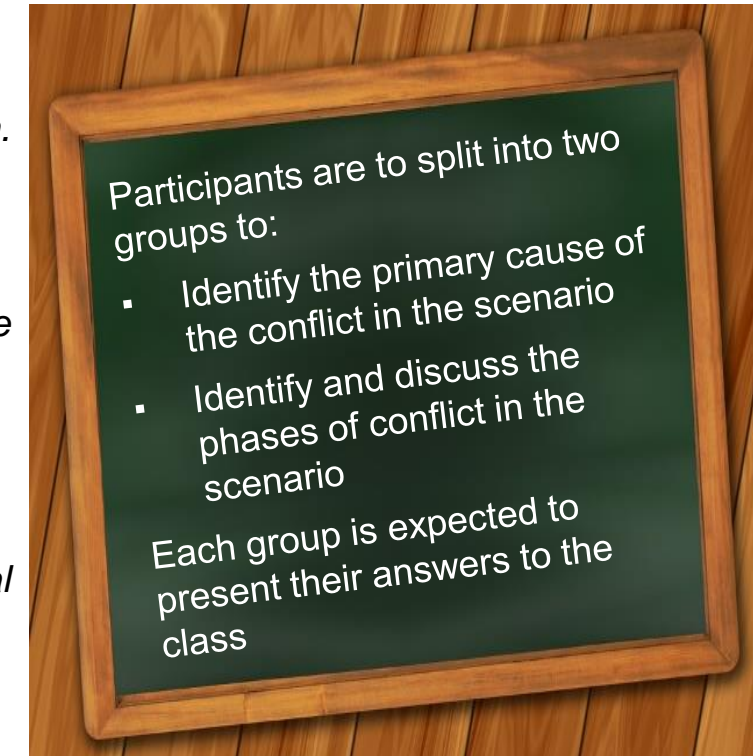
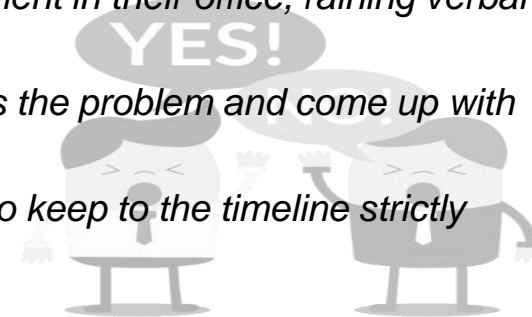
The SCCO called Ahmed and gave him a stern warning, making Ahmed unhappy and dissatisfied with Tola

He confronted Tola later in the day and they both got into a heated argument in their office, raining verbal abuses on each other and almost got into a fistfight.

The SCCO got wind of this and asked them both into his office to discuss the problem and come up with a solution.

Ahmed gave a genuine reason for coming to work very late and agreed to keep to the timeline strictly going forward.

Tola was pleased, accepted Ahmed's apology, and they both left happy.



Activity 1: Stages explained using the case scenario

Stages/ Phases of Conflict

Latent

Tola's output and efficiency depends on Ahmed's preparation of the cold boxes. Interdependence of Tola's and Ahmed's roles is the potential cause of conflict in this case.

Perceived

Ahmed arrived at work later than usual and prepared the boxes 30 minutes to Tola's delivery which made Tola take the issue up to the State cold chain officer. Ahmed becomes aware of this when he is called by the SCCO

Felt

Ahmed was confronted and given a stern warning by the SCCO and at this point, he begins to feel anxious and really angry at Tola

Manifest

Ahmed confronted Tola on his decision to report the incidence to the SCCO after he already apologized which led to the heated argument they had in their office

Conflict aftermath

The SCCO called both of them to his office, where they discussed the problem and both came to a resolution

Persistent and unresolved conflicts can be detrimental to any organization

We have established that conflicts in the workplace are inevitable and can sometimes yield positive results. However, persistent, unresolved or poorly resolved conflict can cost the organization in terms of:



