



## Trans-national Leadership Academy Avoid, ignore, manage?

Understanding and dealing with conflict in hospice & palliative care

Work in hospice / palliative care settings presents conflict of many kinds: From medical to ethical questions about the treatment of patients to allocation questions on the organizational and societal level to the challenges of working in a multi-disciplinary team. These conflicts have the potential to burn up valuable resources and diminish the success of an organization, but if managed well, they can serve as an “engine of creativity and innovation”. (Heifetz/Linsky)

The workshop will look at the various sources and settings of the conflicts that participants experience in their daily work and offer models, instruments and exercises to manage conflict in a way that benefits the team, the patients AND yourself as a leader.

**Target group:** Leaders, trainers and decision makers in the field of Hospice and Palliative Care. The workshop is aimed particularly at participants from CEE and SEE.

**Trainers:** **Ingrid Schneider**, trainer, consultant, coach. Extensive experience in assisting organisations, teams and individuals in their development. **Dr. Annette Henry**, medical doctor and trainer in palliative care.

**Cost:** Training: € 90,-. Accommodation and full pension (2 nights) free for participants from CEE/SEE countries.

## Vienna, Tue 22. – Wed 23. Oct 2013

Pre-workshop marketplace (optional / free of charge): Mo, 21 Oct 2013

To register or for more information pls. contact:

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Conflict is inevitable, but combat is optional. – Max Lucade

*A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people. – Robert Townsend*

The quality of our lives depends not on whether or not we have conflicts, but on how we respond to them. – Tom Crum

*What people often mean by getting rid of conflict is getting rid of diversity, and it is of utmost importance that these should not be considered the same. We may wish to abolish conflict, but we cannot get rid of diversity...Fear of difference is fear of life itself. – Mary Parker Follett*

Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude. – William James

*Conflict is the beginning of consciousness. – M. Esther Harding*

Successful leaders manage conflict; they don't shy away from it or suppress it but see it as an engine of creativity and innovation. Some of the most creative ideas come out of people in conflict remaining in conversation with one another rather than flying into their own corners or staking out entrenched positions. The challenge for leaders is to develop structures and processes in which such conflicts can be orchestrated productively. – Ronald Heifetz and Marty Linsky

*Conflict management is a key strategic function of every organization, so it should be an intentional, conscious one-not left to chance. – Dan Dana*

The leader's job is to contain conflict—prevent the disequilibrium from going too high and the conflict from getting destructive—and simultaneously to keep people addressing the hard questions without opting for a technical fix, an easy solution, or a decision from on high. – Ronald Heifetz and Marty Linsky

*Peace is not the absence of conflict, but rather, the ability to resolve conflict without violence. – C.T. Lawrence Butler*