

"An ounce of mediation is worth a pound of arbitration and a ton of litigation!"

Joseph Grynbaum

Conflict Management

Session at IIHMR

by

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As on 14 Jul 21

THE WHITE AND BLUE COATS DIVIDE



- **Cultural & functional separation**
- **Gap prevents effective interactions**

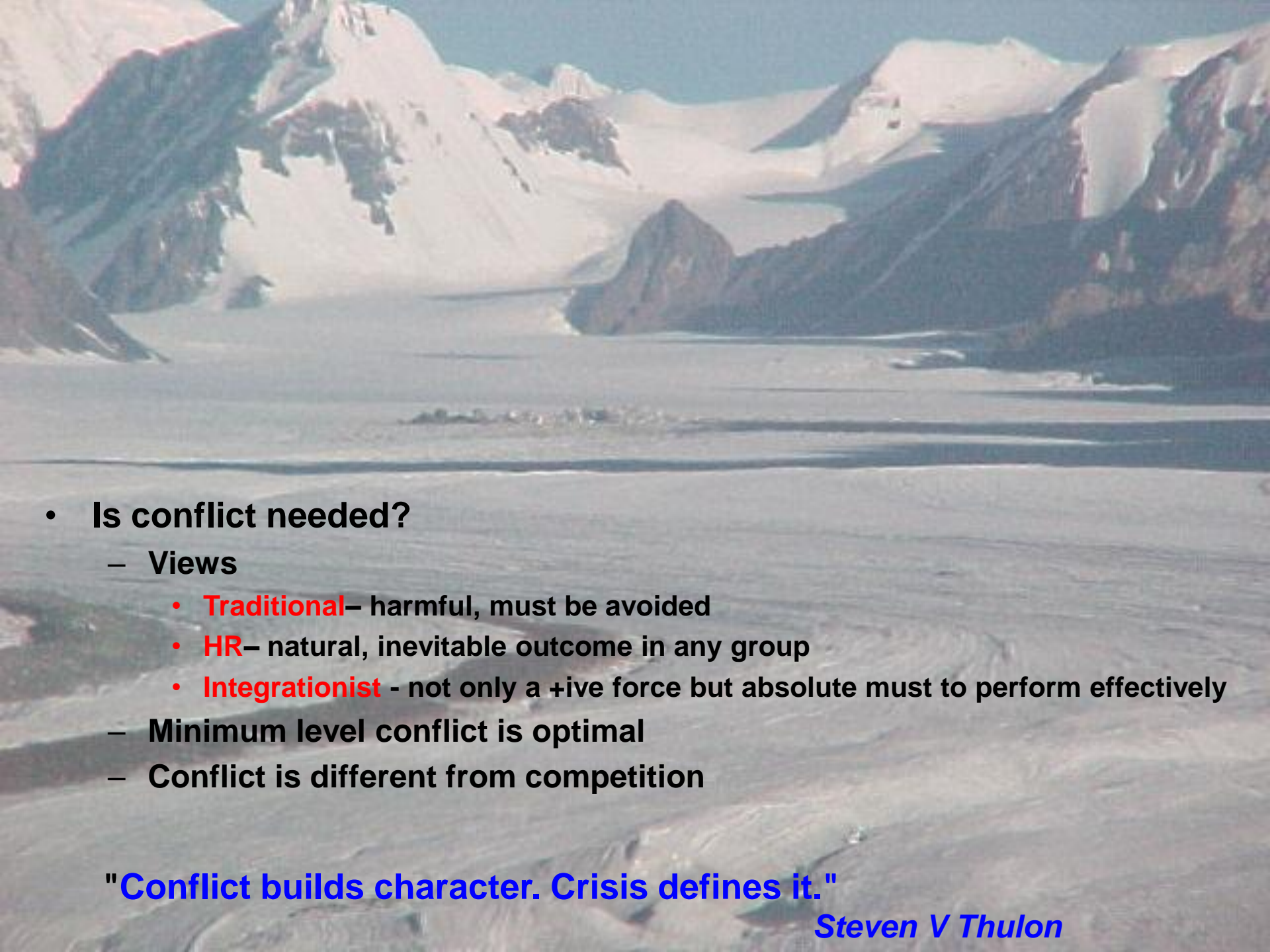
PREVIEW

- Understanding Conflicts
- Caselet – White Mirage
- Conflict Management

An aerial photograph of a vast, snow-covered mountain range. The terrain is rugged and covered in white snow, with dark, rocky peaks and ridges visible. A winding road or path cuts through the snow in the foreground, leading towards a small, dark building or structure. The sky is a clear, pale blue. The overall scene is serene and majestic, capturing the beauty of a high-altitude winter landscape.

Understanding Conflicts

- 
- **Conflict?**
 - **Gap, disagreement, incompatibility - frustrates goal attainment**
 - **Not an unnatural human phenomenon, inherent component in social relations**
 - **May exist at latent or overt levels.**
 - **Persisting conflict between**
 - **Patients relatives and hospital staff**
 - **Hospitals and State Health Department or Distt Administarion**
 - **Hospital staff and demanding / well connected patients**
 - **Occurs?**
 - **Differing perception esp zero-sum game**
 - **Pursuing common / mutually exclusive goals, values or events.**
 - **Aggressive competition for scare resources.**
 - **Deliberate behaviour, may not be accidental.**
 - **Sometimes, as an outlet for pent up emotions.**



- **Is conflict needed?**

- **Views**

- **Traditional**– harmful, must be avoided
- **HR**– natural, inevitable outcome in any group
- **Integrationist** - not only a +ive force but absolute must to perform effectively

