Seminar № 9.

Conflict management in teams of pharmacy organizations. Conflicts in the team and ways to resolve them.

1. General concepts about conflict
2. Elements of conflict
3. Formula of conflict
4. Types of conflicts
5. Conflict Management Techniques
6. Conflict resolution algorithm

1. Conflict is a special type of interaction between organizational subjects (opponents), a clash of opposing positions, opinions, assessments and ideas that people try to resolve through persuasion or actions against the backdrop of manifestations of emotions. The basis of any conflict is accumulated contradictions.

Conflicts manifest themselves in the activities of social groups and in relationships between people. A leader, and every cultured person, needs to have at least a basic understanding of conflicts and how to behave when they arise; unfortunately, most people are characterized by the inability to find a decent way out of them. In addition, as soon as a conflict arises, and it is always associated with emotions, we begin to experience discomfort and tension, which can even lead to stressful situations, thereby damaging the health of the parties to the conflict.

Despite the fact that conflict is always a process, it has certain elements that form its internal structure as a holistic phenomenon:

1. *Parties to the conflict.* In any conflict there are at least two conflicting parties - individuals or groups. Conflicts can also be multilateral, when more than two parties are involved in the interaction, differing in their roles in it:

2. *Subject of the conflict.* That which causes a conflict, an objectively existing or perceived problem; This is the contradiction for the sake of resolving which the parties enter into conflict.

3. *The object of the conflict* is the specific cause, the visible driving force of the conflict. This is a material (resource), spiritual (idea, norm, principle, etc.) or social (power) value that both opponents strive to possess or use.

Memories of conflicts, as a rule, evoke unpleasant associations: threats, hostility, misunderstanding, attempts to prove that one is right. As a result, the opinion has developed that conflict is always a negative phenomenon, undesirable for each of us. Conflicts are seen as something that should be avoided whenever possible.

The pharmacy represents a fairly wide conflict field, despite the small team (from 3 to 10 people). At various times, the pharmacy chain carried out quite a wide range of sociological studies of socio-psychological aspects in the management of work teams, and analyzed the causes of conflicts and staff turnover.

Having studied the theory more deeply from numerous sources, we came to the conclusion that in pharmacies there are a lot of organizational shortcomings in equipping workplaces and in organizing work changes.

The relevance of this topic is that currently managers at many levels lack information, knowledge about conflicts, ways and methods of their peaceful resolution. Many managers prefer to resolve conflict situations using force, without even realizing that there are peaceful and constructive methods for resolving their conflict.

To find the optimal solution, you need to have knowledge of how conflicts develop in the field of pharmaceutical management. To develop the right line of

behavior in various conflict situations, it is very useful to know what conflicts are and how people come to agreement.

Conflict is the most acute way of resolving contradictions in interests, goals, views that arise in the process of social interaction, consisting in the opposition of the participants in this interaction and usually accompanied by negative emotions, going beyond the rules and norms.

Any conflict may be based on the following reasons:

✓ conflicting positions of the parties on any issue

✓ opposing goals or means of achieving them in given circumstances;

✓ discrepancy between the interests, desires, and inclinations of opponents;

✓ poor communication;

✓ differences in the psychological characteristics of people (conflict-prone personality).

For a conflict to begin to develop, an incident is necessary when one of the parties begins to act, infringing on the interests of the other party. If the opposite side responds in kind, the conflict goes from potential to actual.

Conflict is a demonstration that people care. If a conflict arises, it means that they are fighting for their positions and interests, caring for the idea and the common cause.

If a manager knows the features of conflict management in professional activities and knows how to transform destructive confrontations into constructive ones, this gives positive results for the team

The main causes of conflicts in a team.

Objective causes of conflicts

Responsibility is not distributed among team members. Each employee should know what tasks he is responsible for and what is beyond his competence. If areas of responsibility are not distributed, corporate conflicts arise. Tasks are not completed because there is no person responsible, or they are performed by several employees at the same time. For example, both the manager and the head of the

sales department approached a potential customer with the same commercial proposal. As a result, the client is irritated by the inconsistency of the sellers: "How can you even work with them, since they have such a mess?" Because of this, the deal may fall through, and the manager and supervisor come into conflict because they cannot figure out which of them is right.

