

47<sup>th</sup> world congress on  
**NURSING AND HEALTHCARE**  
August 22-23, 2018 Singapore



**Umesh Sharma**

Mayo Clinic Health System, USA

**Physician conflict: Managing conflict when you can't avoid one**

**Objective:** Evolving healthcare environment frequently creates an environment ripe for potential conflicts. The primary objective was to review literature and identify causes of physician conflict and understand the process of optimal conflict management.

**Methodology:** Conflicts can be categorized as functional (constructive) or dysfunctional (destructive) in nature and can be influenced by a variety of factors at individual, interpersonal and organizational level. An individual's perception and response to a conflict is influenced by a variety of factors. Most conflicts arise because of system issues, however as people and emotions get involved, the nature and complexity of the conflict rapidly evolves. Timely diagnosis and root cause analysis is crucial in highlighting where and what type of intervention is appropriate as well as management of emotional conflicts at every level.

**Findings:** Conflict can be managed differently depending on nature, leverage, value of resolution, time frame and competing priorities to name a few. Window of opportunity exists between the cognition and behavioral response to a conflict, where one can engage in seeking to understand the other party's position and engage in emphatic listening. Setting goals with consideration of best and worst-case scenarios and post-conflict interaction is essential.

**Conclusion:** Successful conflict management requires an equal emphasis on the preparation as well as the process of addressing conflict. Optimal conflict management tends to have a tremendous impact on that individual, surrounding people and the existing work culture.

**Biography**

Umesh Sharma is a Consultant in Hospital Medicine for the Mayo Clinic Health System and an Assistant Professor of Medicine, Mayo Clinic College of Medicine. He has received his Master of Business Administration from the University of Massachusetts, Amherst, Isenberg School of Business and leads Clinical Integration of Hospital Medicine departments across various sites in Mayo Clinic Health System in WI, MN.

[sharma.umesh@mayo.edu](mailto:sharma.umesh@mayo.edu)

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