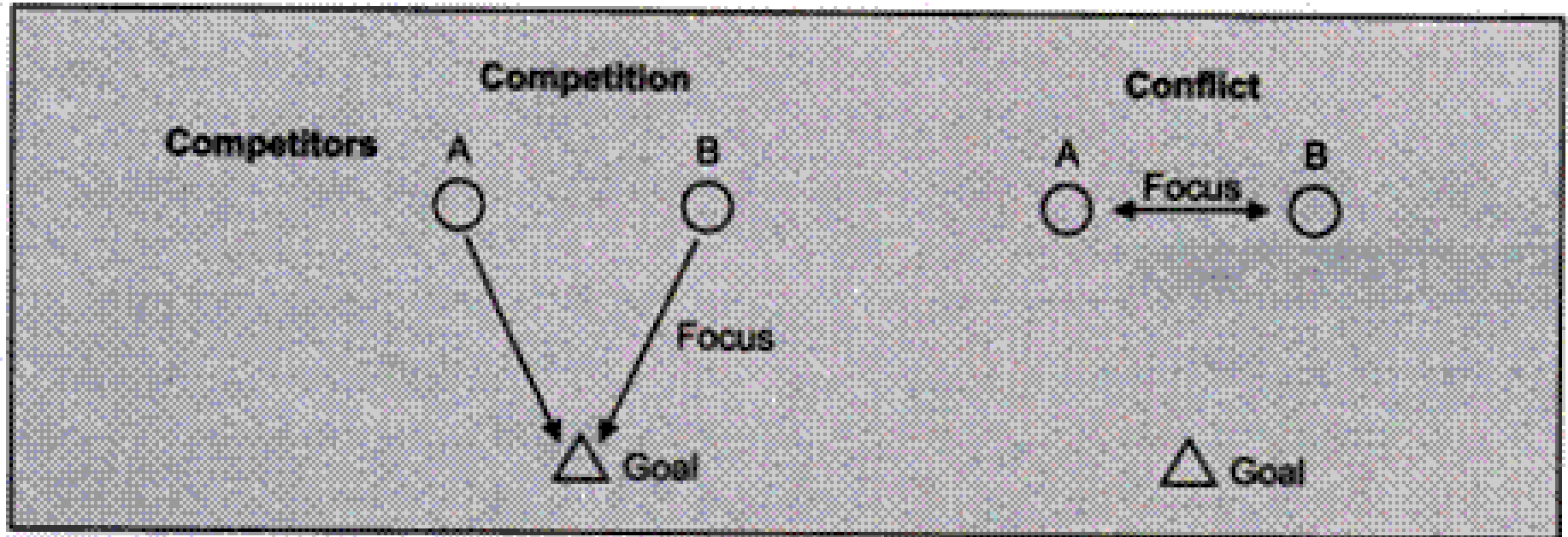
- **Minimum level conflict is optimal**

- **Conflict is different from competition**

"Conflict builds character. Crisis defines it."

Steven V Thulon

- Difference between Conflict and Competition?
 - Both relate to
 - Focus
 - Manner of achieving the goal (norms)
 - Competition
 - Primary focus - Goal
 - Interaction according to culturally defined rules of behaviour and procedure
 - Conflict
 - Focus - competitor (not on the goal)
 - Objective is annihilation or incapacitation of opponent to clear way to attain goal.

