



Management, Leadership Monitoring & Evaluation in Primary Healthcare



Khyber Pakhtunkhwa – Human Capital Investment Project

MODULE ONE

UNDERSTANDING MANAGEMENT, LEADERSHIP & GOVERNANCE IN PRIMARY HEALTHCARE SETTINGS



SESSION 1.4

CONFLICT MANAGEMENT AND COLLABORATION IN PRIMARY HEALTHCARE SETTINGS





Introduction

- Conflict is natural and unavoidable in teamwork.
- Managing conflict effectively improves **relationships, trust, and performance**.
- In PHC, conflicts often arise from:
 - Workload or role overlap
 - Communication gaps
 - Differing opinions or expectations
- Conflict competence helps teams turn disagreements into opportunities for collaboration.



By the end of this session, participants will be able to:


1. Define conflict management and explain its importance in effective teamwork and health service delivery.
2. Describe the ten principles of conflict competence at the individual, team, and organizational levels.
3. Demonstrate key collaborative skills for managing conflict — including listening carefully, talking constructively, and problem solving.
4. Apply the four structured steps of conflict management to achieve win-win solutions in workplace situations.
5. Reflect on their own conflict handling style and identify ways to improve collaboration and communication within their PHC teams.



Understanding Conflict Competence

Conflict competence = the ability to manage differences **constructively**, not destructively.

It involves skills at:

- **Individual level** – self-awareness and communication
 - **Team level** – collaboration and shared problem-solving
 - **Organizational level** – fairness and transparency
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Ten Principles of Conflict Competence (1/2)

Principle	Meaning in PHC Context
1. Self-Awareness	Recognize your triggers and control reactions.
2. Empathy	Understand others' perspectives.
3. Emotional Regulation	Stay calm, avoid escalation.
4. Active Listening	Listen to understand, not just reply.
5. Constructive Communication	Use respectful and non-blaming language.



Ten Principles of Conflict Competence (2/2)

Principle	Meaning in PHC Context
6. Problem-Solving Orientation	Focus on solutions, not blame.
7. Collaboration & Team Spirit	Build shared ownership of outcomes.
8. Learning from Conflict	Treat conflict as a chance to improve.
9. Fairness & Transparency	Ensure open, equitable processes.
10. Accountability	Follow up on commitments made.




Key Collaboration Skills

Skill	Description & Application in PHC
Listen Carefully	Give full attention and reflect understanding.
Talk Constructively	Use “I” statements, stay positive.
Problem-Solving	Identify root causes, brainstorm solutions together.



Collaboration transforms conflict into teamwork and shared ownership.