Obligations are not fulfilled. There are always agreements between departments or employees and management: who solves what tasks, in what time frame, and what they get for it. If obligations are not fulfilled on one side or the other, conflict arises.

For example, delivery department employees must submit transportation expense reports to the accounting department by the 1st of each month in order to receive reimbursement on the 15th. Specialists submit reports in good faith, but the accounting department constantly delays payments and a conflict arises.

Problems are set incorrectly. To get the desired result, a manager or specialist must clearly formulate the assignment and deadlines. It's also worth making sure that everyone understands each other.

For example, on Wednesday the head of the department asks the designer to make presentation design options for next week. On Monday he wants to see the interim result, and then it turns out that the designer planned to submit the presentation only on Thursday. A misunderstanding has arisen, which could turn into a corporate conflict next time .

Not enough resources. It happens that a company has many goals and objectives, but resources are limited: there is not enough money, people or time. Management's attempts to set priorities often lead to conflicts between departments.

Personal causes of conflicts

Relationships with colleagues. In any company, it happens that people do not agree on views, lifestyles, or assessments of certain events. For example, in the marketing department there is a staunch vegan who is trying to win all meat-eaters

over to his side. At first, everyone perceives this as a joke, but gradually the relationship with the colleague worsens, and his statements lead to open or hidden conflict.

Emotional stress. Tired, dissatisfied and nervous employees are more likely to get involved in conflicts with colleagues.

Incorrect feedback. Mistakes happen in any job, so both employees and managers need to be able to respond adequately to them. For example, the phrase "I have never seen a worse job, how could you do that?" will not help the specialist understand what exactly he did wrong, but it will offend him and aggravate the situation.

2. Elements of conflict

✓ parties (participants, subjects) of the conflict;

✓ conditions of the conflict;

✓ images of a conflict situation;

✓ possible actions of the parties to the conflict;

✓ outcome of the conflict situation.

Potentially conflict-prone pharmaceutical situations:

✓ activity conflicts arising in connection with the performance of professional duties;

✓ conflicts of behavior (actions) arising due to violation of the rules of conduct in a situation of pharmaceutical interaction;

✓ relationship conflicts that arise in the sphere of emotional and personal relations between the pharmacist, pharmacist and client (pharmacy visitor), in the sphere of their communication in the process of professional activity.

In modern conflictology, five strategies of behavior in a conflict situation are identified:

✓ Adaptation - one side agrees with the other on everything, but has its own opinion, which it is afraid to express.

✓ Avoidance is avoidance of a conflict situation.

✓ Compromise is a solution acceptable to both parties.

✓ Rivalry is active opposition to the other side.

✓ Cooperation - discussion and implementation of a mutually beneficial solution

3. Formula of conflict

A conflict is a sharp escalation of the struggle and contradictions of two or more participating parties in solving a problem that has personal significance for each party.

Conflict formula:

Conflict = problem + conflict situation + participants + incident.

Conflict can be positive or negative, constructive or destructive, depending on how it is resolved. Conflict helps diagnose relationships in a group. Sometimes you can change the direction of a conflict simply by looking at it differently, but this requires special skills. First of all, we need to understand that disagreements are part of our lives and it is a mistake to try to avoid them. You need to learn to anticipate a possible conflict and approach its resolution constructively.

4. Types of conflicts

Let us highlight the following types of conflicts, the occurrence of which is most often noted by researchers in organizations:

✓ **The first** is between employers and employees. It can take various forms. One of the most common forms is role conflict, when conflicting demands are made on one person regarding what the result of his work should be.

✓ **The second** is between divisions of large organizations (intergroup) Organizations consist of many groups, both formal and informal. Even in the best organizations, conflicts can arise between such groups. Informal organizations that believe that the leader is treating them unfairly may unite more tightly and try to

"get even" with him by reducing labor productivity. Another example of intergroup conflict is the ongoing conflict between a union and management. Unfortunately, a common example of intergroup conflict is disagreement between line and staff personnel. Staff personnel tend to be younger and more educated than line personnel and tend to use technical jargon when communicating. These differences lead to clashes between people and difficulties in communication.