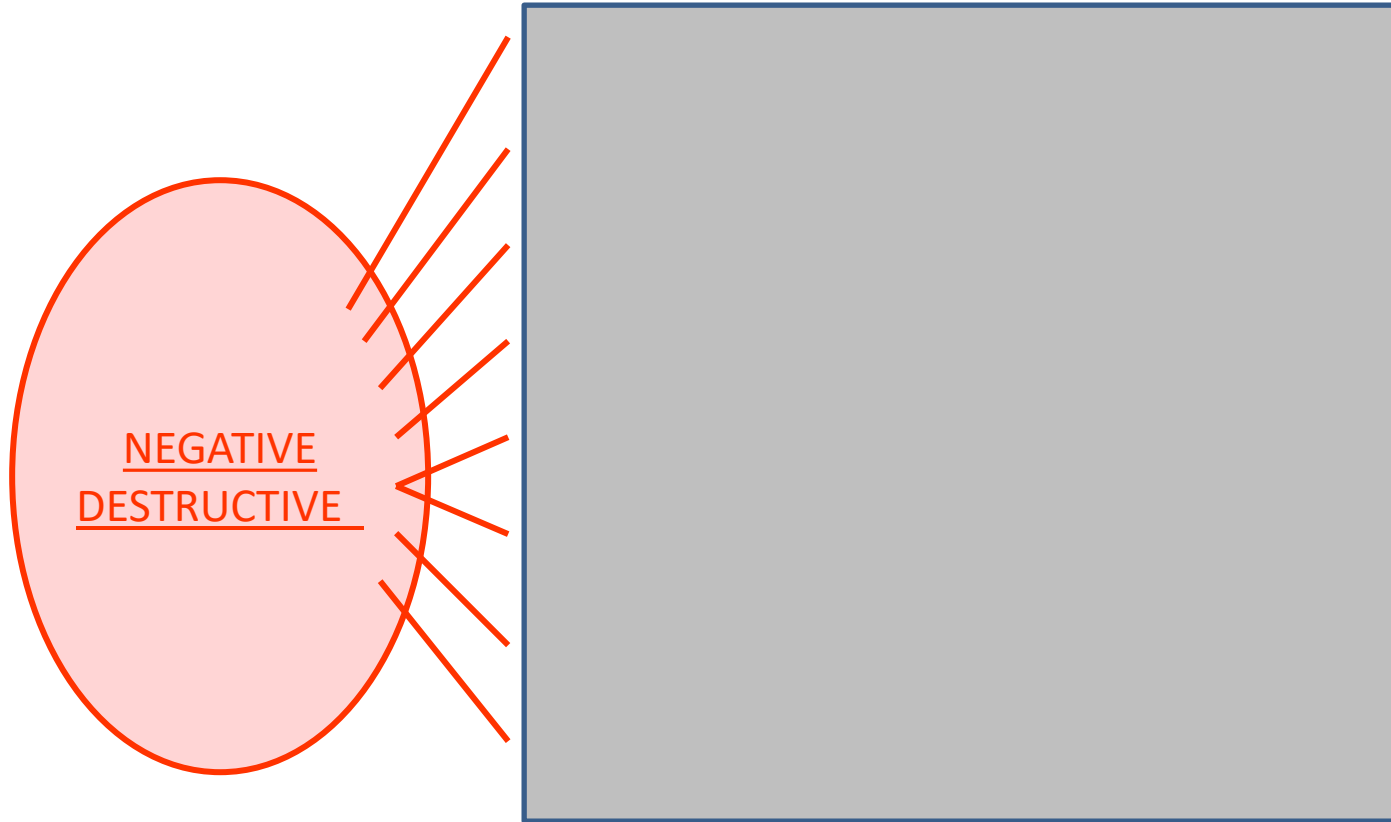




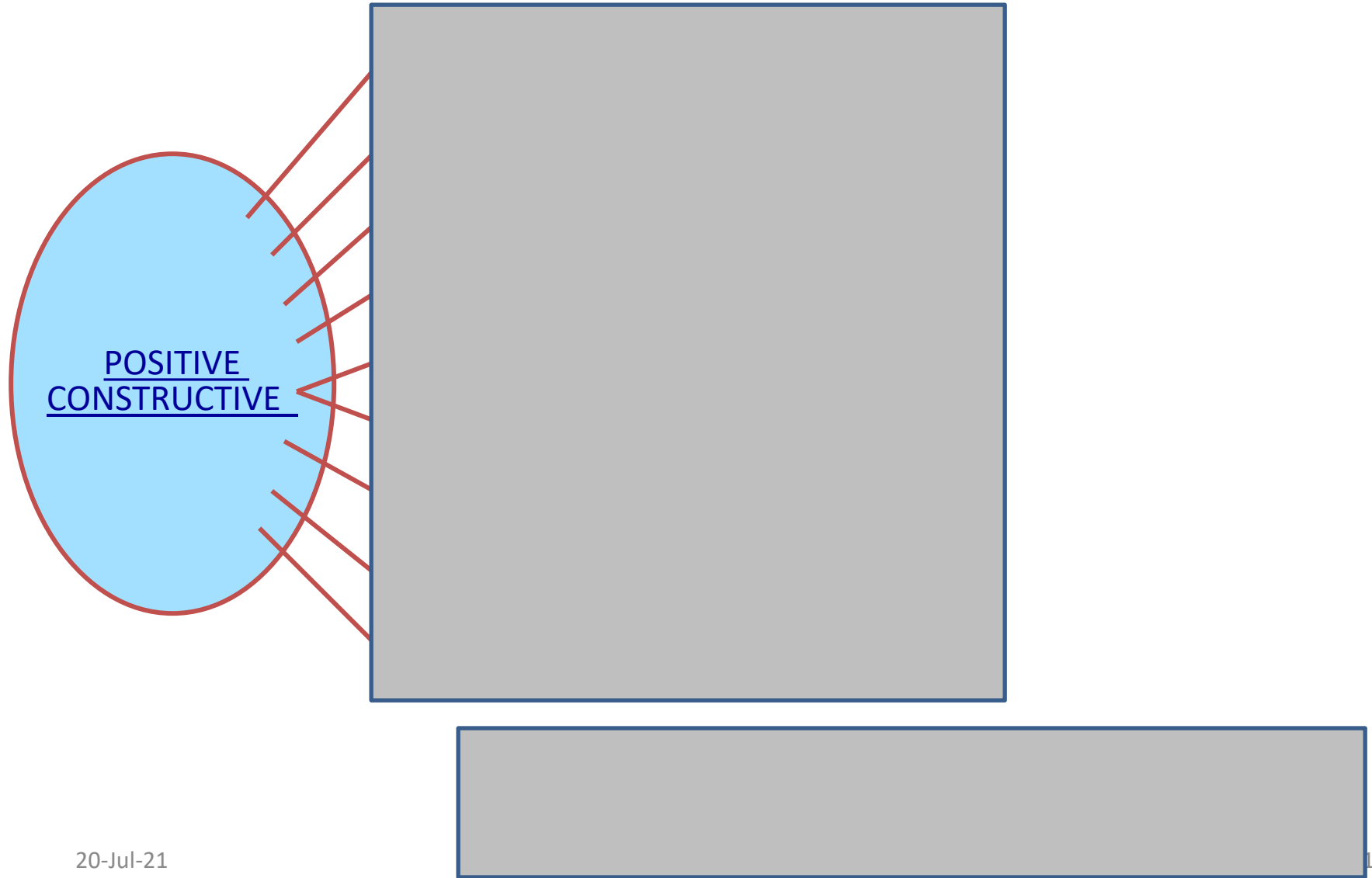
Types of Conflicts

- **Intra-personal**
 - **Interpersonal**
 - **Small Group**
 - **Organisational / Inter-organisational**
- **Vaccination? Covid-shield or Pfizer?**
 - **Dr - Patient, line of treatment**
 - **Group of interns and Hospital staff**
 - **Inter branches, Allopathy vs Ayurveda**

