

# Impact of Conflict: Generation, Culture & Personality

- Barriers or bridges to communication?

# Conflict:

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- A common phenomenon, accompanies human interactions.
- Simmel (1955) - conflict is valuable and can be managed to promote positive change
- Unresolved conflicts waste time/energy
- Effective conflict management is a vital skill that can be learned
- Conflict resolution strengthens relationships & improves the performance of all involved

# Conflict: Identify your response

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- Concern for relationships  
vs. goals
- Concern for self vs. concern for others

# Conflict Management Styles

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- Competing
- Compromise
- Collaborative
- Avoidance
- Accommodation

Each style has value.



# Competing

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- Goals take precedence over relationships
- Show of confidence and firmness
- Power and force are acceptable means
- Win / lose

# Compromise

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- Relationship more important than goals
- Short term/easy resolution
- Split the difference and get on with it

# Collaborate

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- Equal value to relationship and goals
- Acceptable solution for all
- Differences may lead to creative solutions and better relationships
- Win/win

# Avoidance

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- Little concern for relationships or goals
- Place distance between self and those with whom you are in conflict
- Protecting vs. withdrawing
- Lose / Win



# Accommodate

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- Relationship more important than goal
- Give in so others can win

# Dealing with conflict

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- Consider the verbal and nonverbal
- Avoid obstructive words and phrases
- Focus on:
  - Listening
  - Asking
  - Discussion

# Mediating Conflict:

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- RESPECT – self and others
- No blame
- Open and full discussion
  - Allow / accept disagreement
- Ensure everyone has equal time to speak
- Find, identify and repeat key themes
- Look at alternatives
- Guide in the selection of a solution
- Guide to implement
- Give positive feedback

Sullivan, E & Decker, P. (2005). *Effective leadership and management in nursing*, p. 138. Upper Saddle River, NM: Pearson Prentice Hal

# Workplace conflict can be shaped by:

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- Personal & Professional Experiences
- Education history
- Cultural background
- Rules and regulations of practice
- Work demands
- Generational differences

# Generational Cohorts

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- groups of people develop a different and distinct set of core values for their entire lifetime that are formed by so-called "coming-of-age experiences" between the ages of 17 and 23

# The Generations

- **Veterans/Matures 1925-45**

- **Baby Boomers 1946-64**

  - **31% of population**

*Cuspers 1960-68 "In-betweens"*

- **Generation X 1964-1977**

- **Generation Y,, Millennials 1980-  
Nexters, N Generation**

[http://jbao.atu.edu/cole\\_smith\\_lucas.htm](http://jbao.atu.edu/cole_smith_lucas.htm)

# When generations collide

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- If you understand where a person is coming from, it will help you predict their behavior.
- It will help to know how to communicate with them.

Center for Generational Studies

# Personality Styles

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Myers – Briggs  
Personality Type



# Extraversion vs. Introversion

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- Where do you focus your attention (how do you see the world)?
- Are you/they in need of external feedback and input or does it come from internal?  
Examples of what this means?

# Extraverts – 65% of population

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- **More at home in outer works of people & things**
- **People of action**
- **Can't understand life until it's been lived**
- **Energized by contact from the outside world**
- **Sociable**
- **Wants breadth in multiplicity of relationships**
- **Fatigued by steady reading or study**
- **Opens mouth then engages brain**
- **Wants to know expectations**
- **To the Introvert, seems shallow, superficial, spread too thin, over talkative**

# Introverts – 35% of population

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- **At home in inner world of concepts and ideas**
- **Person of ideas and abstract invention**
- **Can't live life until it's been understood**
- **Fatigued by contact with large groups**
- **Territorial**
- **Wants a limited number of deep relationships**
- **Energized by reading, meditating, study**
- **Engages brain, then may or may not speak**
- **Prefers to work alone and set own standards**
- **To the Extrovert, seems preoccupied, aloof, hard to understand, party pooper**

# Sensing vs. INtuitive

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- How you take in information (bring information into your core).
- Do you/they perceive data or use intuition?

# Sensing – 65% of population

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- **Pays most attention to facts observed through the 5 senses**
- **Intensely aware of the external environment**
- **More detailed and concrete**
- **A pleasure lover and consumer - tactile**
- **Wants facts, trusts facts, remembers facts**
- **Practicle**
- **Values experience and wisdom of the past**
- **To the N, seems plodding and exasperatingly slow to the possibilities**

# Intuition – 35 % of population

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- **Likes to use imagination and look for hidden meaning in things**
- **Insightful, abstract**
- **More easily sees the big picture**
- **By nature an initiator, inventor, promoter**
- **Quite indifferent to what others do**
- **Likes solving new problems**
- **Values hunches and future vision**
- **To the S, seems flightily, impractical, unrealistic, “head in the clouds”**

# Thinking vs. Feeling

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- How you make decisions (the core of your personality).
- Do you/they make decisions based on facts or feelings/values?

# Thinking –

## 60% of Men, 35% of Women

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- **Likes to decide thing logically, analytically**
- **Asks about the consequences**
- **If forced to choose between truth and tact, will usually choose truth**
- **Sometimes ignores and hurts others feeling without knowing it**
- **Wins people over by logic**
- **Wants to be treated fairly**
- **Doesn't need harmony**
- **To the F, seems cold, heartless, remote, and intellectualizer**



# Feeling -

40% of Men, 65% of Women

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- **Decides with personal feelings, human values**
- **Asks about what matters most in a decision**
- **If forced to choose between truth and tact, will usually choose tact**
- **Is aware of people's feelings, likes to please**
- **Wins people over by persuasion**
- **Likes praise; wants to be treated with mercy**
- **Values harmony**
- **To the T, seems softhearted, emotional, fuzzy, unable to take a firm stand.**

# Judging vs. Perceiving

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- How you deal with the outside world.
- Are you/they more decisive, planned or spontaneous?

# Judging – 55% of population

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- **Likes living a decisive, planned, orderly way**
- **Likes to have matters settled promptly**
- **Depends on reasoned judgments to protect from unnecessary experiences**
- **Aims to be right**
- **Takes pleasure in finished**
- **Capable of sustained effort**
- **Work comes first**
- **Outcome oriented**
- **To the P, seems half-alive, task oriented, rigid, driven, inflexible**

# Perceiving – 45% of population

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- Likes living a spontaneous life
- Keeps decision open as long as possible
- Depends on readiness for anything
- Aims to miss nothing
- Takes pleasure in starting something new
- Flexible, adaptable, tolerant, curious
- Work does not have to be done first
- Enjoys the doing more than the outcomes
- To the J, seems an aimless drifter, indecisive, procrastinating, resistive, purposeless

# Barriers or Bridges

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- How does this all relate to precepting and preceptees?
- What can we do to transform conflict barriers into bridges?

# Conflict

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- In groups of two:
  - Present a situation when you were placed in a conflict with a co-worker and the problem was resolved successfully. What did you do to manage the situation to reach a positive result?

Can you identify their personality style?