Wasted time listening to complaints



Poor performance which may lead to delay in promotion



Loss of important relationships and opportunities



Loss of focus on common goals



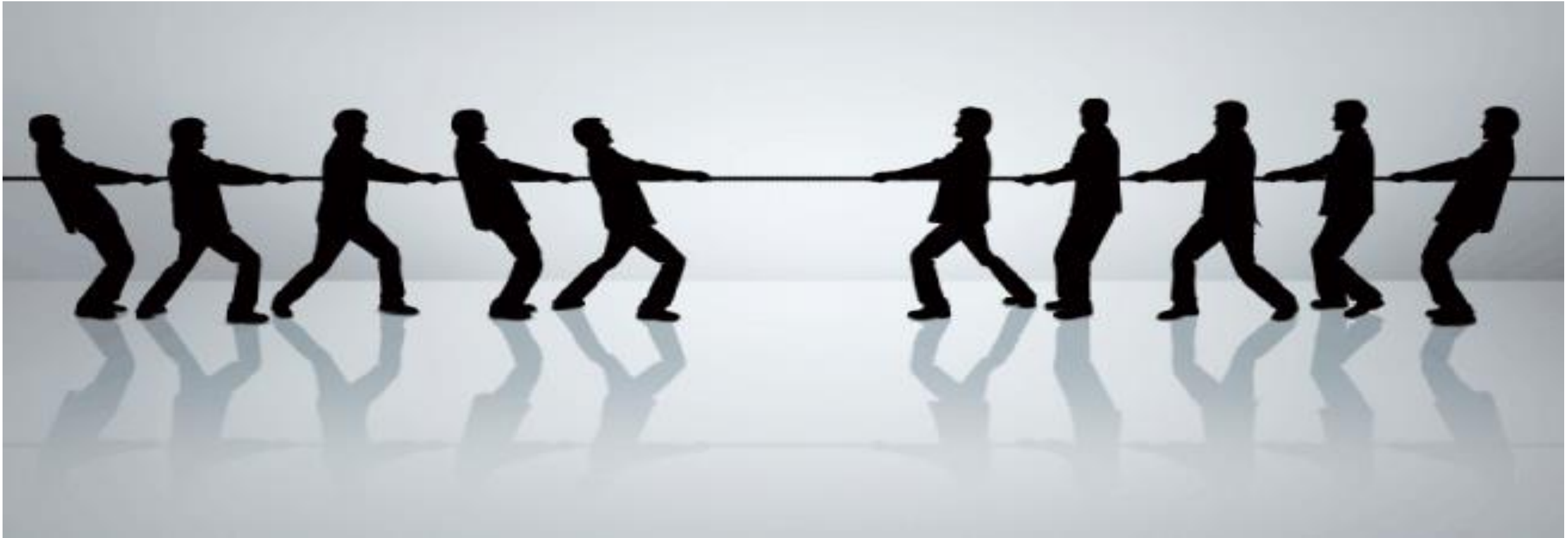
Conflict escalation and violence



Subordination and loss of mutual respect

As a result, being top-notch at handling the different types of conflict in the workplace is important. Knowing and understanding **conflict management** is the first step in the right direction

Content of today's session



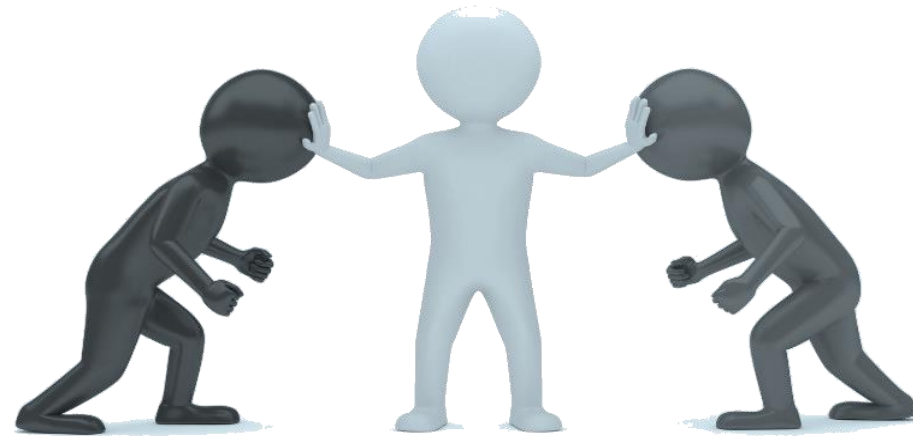
Understanding
conflict, its causes,
effects and types

Phases/stages of
conflict

Conflict management
approaches and tips

What is conflict management?