EFFECTS OF CONFLICT

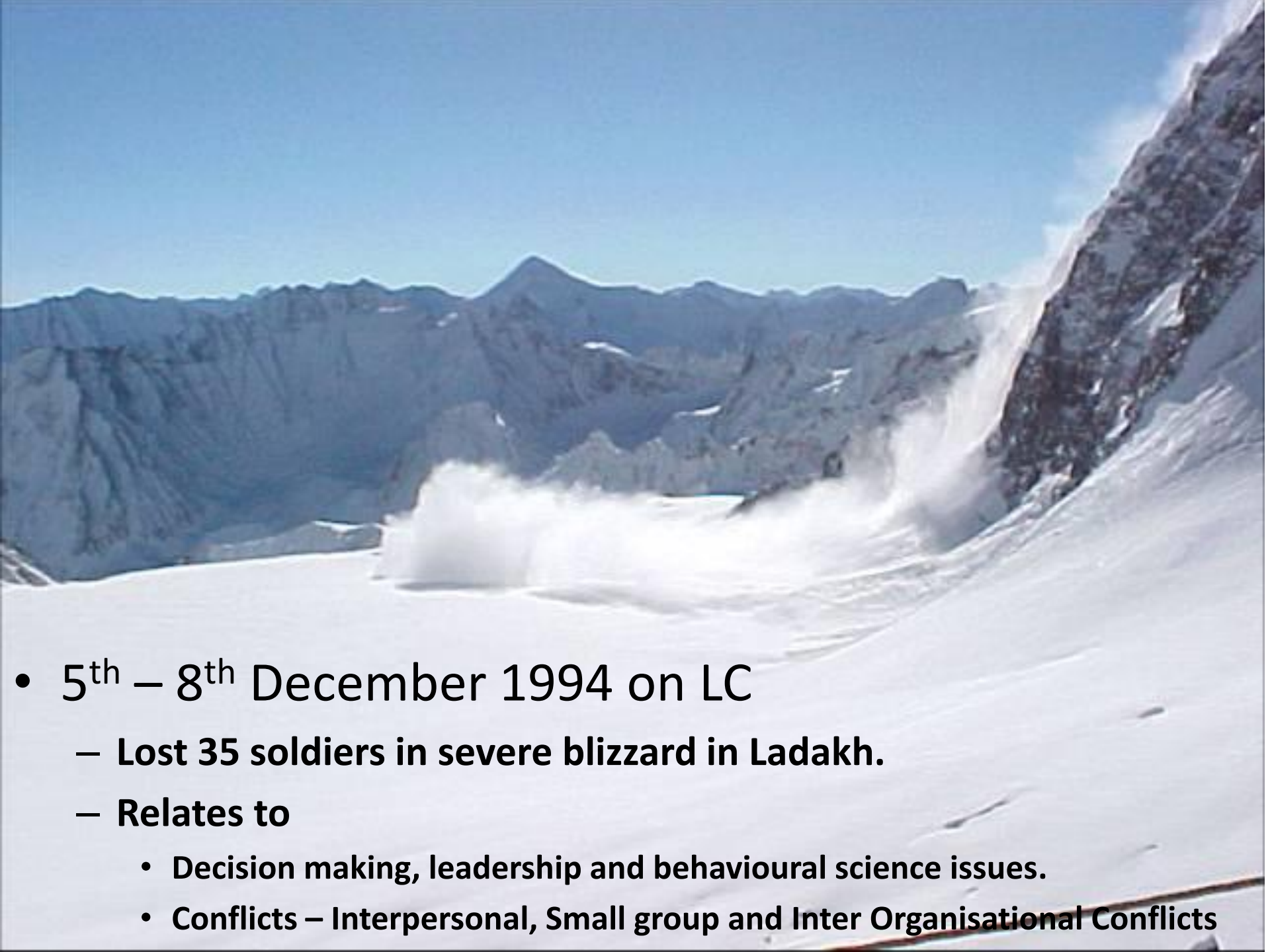


EFFECTS OF CONFLICT



An aerial photograph of a mountain valley. A dark blue river flows through the center of the valley, winding from the upper right towards the bottom right. To the left of the river, a large, light-colored glacier or snowfield covers a significant portion of the valley floor and slopes. The surrounding mountains are rugged and brownish, with some snow patches. The overall scene is a high-altitude, mountainous landscape.

Caselet – White Mirage



- **5th – 8th December 1994 on LC**
 - **Lost 35 soldiers in severe blizzard in Ladakh.**
 - **Relates to**
 - **Decision making, leadership and behavioural science issues.**
 - **Conflicts – Interpersonal, Small group and Inter Organisational Conflicts**



- Ladakh region in Indian Himalayas – frozen frontier.
- Snow bound, glaciated & rugged region.
- High altitude, need to acclimatize- HAPO, AMS.
- Highly inclement weather and harsh living conditions.

18 9:02AM



- Freezing temps(-10° to -40° C), Dras – 2nd coldest .
- Prone to disasters esp avalanches, blizzards, mud slides.



- Locals inhabit between 10,000 to 15,000'
- Troops deployed up to 21,000'

GLIMPSES OF LIFE ON FROZEN FRONTIER



Temporary camp and white out conditions



Wind chill factor - drop of 1° C for incr 3 kms per hr speed



Isolated post after a snow fall



Snow clearance, re-siting of habitat, route opening & marking.