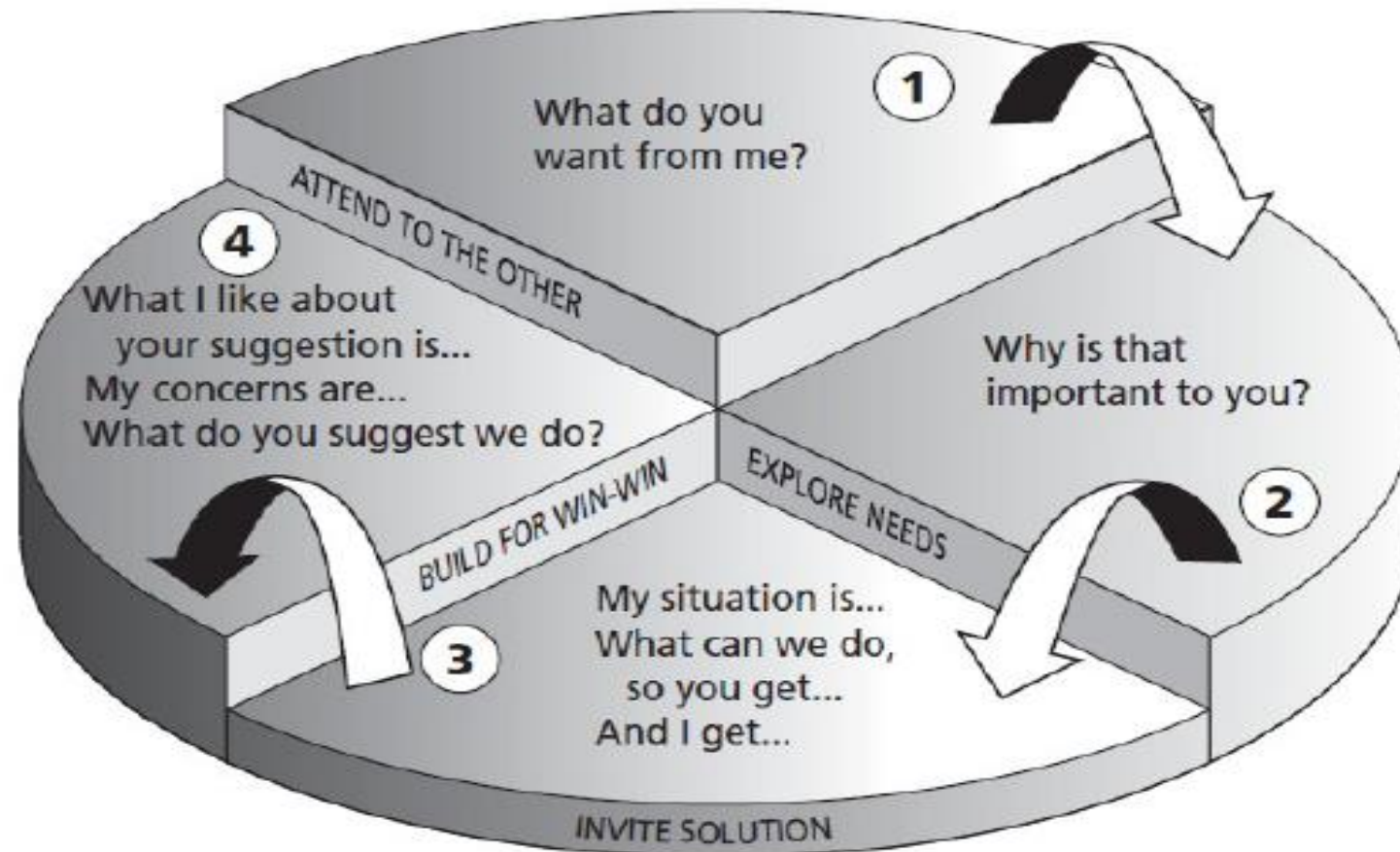


Four Steps of Effective Conflict Management

Step	Description & Example
1. Attend to the Other Person First	Acknowledge feelings and concerns ("I can see this is frustrating for you").
2. Explore the Need Behind the Want	Understand deeper needs like respect or clarity.
3. Invite the Other's Solution	Ask for ideas — builds trust and shared responsibility.
4. Build a Win-Win Solution	Combine both perspectives for sustainable results.

Four Steps of Effective Conflict Management

Aim to be having a conversation rather than using a formula.





Group Activity – Practicing Conflict Competence

Purpose: Apply principles and steps through role play.

Instructions:

- Divide into groups of 4–5.
- Choose a PHC conflict scenario (e.g., duty roster, supply issue).
- Apply the **10 principles** and **4 steps** to resolve it.
- Present outcomes to the class.

Debrief Questions:

- Which principle was hardest to apply?
- What reduced tension?
- How can these practices strengthen teamwork?

Role Play Scenario – “The Case of the New Facility In-Charge”



Background:

- A new Medical Officer (In-Charge) replaces an experienced Lady Health Visitor (LHV) who previously managed the facility.
- Tension grows due to **authority** and **recognition** issues.
- The **DHO** calls a meeting to resolve the problem.