✓ **The third** is interpersonal conflicts (interpersonal). This type of conflict is perhaps the most common. Most often, this is a struggle between managers over limited resources, capital or labor, time to use equipment, or approval of a project. Interpersonal conflict can also manifest itself as a clash of personalities.

✓ **The fourth** is between the individual and the group. Production groups set standards for behavior and performance. Everyone must comply with them in order to be accepted by the informal group and thereby satisfy their social needs. However, if the expectations of the group are in conflict with the expectations of the individual, conflict may arise. For example, someone will want to earn more, either by working overtime or by exceeding the quota, and the group views such "excessive" diligence as negative behavior.

According to their significance for an organization, conflicts are divided into constructive and destructive. Constructive conflict occurs when opponents do not go beyond ethical standards, business relationships and reasonable arguments. The reasons are usually shortcomings in the organization of activities and management. Resolving such conflict leads to the development of relationships between people and the development of the group. The consequences of such conflict are functional and lead to increased organizational effectiveness.

5. Conflict management methods

Conflict management is a purposeful influence on eliminating (minimizing) the causes that gave rise to a conflict, or on correcting the behavior of participants in the conflict.

There are a variety of **conflict management methods** , which can be divided into groups, depending on the area of conflict:

Structural methods, i.e. methods of influencing mainly organizational conflicts arising due to improper distribution of powers, labor organization, adopted incentive system, etc. These methods include: clarifying job requirements, coordination and integration mechanisms, organization-wide goals, and the use of reward systems.

Clarifying job requirements is an effective method for managing and preventing conflict.

Coordination mechanisms represent the use of structural units in an organization, which, if necessary, can intervene and resolve controversial issues between them.

Organization-wide goals . This method involves developing or clarifying organization- wide goals so that the efforts of all employees are united and aimed at achieving them.

Reward system . Stimulation can be used as a method of managing a conflict situation: with proper influence on people's behavior, conflicts can be avoided.

Intrapersonal methods consist in the ability to correctly organize one's own behavior, express one's point of view without causing a defensive reaction on the part of the other person.

Interpersonal methods. When a conflict situation is created or the conflict itself begins to unfold, its participants need to choose the form and style of their further behavior so that this has the least impact on their interests.

It is impossible to completely exclude the occurrence of pre-conflict situations in a team, organization, or society. However, creating objective conditions for minimizing their number and resolving them in non-conflict ways is not only possible, but also necessary.

These conditions include, but are not limited to:

✓ creating favorable conditions for the life of workers in the organization;

✓ fair and transparent distribution of material goods in a team or organization;

✓ a calming material environment surrounding a person (convenient layout of premises, the presence of indoor plants, etc.).

Optimization of organizational and managerial conditions for the creation and functioning of companies.

Often an effective way to resolve a conflict is to invite a third party - a consultant. An effective consultant is, first of all, the ability to see the diversity of aspects of a conflict and the creative choice of working methods. At the same time, the experience of conflict resolution indicates a certain sequence of actions for constructive conflict management.

Conflict management is targeted influence:

✓ to eliminate the causes that gave rise to the conflict;

✓ on correcting the behavior of conflict participants

✓ to maintain the required level of conflict, not going beyond controlled limits.

A management method is a set of techniques and methods of influencing a managed object to achieve the organization's goals. Management methods are always aimed at people (an individual or a social group) engaged in various types of work activities, and represent methods of personnel management.

Conflict resolution methods:

✓ clarifying job requirements is a method to prevent conflict; is to clarify what results management expects from each employee and department (what must be done or achieved; who receives and who provides various information; a system of powers and responsibilities; a clear definition of the procedure and rules of action);

✓ setting company-wide, integrated goals that require the joint efforts of two or more employees, groups, or departments; this ensures more coordinated work of all personnel and ensures that department heads make decisions in the interests of the entire organization;

✓ the structure of the reward system - can also be used as a method of managing a conflict situation; people who contribute to the achievement of company-wide integrated goals and try to solve problems from the point of view of the interests of the company should be rewarded for this; It is equally important that the reward system does not reward unconstructive behavior by individuals or groups.

