

Conflice management within the program (case)

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Conflict Management within the Program (CASE) Affiliation: a. Organizational Conflict Within a healthcare setting, conflicts that involve two or more departments are classified as organizational conflicts. These conflicts are related to the distribution of resources such as human capital, funds, and/or equipment. When such departments are involved in conflicts, the overall result is poor service delivery to patients as resources become scarce and departments dedicate their time in competing for these resources.

b. Interpersonal Conflict

When a healthcare professional and a patient are involved in a conflict, this is referred to as interpersonal conflict. Additionally, if conflicts involve two or more health care professionals, the resulting conflict is classified under interpersonal conflict.

c. Intrapersonal Conflict

When making decisions, nurses are faced with ethical dilemmas that may affect the productivity of the nurse at hand. When healthcare professionals are faced with difficulties in balancing their professional lives with personal lives or beliefs, an intrapersonal conflict is resulted (Altun & Argon, 2011).

2.

At Acne General, the chief of the Bariatric Program, Mr. Kincaid is accused of favoritism, poor managerial skills, and pushing the program team to perform more than normal surgeries within limited time. The surgeon team feels like Mr. Kincaid is not acting professionally and therefore has complained to the president of the healthcare institution, Bobby Langdonis. In this case, two types of conflicts are eminent; organizational and interpersonal. However, interpersonal conflict rules this case in that the team and the chief of the program are involved in conflicts of interest. The team requires more time

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between sessions that the Dr. Kincaid does not allow. Additionally, Ms. Miller, the hospital administrator, does not agree with the program manager's decision of firing the program manager. This situation sets a clear example of interpersonal conflict between the two officers.

3.

To the organization, the conflict between the chief of the program and the surgeon team provokes substandard service delivery because teams do not have a common understanding. With lack of teamwork, the organization is likely to fall apart in terms of achieving its mission and goals. A common goal towards the realization of organizational goals and objectives is constrained, as the human capital available to the organization does not offer or provide the needed efforts. Additionally, the program, which is part of the organization's core business drivers, is likely to be discontinued if client complains relating to substandard service quality are projected. Thus, without common and mutual resolutions in the team, sustainability of the program would be unlikely as human capital and common goals are core development and growth strategies (Patterson, 2010).

4.

The two possible solutions to address the presented problem in the case include the development of an organizational process of addressing disruptive behaviors and provision of skills-based training for program managers and leaders within the organization. The best solution in this case is to train leaders to be ethical in addressing interpersonal conflicts. Thus, healthcare professionals with conflicts would have their issues presented to a conflict management committee or a higher authority within the leadership chain (Brinkert, 2011).

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5.

Professionalism involves the separation of personal issues from professional requirements. Therefore, the interpersonal conflict that exists amongst Ms. Miller, DR. Kincaid, and the program manager would result into two possible reactions. Ms. Miller and the project manager would be relieved when a resolution is reached. However, if a resolution is reached that undermines the preconceived powers of Dr. Kincaid, he may resign – otherwise the current position does not seem to bare a resolution that Dr. Kincaid would openly appreciate.

References

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Patterson, K. (2010). Effects of unresolved conflict on organizational health and performance and conflict resolution training for developing leaders and improving business success. *Proceedings of the Northeast Business & Economics Association*, 542-546.