Roles:

- Group A – District Health Officer (Mediator)
- Group B – Facility In-Charge (New Leader)
- Group C – Senior LHV (Experienced Staff)



Role Cards

Group A: District Health Officer (Mediator)

- Stay neutral and guide discussion.
- Identify misunderstandings and common goals.
- Suggest steps for rebuilding trust.

Group B: Facility In-Charge

- Express frustrations constructively.
- Recognize staff experience.
- Show openness to collaboration.

Group C: Senior LHV

- Communicate feelings respectfully.
- Offer support and share experience.
- Stay open to new ideas



Observer Instructions

Observers should note:

- Positive actions that reduced tension.
- Negative behaviors that worsened it.
- Effective mediation and negotiation skills.

After the role play, groups discuss:

- What caused the conflict?
- How was communication used to resolve it?
- What leadership traits were most effective?

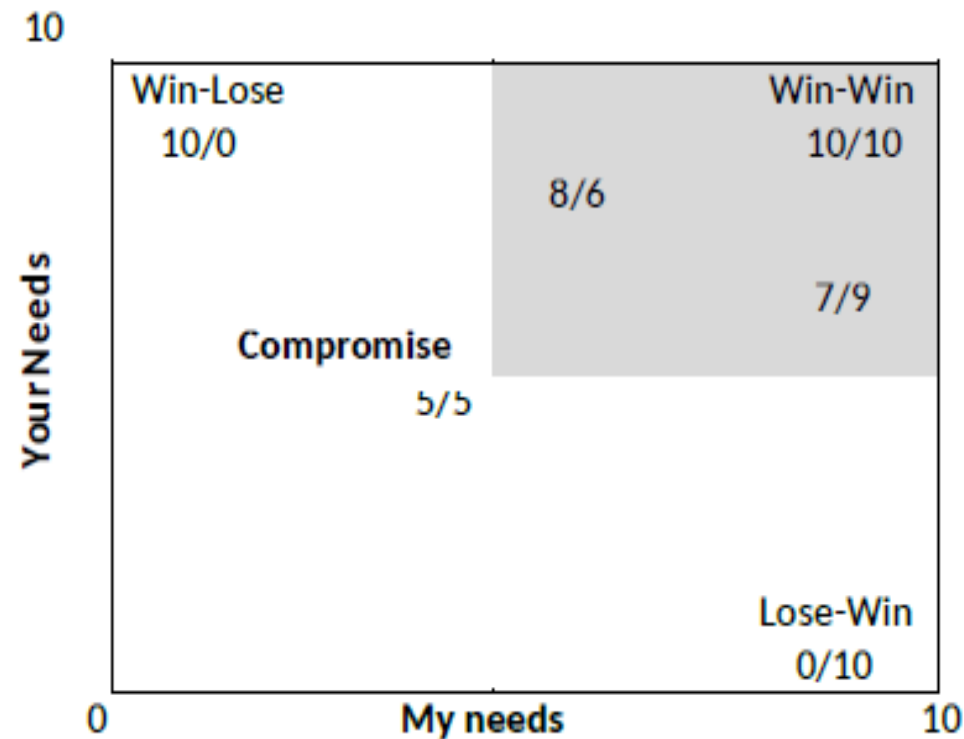


Reflection and Discussion

Ask participants:

- How does conflict affect teamwork in your facility?
- What steps help prevent conflict from escalating?
- Which principle or skill will you apply most often?
- How can collaboration improve patient outcomes?

Conflict resolved in the unshaded area is likely to keep re-emerging as needs are largely still unmet. Try to get a compromise with 5/5 and above. While it may not be possible to get 100% satisfaction, aim for at least 50% + satisfaction for both parties





Key Takeaways

1. Conflict is inevitable but manageable when approached with competence and empathy.
2. Listening, constructive communication, and collaborative problem-solving are essential skills.
3. Using structured steps helps transform disagreement into learning and cooperation.
4. Conflict competence strengthens PHC teams and supports better health