Conflict management is the practice of recognizing and handling conflicts or disputes in a rational, balanced and effective way





Peace is not absence of conflict, it is the ability to handle conflict by peaceful means

- Ronald Reagan

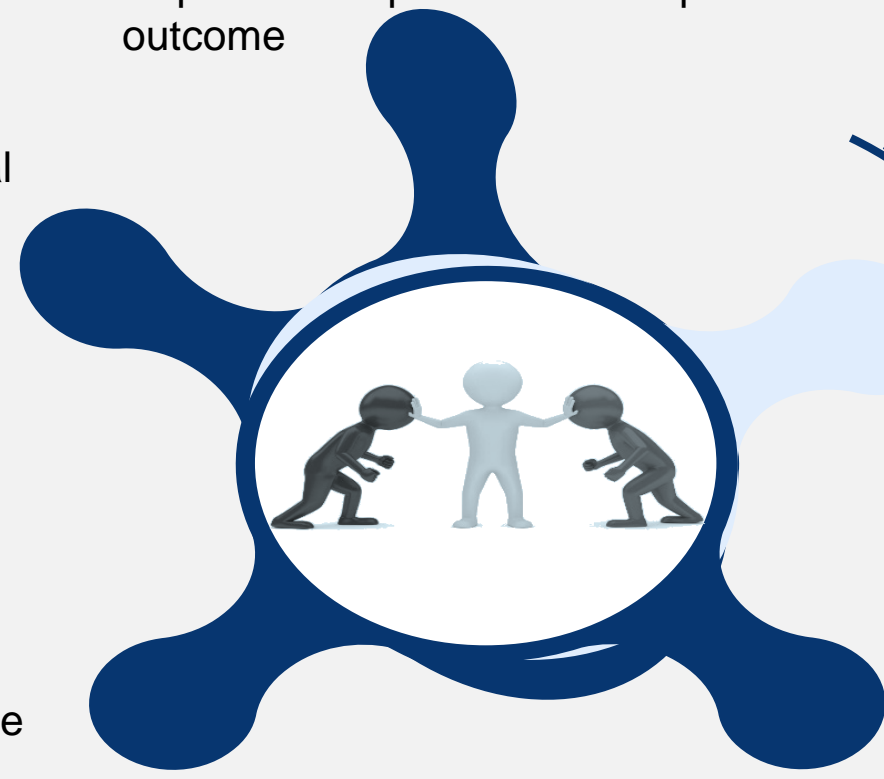


The goals of conflict management – Why conflict management?

To ensure that any disagreement or dispute has a productive and positive outcome

To ensure that potential and actual problems are addressed before conflict is at the 'manifest' stage

To negotiate and find an alternative to any problem and successfully implement the solution