Let's consider alternative methods of conflict resolution for use in conflict situations that both managers and pharmaceutical specialists encounter in the course of their professional activities.

The method is based on a model that allows you to study how people behave when they want to resolve a conflict. The basis of alternative conflict is the idea that the best way to resolve a conflict is to reach an agreement between the parties, without involving others.

There are always two sides to a conflict. Let's analyze: conflictual relationships between the manager and the pharmacist. In a conflict situation, each party makes every effort to achieve its goal and be right in this situation. Conflict arises when these parties see each other as an obstacle to achieving their goals.

If the conflict is not resolved in time, it can reach a stage where the parties perceive each other as opponents, which will lead to a breakdown in mutual understanding.

Prolonged conflicts make it difficult to work together, even if there are common goals; destroy relationships, even if they should be maintained in the interests of both parties. If conflict is managed well, it can be beneficial.

Interpersonal methods of conflict resolution:

1. Avoidance - involves a person's withdrawal from conflict, the desire not to get into situations that provoke the emergence of contradictions, and not to enter into a discussion of issues that are fraught with disagreement.

2. Smoothing - characterized by calls to the conflicting parties to show solidarity and cooperation, to forget about differences. At the same time, the problem underlying the conflict is not resolved.

3. As a result, peace and harmony are established between the conflicting parties for some time, but the conflict will certainly arise again in a more acute form.

4. Coercion - involves putting pressure on the opposite side, trying to force them to accept their point of view at any cost. Can be effective in situations where the manager has great power over subordinates. The disadvantage of this method is that it suppresses initiative, which can cause resentment, especially among young and educated subordinates.

5. Compromise - characterized by accepting the point of view of the other side, but only to some extent. Minimizes hostility and tension, allowing you to quickly resolve conflict. But the use of compromise at an early stage of the conflict prevents a comprehensive consideration and discussion of the problem that has arisen.

6. Problem solving is the most effective method of conflict resolution. It assumes recognition of differences in the opinions of the parties, a willingness to get acquainted with other points of view and find an option of action acceptable to all parties.

Methods of conflict management in a pharmacy organization

The relationship between the staff of a pharmacy organization is the basis for the well-being of a pharmacy.

Difficult relationships occur in any field, but there are especially many of them in the pharmacy. conflict destructive interpersonal conflict

If a person is psychologically ready to conflict, there will always be a reason. Necessary:

✓ notice the likelihood of a conflict in time

✓ feel the situation of potential conflict with colleagues

✓ identify hidden (emotional) motives for the conflict.

Prevent conflicts in a team using prevention methods, principles and skills that exclude conflicts due to misunderstanding, indifference, laziness, and one's own aggression.

1. Manage conflict rather than become a victim of it.

2. Lead the team from a state of conflict to the search for constructive solutions.

3. Choose the right strategy depending on the real causes of the conflict.

4. Work productively with the pharmacy management, and not hide an overripe conflict from them.

5. Maintain calm and self-control in a conflict situation.

6. Maintaining inner peace.

If a pharmacist is not restrained in his comments and argues with his manager or colleagues, this is a bad sign, indicating ignorance of professional ethics. Such behavior will only inflame the conflict, which can lead to undesirable consequences in the future for the pharmacist and his work in this pharmacy.

Finding out the causes of the conflict: the faster the manager finds out the cause of the conflict, the faster he can overcome it. Correctly asked questions in a tactful form can clarify the situation and shorten the duration of the conflict as much as possible.

Finding a compromise: Finding a compromise with an angry person is not an easy task. This requires a little more than knowledge of ethics - the gift of persuasion. A pharmacist who is fluent in this skill will not only find a solution that suits both parties, but will also do it with maximum benefit for the pharmacy.

A pharmacist is a representative of a pharmacy and must always be on top.

And yet, even a specialist of such a level as a pharmacist can one day lose his temper and release the emotions that overwhelm him. Of course, this will be fundamentally wrong, harmful behavior, with all the ensuing consequences.