Crevasses upto 80' wide



River xing



FROST BITE



AFTER SURGERY



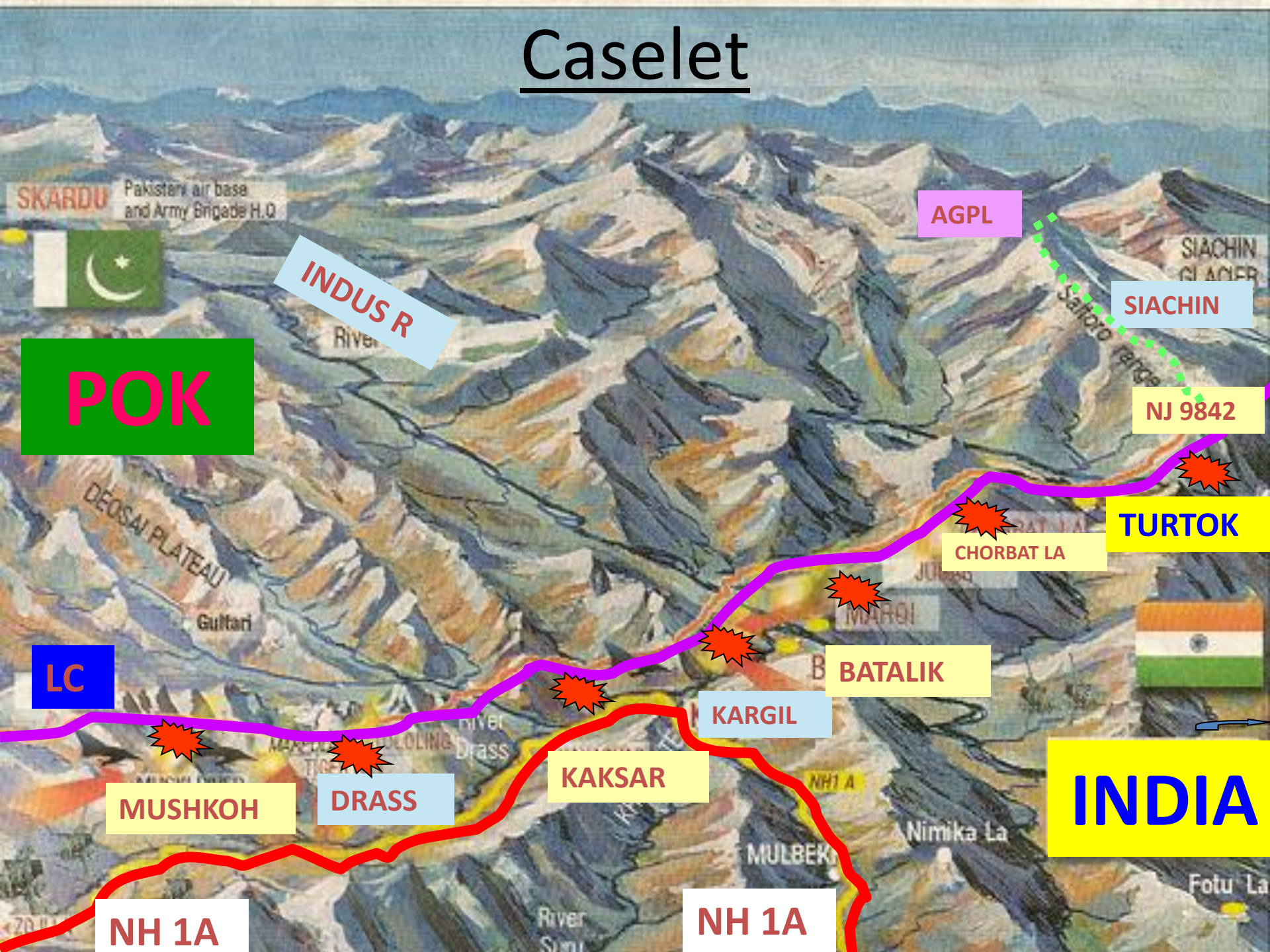
Hallucination



HIGH ALTITUDE PULMONARY OEDEMA (HAPO)



Caselet



SKARDU
Pakistani air base
and Army Brigade H.Q.



POK

INDUS R
River

AGPL

SIACHIN

SIACHIN
GLACIER

NJ 9842

TUR TOK

CHORBAT LA

LC

BATALIK

KARGIL

INDIA

MUSHKOH

DRASS

KAKSAR

NH 1A

NH 1A

Fotu La

Nimika La

NH 1A

MULBEK

River
Simu

COLING
River
Drass

Gultari

DEOSAI PLATEAU

Incident

- 5th Dec 94
 - Seasons' first snow fall.
 - Rock Fall (18,000'), winter cut off post.
- At night a Sepoy inducted recently, complains of breathing & chest pain.
 - Nurs Asst at post recommends immediate evacuation.
 - RMO recommends treatment at post itself.
 - CO orders casualty evacuation, snow fall unabated.



- 6th Dec

- Cas evac commences with 8 men in Whiteout conditions.
- All 09 go missing, no news till mid night (cas eavc 10-12 hrs).
- 16 men in Dras, 5 in Mashkoh and 7 in Siachen also missing.



- 7th Dec
 - No respite from wx, no flying feasible.
 - SAR on foot, no headway, heavy soft snow.
- 8th Dec
 - Hepters take off with self on board land at Kaksar.
 - Pick up food, chocolates, btys even Rum.
 - Pak MO informed, two hepters along LC
 - Troops in white outfit, difficult to spot from air.
 - Pilots refuse to land or drop me, search from air aborted.



- 9th Dec
 - Ground search recommenced, intensified.
 - All nine found over two days.
 - Frozen, scattered over a km, half buried.
 - 03 of 09 found alive incl the casualty, dies later.



- Evacuation ops.
 - Two evacuated alive by over 30 people incl porters.
 - Pulled on snow like sledge, nightmare.
 - Rescuers suffer from hallucination.
 - More than 20 hours operation to reach RAP, Fd Hosp.
 - Two boys evacuated to CH at Chandigarh by air.