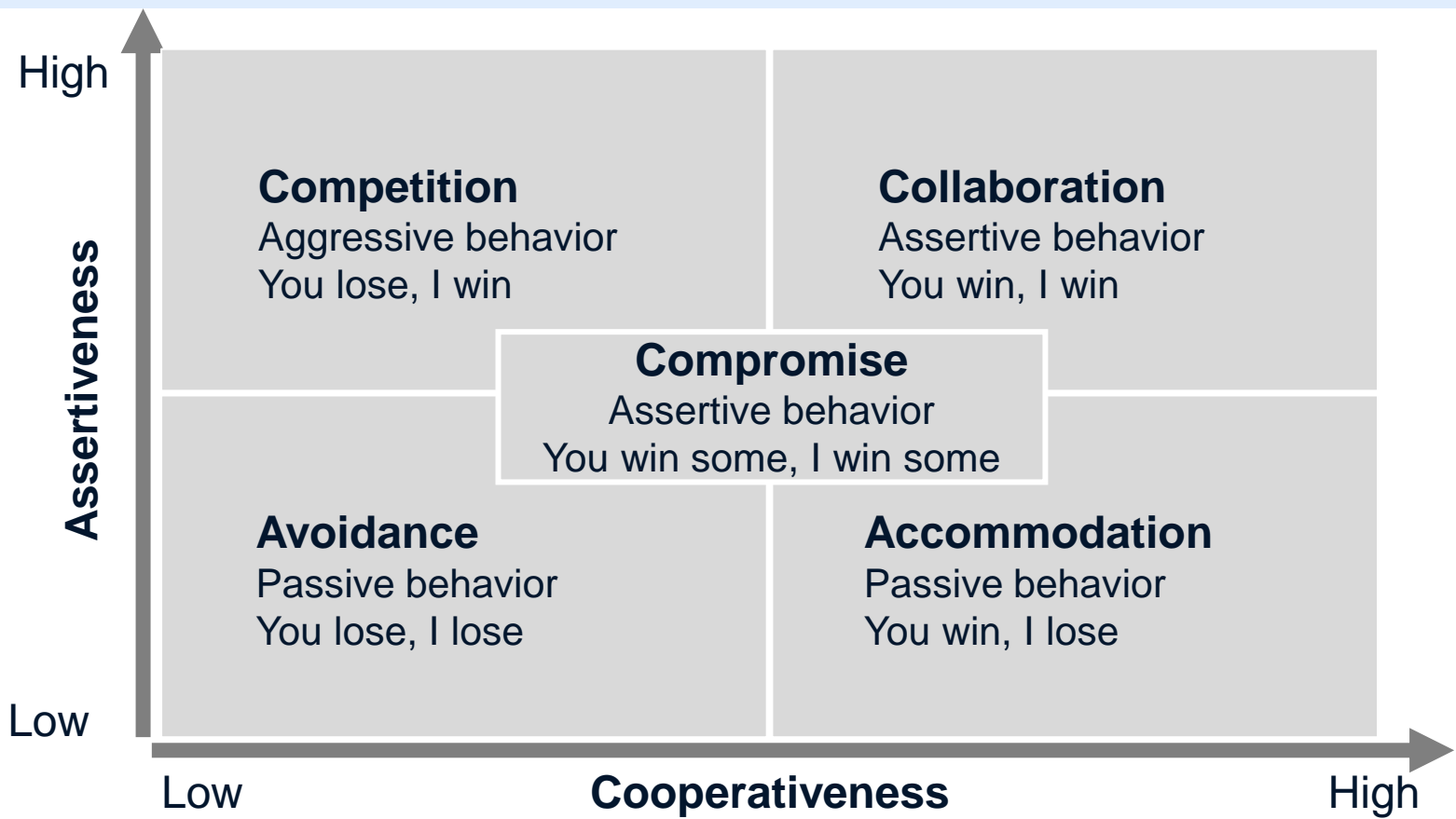


- 1 Save cost and time
- 2 Protect coy image
- 3 Improve management capacity of workers
- 4 Satisfy customers/clients/patients

To strengthen the bond among the employees and foster teamwork

There are five major conflict management approaches

Thomas-Kilmann model of Conflict management



- We can use any of the five approaches and we all employ a variety of ways to deal with conflict
- However, different people tend to use some of the approaches much more than they use others. Sometimes this is a result of a person's temperament or emotions
- Major consideration should be how does any of these approaches achieve organizational goal?

Approaches to conflict management (1/3)

Competing



Think “Do it my way or not at all”

- Compete, control, outwit, coerce and fight the other person to achieve your goals

- Authoritarian and assertive, they attempt to maintain the status quo, and react in times of crisis

- There is high concern for personal or professional goals and very low concern for the relationship with the other person

Strategy

Quality

Trade-off

Collaborating



Think “This is my preference, what’s yours”

- Information gathering, looking for alternatives, and open dialogue to get to a point where both parties get what they want

- Usually open to change and growth and prefer to work with people who collaborate or compromise

- There is high concern for both personal goals and the relationship with the other person

Approaches to conflict management (2/3)

Avoiding



Think “What conflict?, everything’s fine”

- Fleeing, denying, ignoring, withdrawing, delaying, and wishing only to hope and pray

Strategy

Quality

- Avoiders are usually passive and timid and prefer to be with other people who avoid issues as well

Trade-off

- There is low concern for personal goals as well as the relationship with the other person

Accommodating



Think “Whatever you say is okay”

- Agreeing, appeasing, flattering and eventually yielding to the other person’s wishes

- Refuse to dialogue or gather information, easily swayed, need to please everyone, and allow discussions to drift

- There is low concern for personal goals and a high concern for their relationship with the person they are in conflict with

Approaches to conflict management (3/3)

Compromising



Strategy

Think “Why don’t we share our gains and loses”

- Strategies employed in this approach include bargaining, reducing expectations, dividing desired achievements so everyone gets something