To prevent the occurrence of such situations, **the pharmacist should:** take care of himself, and also:

✓ harmoniously alternate work and rest;

- ✓ monitor your mental and physical state;
- ✓ If possible, lead a healthy lifestyle and play sports;
- ✓ train your willpower;
- ✓ increase your self-esteem
- ✓ maintain optimism in yourself, despite the current life circumstances.

Of course, these recommendations may seem somewhat general, but, as you know, a person who has acquired inner harmony brings it into the environment, and there is no longer a place for conflicts there.

Most often, pharmacists conflict: 80% - with other pharmacists, 10% - with the manager, another option - 10%.

According to pharmacy workers, when working with people it is necessary to learn to resolve conflict situations with the help of third party intervention.

The following explanations can be given for these results: pharmacy staff do not cope well with conflicts on their own.

The data obtained allow us to draw a conclusion about the relevance of the problem being studied and the way out of conflict situations, since they arise quite often and for various reasons.

Rules for resolving conflicts with colleagues.

Rule 1. "Switch attention"

Ask as many questions as possible to help find out the cause of the conflict. By answering them, the pharmacist will switch his attention and will be able to calm down faster. You need to ask calmly, without blaming or reprimanding.

Rule 2. "Apologize"

Don't be afraid to apologize if a mistake was made. This will disarm the disgruntled employee and gain his respect.

Rule 3. "Make a joke"

Discourage him, make him smile, laugh.

Rule 4. "Ask for a helping hand"

Invite your colleague to express his ways to resolve this situation:

- "How would you like to improve the situation?";

- "Could you tell me ways to solve the problem?"

Rule 8. "Don't judge"

Do not give your buyer negative ratings, try to speak to him as politely as possible.

✓ Instead of saying, "That's not how it is," say, "I see it differently."

✓ Instead of: "That won't work" - "Let's approach this issue differently."

✓ Instead of: "You are wrong" - "Let's look at this problem differently."

✓ Instead of: "You are rude and boorish" - "I am very upset by the way you talk to me."

6. Conflict resolution algorithm

It is important for both employees and managers to be able to recognize disagreements and know the principles of conflict management. This way, the team will have room for development, the risk that the team will fall apart will be reduced, and the working atmosphere will be favorable and fruitful.

Technologies for managing conflicts in a team vary depending on the nature of the disagreements.

Stages of resolving destructive conflict.

If **a destructive conflict arises** , you need to transform it into constructive and to do this, go through the stages of conflict management:

1. Coping with emotions

2. Show a friendly attitude

3. Let your interlocutor speak

4. Ask questions that will make the other person think

For example, ask to describe the sequence of actions: "What exactly happened? Tell me step by step what you did?" When a person begins to think, tension decreases.

5. Recognize that the interlocutor is in an unpleasant situation

6. Formulate the problem and move on to finding solutions

The process of managing constructive conflict

1. Indicate a positive intention and remove possible concerns of the interlocutor

Most often, the parties think that the interlocutor will insist on his own. To alleviate these concerns, you need to directly state your intentions, for example: "I really want to reach an agreement, and not prove that I'm right."

2. Describe the subject of conversation without judgment

This is necessary so that the parties have a desire to participate in dialogue and search for solutions together. For example, the phrase "You can't complete tasks on time" is evaluative. But if you say, "You submit reports on average two days later than the deadline we agreed on," the dialogue will be at the level of facts, not assessments.

3. Invite the interlocutor to talk about his vision of the situation and interests

4. Show your interlocutor that he was heard

This must be done before expressing your opinion, for example: "Let's check that I understood you correctly..."

5. Offer new solutions

When it becomes clear what the interlocutor's interests, vision and position are, you need to find common ground. To do this, ask questions, for example: "What solutions do you see?", "Let's see what we can do?"

6. End the conversation on a positive note and record the agreements

At the end of the meeting, you need to pay attention to the positive aspects and highlight what was achieved, even if it is 10% of what was planned. The result should be spoken and written down, for example: "We agreed that you make changes to the design within three days, and our team will work through them in two days. This way, work on the project will go faster and more productively."