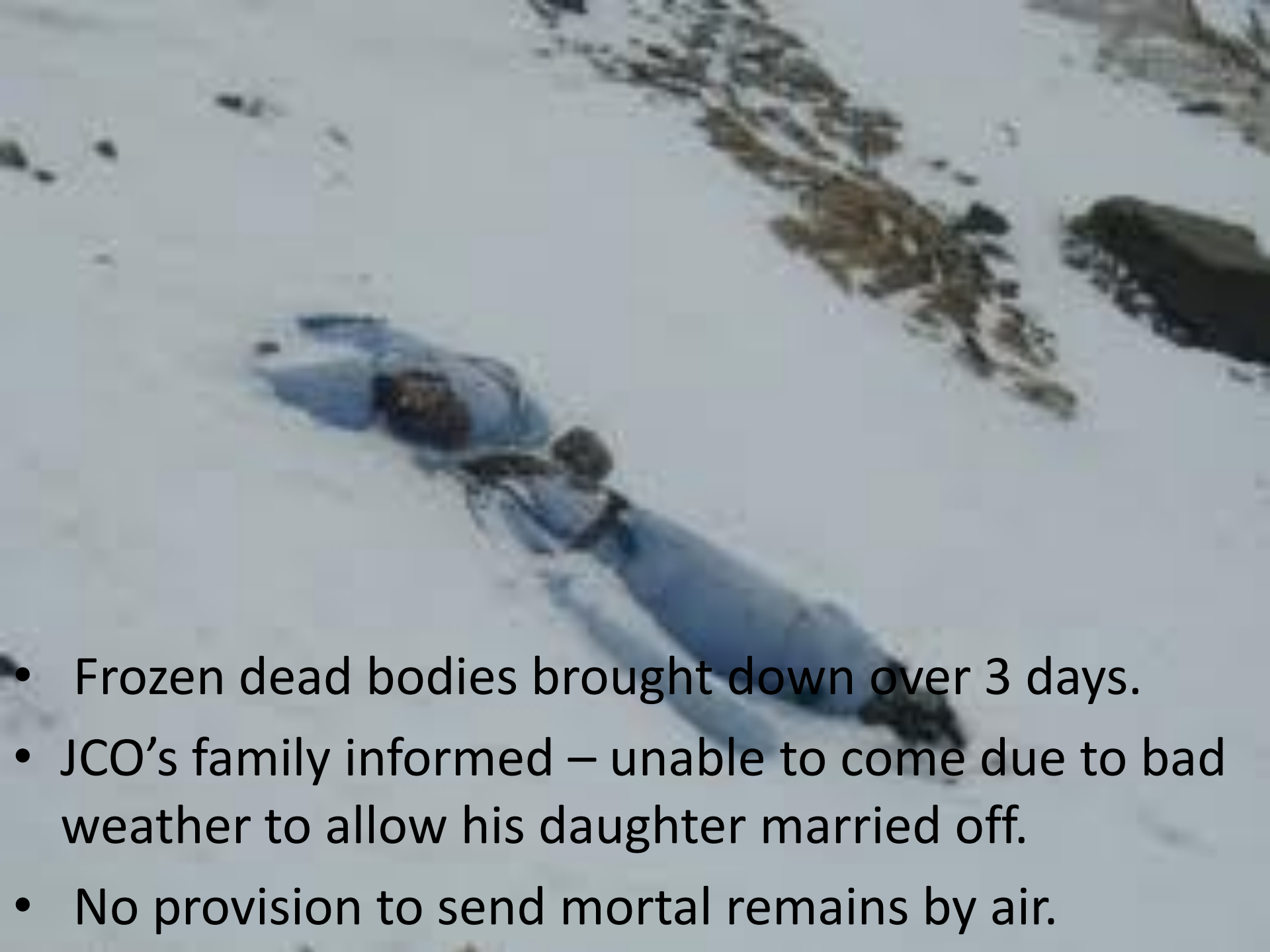
TWO SURVIVED

Hav Randheer Singh



Sep Manga Singh





- Frozen dead bodies brought down over 3 days.
- JCO's family informed – unable to come due to bad weather to allow his daughter married off.
- No provision to send mortal remains by air.