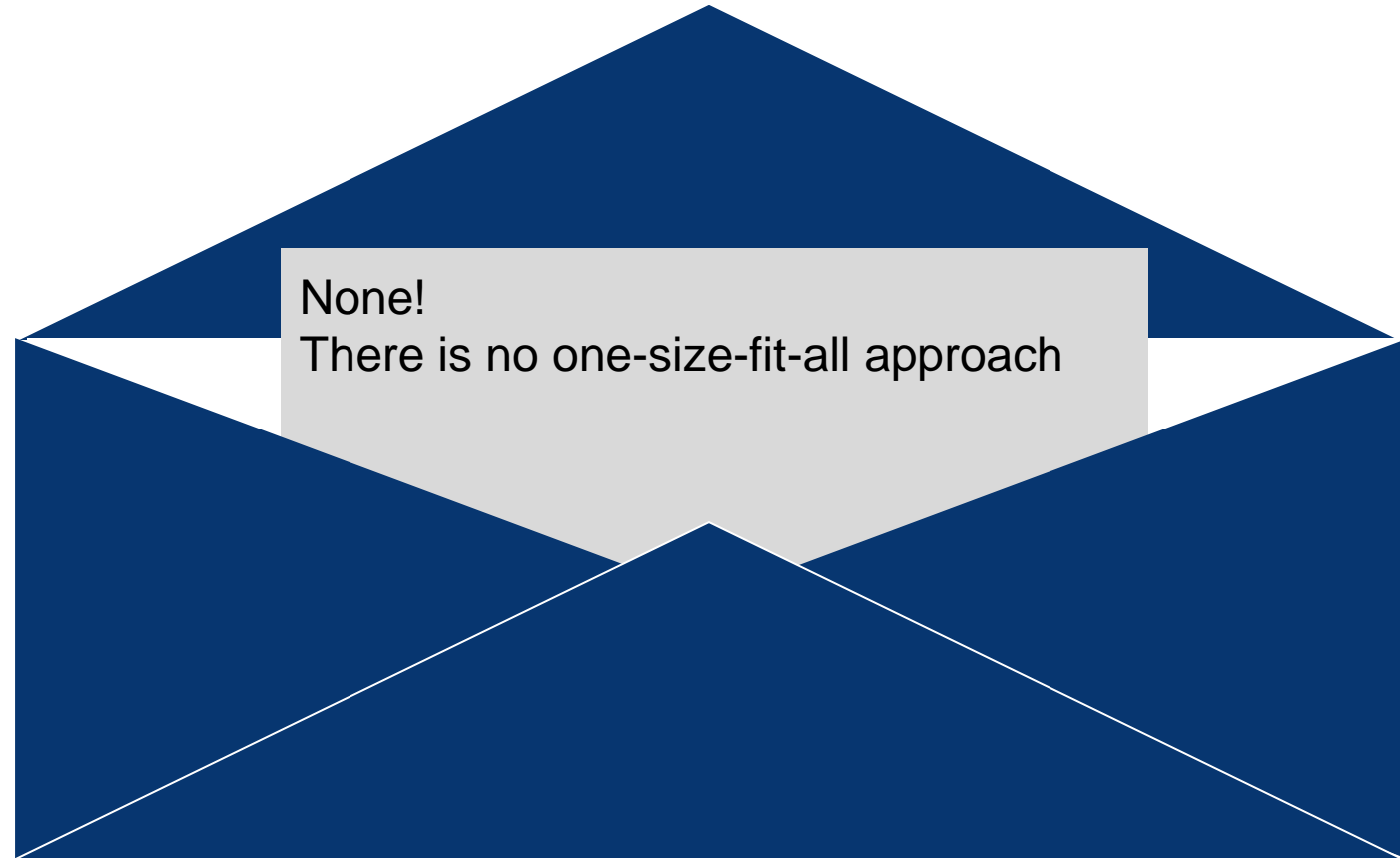
Quality

- They are open but cautious, urge others not to be too open or outspoken and so prefer to work with people who are accommodating or comprising

Trade-off

- Mid-way balance between concern for the relationship and meeting personal goals

Which one of the discussed conflict management approaches is the best to use in every situation?



Not all conflicts are alike and as such, cannot be managed as if they were

Now it's time to determine when to use each approach

Approach	It is appropriate:	It is inappropriate:
Competition	<ul style="list-style-type: none"> For emergencies, when you are sure you are right and being right is more important than preserving relationships or when the issue is trivial and others don't care what happens 	<ul style="list-style-type: none"> When collaboration has not been attempted
Collaboration	<ul style="list-style-type: none"> When the issues and relationship are both significant, cooperation is important and hope exists to address all the concerns 	<ul style="list-style-type: none"> When time is short, the issues are important, you are overloaded, or the objectives of the other person are wrong
Avoidance	<ul style="list-style-type: none"> When the issue is trivial, the relationship is insignificant, time is short and a decision is not necessary 	<ul style="list-style-type: none"> When you care about the relationship, issues involved and when others would benefit from a confrontation
Accommodation	<ul style="list-style-type: none"> When you encounter an issue you do not really care about and do not wish to prevent, or you realize you are wrong 	<ul style="list-style-type: none"> When you are likely to harbor resentment as a result, and you use this habitually in order to gain acceptance
Compromising	<ul style="list-style-type: none"> When cooperation is important but time or resources are limited and the only way forward is to settle for a less than ideal solution 	<ul style="list-style-type: none"> When finding the most creative solutions possible is essential, or you cannot live with the consequences of compromising

