

Guiding Principles and Assumptions

It is the consensus of the Guideline Development Panel that the use of the Conceptual Model of the Antecedents and Consequences of Conflict (Almost, 2006)(Figure 2) guide the development of this BPG and that the following assumptions are critical starting points to promote a move towards managing and mitigating conflict in Health-care teams. The Panel believes the first focus should be understanding what conflict is, and the second focus the use of de-escalation interventions to manage conflict.

We believe:

- That conflict is inevitable in work settings.
- The perceived and actual differences that may contribute to conflict include, but are not limited to: professional identity; cultural identity; gender; gender identity; nationality; race or ethnic origin; colour; religion; age; sexual orientation; marital status; educational background; disability; work values; goals; and interests.
- Leadership is required across all organizational and Health-care sector levels to create environments that practice management and mitigation of conflict.
- All conflict has a meaning and/or contributing underlying cause.
- Understanding, mitigating and managing conflict may result in positive outcomes such as new ideas and initiatives.
- Where situations of conflict that may have arisen based on discriminatory practices, legal consultation supported by the *Canadian Human Rights Act* should be sought.

Change the way you think about disagreements with others, and how you behave during conflict. Be willing to engage directly, constructively, and collaboratively with your colleagues (Cloke & Goldsmith, 2011)