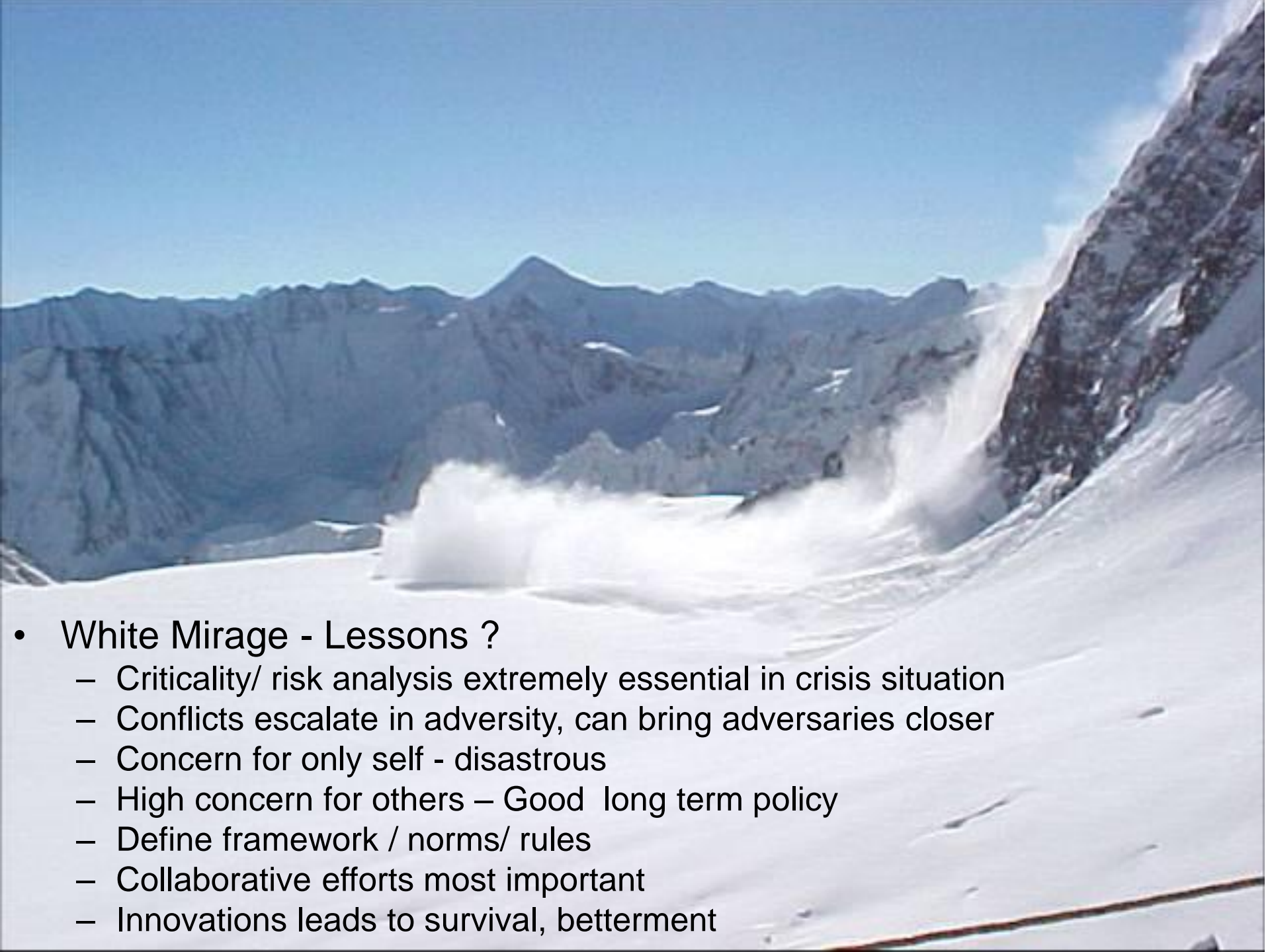


- Mass cremation.
- Missing personnel of other units recovered six months later.
- Adverse effect on morale, expedition planned.

"Difficulties are meant to rouse, not discourage. The human spirit is to grow strong by conflict."

William Ellery Channing

Conflict	Stake-holders	Conditions and Conflicts	Conflict/ Concerns / Outcome
Intra-personal	CO Medical Officer	Sure 01 death vs risk of 9, Evacuation vs In situ treatment	Decision to avoid sure loss Decision dilemma on evacuation
Inter-personal	Casualty evacuation team members	Extreme weather conditions, Goal ambiguity, selfish motives, scarce resources	Possible lack of concern for others - no resolution (neglect), - Most suffered except two who tried to resolve by collaborating- high concern for others
Small Group	Porters - Troops	Survival issues	Common leader, Leading from front, concern for porter casualty,
Inter-org	Indo-Pak, Infantry Unit – Aviation unit	Flying of heptr on LC Flying safety vs safety of men on ground	Collaborative efforts – equal stakes, Compromise