Pros and cons of the different conflict management approaches

Strategies	Pros	Cons
Competition	<ul style="list-style-type: none"> ▪ Action is immediate ▪ Saves time 	<ul style="list-style-type: none"> ▪ Established battleground for the next conflict ▪ May cause worthy competitors to leave the organization
Collaboration	<ul style="list-style-type: none"> ▪ Everyone wins ▪ Creates good feelings 	<ul style="list-style-type: none"> ▪ Process takes lots of time and energy ▪ Often confusing since players can “win” something they didn’t know they wanted
Avoidance	<ul style="list-style-type: none"> ▪ Low stress or anxiety ▪ Postpones ‘manifest’ phase of conflict 	<ul style="list-style-type: none"> ▪ Important decisions may be made by default ▪ Postponing may make matters worse
Accommodation	<ul style="list-style-type: none"> ▪ Curtails conflict situation ▪ Enhances ego of the other person 	<ul style="list-style-type: none"> ▪ Sometimes establishes a precedence ▪ Does not fully engage participants
Compromise	<ul style="list-style-type: none"> ▪ Shows goodwill ▪ Establishes friendship 	<ul style="list-style-type: none"> ▪ No one gets what they truly want ▪ It may feel like a dead end

Class discussion



Can we share our experiences on conflicting situations and the conflict management approaches we have adopted?






Conflict management Vs. Conflict resolution

- Although conflict management and conflict resolution are often used synonymously, Conflict management refers to a process undertaken for an **indefinite** period of time concerned with **containing and limiting** existing conflict **before it gets to the 'manifest'** stage (and may not result in a resolution)
- On the other hand, **conflict resolution** means that **some end or solution** to the conflict has been **determined and** conflict has been handled in a way that **both parties are satisfied**. This usually occurs at the 'conflict aftermath' stage/phase and may require the intervention of a third party




There are three major skills required in managing/resolving conflict

Skills	Description
<p data-bbox="112 268 499 305">Communication skills</p> 	<ul data-bbox="642 277 2486 522" style="list-style-type: none"> ▪ Communication has a big role to play in conflict management. It has been observed that poor communication always results in misunderstandings and eventually conflicts ▪ Clear written and verbal communication as well as positive body language can prevent most unnecessary conflicts ▪ It is paramount to be an excellent listener
<p data-bbox="104 668 507 705">Emotional Intelligence</p> 	<ul data-bbox="642 662 2410 968" style="list-style-type: none"> ▪ Emotional intelligence (EQ) is the ability to understand one's own feelings and those of others, and to handle those feelings well ▪ The ability to see a situation from someone else's viewpoint, to understand their needs, motivations, and possible misunderstandings, is critical to effective conflict management ▪ Dr Daniel Goleman's 4 elements of EQ (Personal & social skills)¹ ▪ It is a key skill in recognizing the existence of a problem
<p data-bbox="157 1053 450 1090">Problem solving</p> 	<ul data-bbox="642 1048 2328 1248" style="list-style-type: none"> ▪ Understanding and communication may be good, but do not help much if there is no implementable solution for the underlying problem ▪ Conflict often persists because no one can come up with a workable solution ▪ This makes problem solving an indispensable skill to be acquired

¹ – Self awareness, Self regulation, Internal motivation, Empathy

Generic steps to resolving conflicts

- 
- 1 Agree on a **mutually acceptable time and place** to discuss the conflict.
 - 2 **State the problem** as you see it and list your concerns without judgement or accusations
 - 3 **Listen** to what the other party has to say without interrupting and ask questions when necessary
 - 4 Seek **common ground**
 - What you agree on
 - Your shared concerns
 - 5 **Brainstorm**, come up with **possible solutions** and agree on **the best solution and timeline** for implementing it
 - 6 If the discussion breaks down, **reschedule** another time to meet. Consider bringing in a **third party**

Resolving conflicts at the 'manifest or 'crisis' stage will often times, require a third party to facilitate or mediate the process

Activity 2a: Resolving a conflict (Group 1)

Mr. Tomi has been appointed the new director of disease control and immunization. As his first act, a week after his appointment he convened a meeting to address all the employees within his department. He addressed them warmly and firmly stated the changes he would like to see during his tenure to ensure that the department runs smoothly. He noted that he wants all his department staff to:

- *Be punctual*
- *Be professional at all times in the way they dress to work and comport themselves*
- *Turn in their monthly reports for review before sharing with the Executive secretary (ES), at least 2 days before the due date*

Two weeks down the line, Mr. Tomi realized a particular employee, Mrs. Shettima came to work late four times without prior notice or any good reason. He called Shettima and spoke to her about it cordially and ask that it does not repeat itself. She apologized grudgingly and left his office

In the office Shettima had a brief discussion with one of her colleagues about how difficult the new director is and how his predecessor never bothered them about trivial issues like punctuality.

The next week, Mrs. Shettima came into work late twice. It was also the week when she should have submitted her monthly report for review by the director before it is sent out to the ES' office. Mrs. Shettima waited until the day it was due to be sent out before she submitted the report.

Mr. Tomi sent his secretary to get Mrs. Shettima. He asked her why she decided to submit her report late. She said she did not think it was necessary for him to review the report since she had been doing it for years and her former director never bothered them that way, provided the report was ready at the due time.

This of course made Mr. Tomi furious



Preparation – 10 minutes
Presentation – 5 minutes

Activity Instructions:

- What do you think is the major cause of the conflict in this scenario from Mr. Tomi and Shettima's point of view?
- What conflict management approach do you think is best to use in this situation and why?

Activity 2b: Resolving a conflict (Group 2)

Mrs. Ngozi is a staff of the State Primary Health Care Board, where she is supposed to work closely with members of partner organizations that support the Expanded Program on Immunization (EPI). A member of a donor organization, Alhaji Muktar had just joined the SPHCB. He was introduced to the group and was informed that he would be working very closely with the Mrs. Ngozi for the next 6 weeks on a short term project.

After the meeting Alh Muktar met with Mrs. Ngozi for a proper introduction and they parted for the day amicably. Two days later, they commenced working together on the project and discussed how they were going to proceed. They both agreed on the clear next steps.

Mrs. Ngozi prepared a PowerPoint document for presentation sequel to their last discussion. She had it prepared right on time and showed it to Alh. Muktar so that they could agree on the content and flow of the presentation.

Alh. Muktar read through and although the content was okay, he did not like the flow of the presentation. He preferred a more top-down approach where the main point of the presentation comes first and then more context can be given afterward. He also thought that the information that Mrs. Ngozi put together was not sufficient in some areas.

Of course, Mrs. Ngozi was displeased by this and tried to explain to him that the group had worked on several similar projects in the past and her way was the standard practice within the agency. Alh. Muktar is however an assertive person and usually likes to get his way in every situation and he insists she just does it his way in an almost insulting way, condemning Mrs. Ngozi's work.

This of course made Mrs. Ngozi a bit furious knowing that she had put in a lot of time into the work and has very little time to turn over the document to match Alh. Muktar's standard



Preparation – 10 minutes
Presentation – 5 minutes


Activity Instructions:

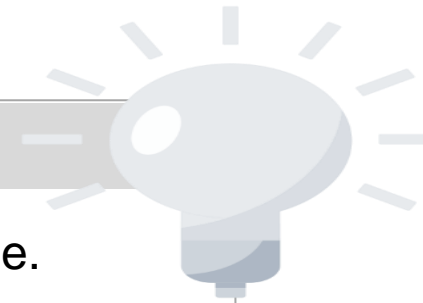
- What do you think is the major cause of the conflict in this scenario?
- What conflict management approach do you think Mrs. Ngozi should use in this case and why?

Resolving conflict in the workplace






<https://youtu.be/jAAWbt0STzY>

Tips for conflict management



 Discussion ahead



Quick Tips!

-  Avoid feelings or perceptions that implies the other person is wrong or needs to change. Identify the story you have going on!
-  Be patient and listen to what the other party has to say without accusations or judgement
-  Always maintain a positive attitude and body language (non-verbal communication is just as important)
-  Never criticize or make anyone or their ideas feel insignificant. Treat everyone with equal respect and trust
-  Be prepared to accept responsibility for something you may have done to contribute to the conflict

Additional tips for mediating conflict resolution

-  Always remain impartial. Investigate issues and rely on facts rather than take sides
-  Don't jump to the solution. Allow the involved parties to voice their concerns and come to a resolution themselves

The story you tell yourself or how you perceive a situation can either aggravate or ameliorate a conflicting situation

There are two types of stories we often tell ourselves

Story A is the one you tell yourself about others. It makes you see the other party in a negative light placing you in a downward spiral of bad-temper toward them



Story B enables you justify to yourself why you have behaved badly and makes you look the innocent/injured party

Category	Story A	Story B
Scenario 1	Someone lets you down and it's not the first time	You let someone down and it's not the first time
	They are irresponsible and unreliable	It's because you've been overworked recently
Scenario 2	Someone yells at you during a board meeting	You yell at someone during a board meeting
	They are bad-tempered and disrespectful	You've been stressed lately and didn't mean to
Scenario 3	Someone gives your supervisor a present	You get your boss a present
	They are trying to cozy up to the boss	You are a good person trying to be appreciative

Getting your story straight helps to ensure that you don't over-react to a situation, makes you open to the possibility of holding a healthy discussion and helps you to sift facts from your perception or story

Activity 3: Sifting your story from facts

- 1 Describe a conflict you are having with someone at the moment or that you have had with someone in the past
- 2 On the left side of your paper write down all the feelings, thoughts, judgments, labels, conclusions that are running through your head
- 3 On the right side, write down all the facts (these are observable, objective, specific actions and information)
- 4 Then write down how your reactions or actions (or inactions) might have contributed to the situation

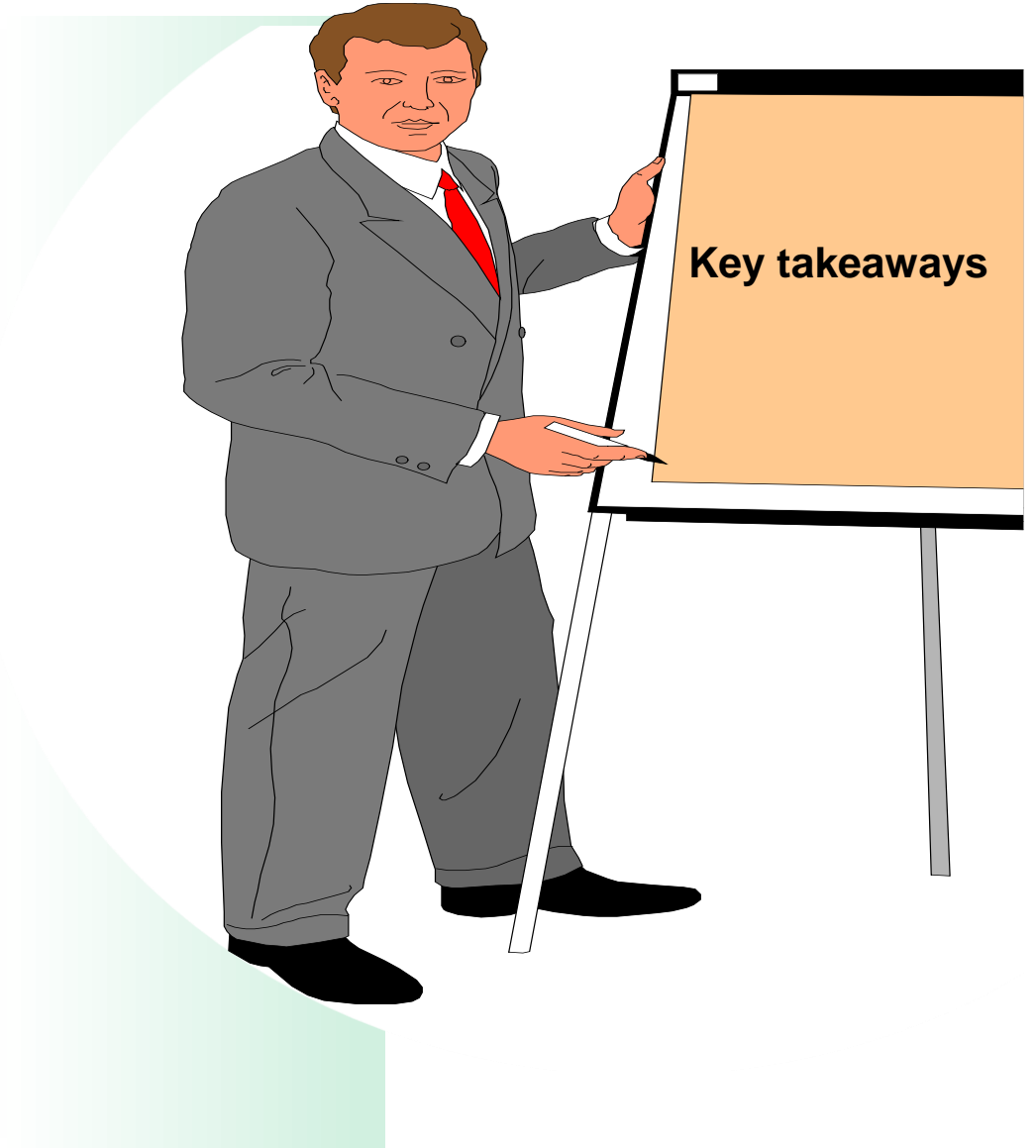
Activity Instructions:

- Participants are to write their answers in the worksheet given to them
 - Three participants are to volunteer to share their answers with everyone
- As you look at your list you may find that the story you have been telling yourself is not fully supported by all the facts
- "We often judge others by their actions, but ourselves by our intentions". You don't truly know what the other person's intentions are, without asking

Are there any questions or comments?



What are your key takeaways?



**Thank
you!!**