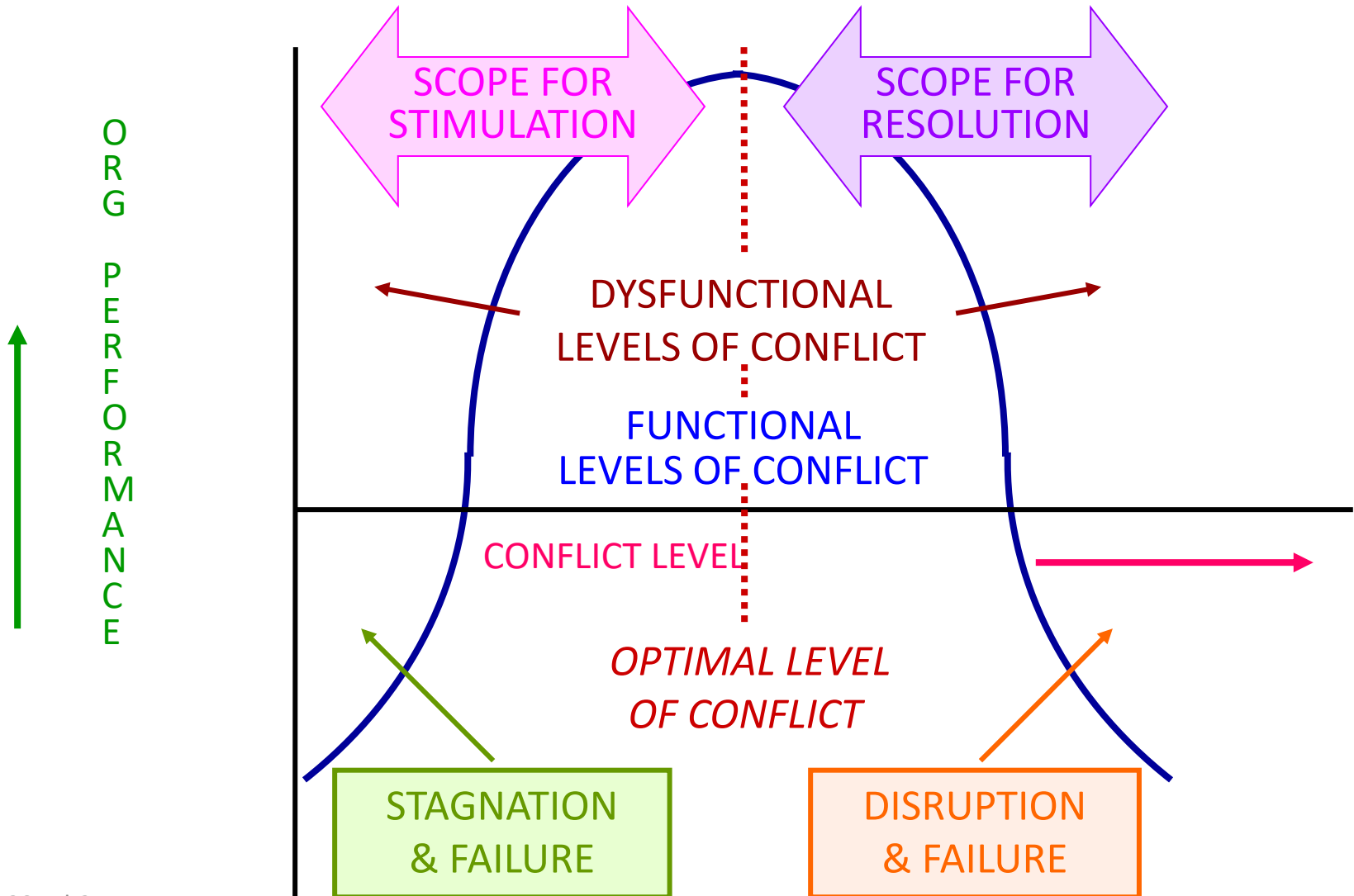


- White Mirage - Lessons ?
 - Criticality/ risk analysis extremely essential in crisis situation
 - Conflicts escalate in adversity, can bring adversaries closer
 - Concern for only self - disastrous
 - High concern for others – Good long term policy
 - Define framework / norms/ rules
 - Collaborative efforts most important
 - Innovations leads to survival, betterment

A high-altitude mountain landscape with a prominent peak and snow-dusted slopes under a cloudy sky. The foreground shows a rocky, light-colored slope. The middle ground features a large, dark, jagged mountain peak with patches of snow. In the background, a range of smaller, snow-capped mountains stretches across the horizon under a sky filled with large, white, fluffy clouds.

Conflict Management

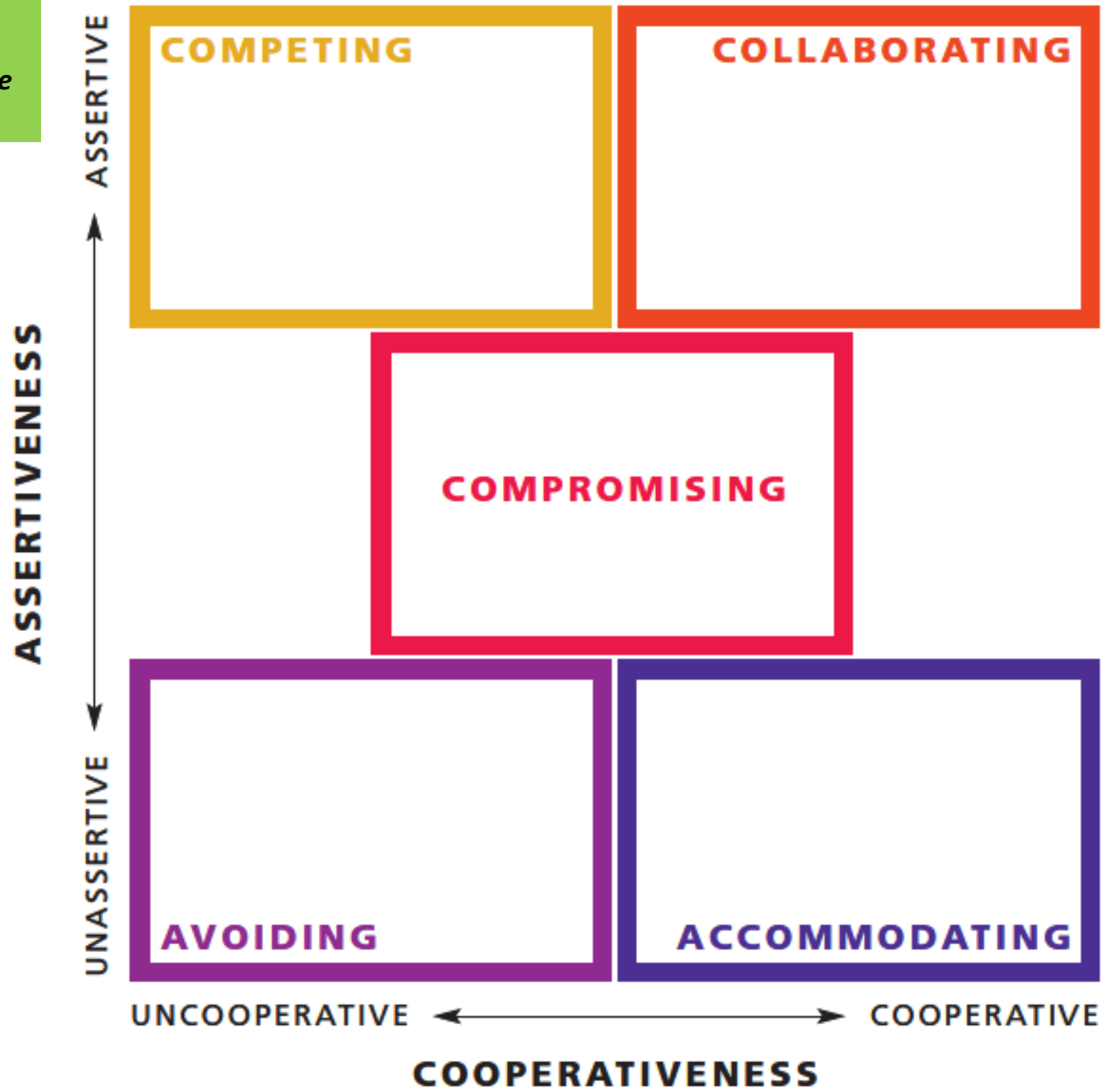
CONFLICT & PERFORMANCE RELATIONSHIP





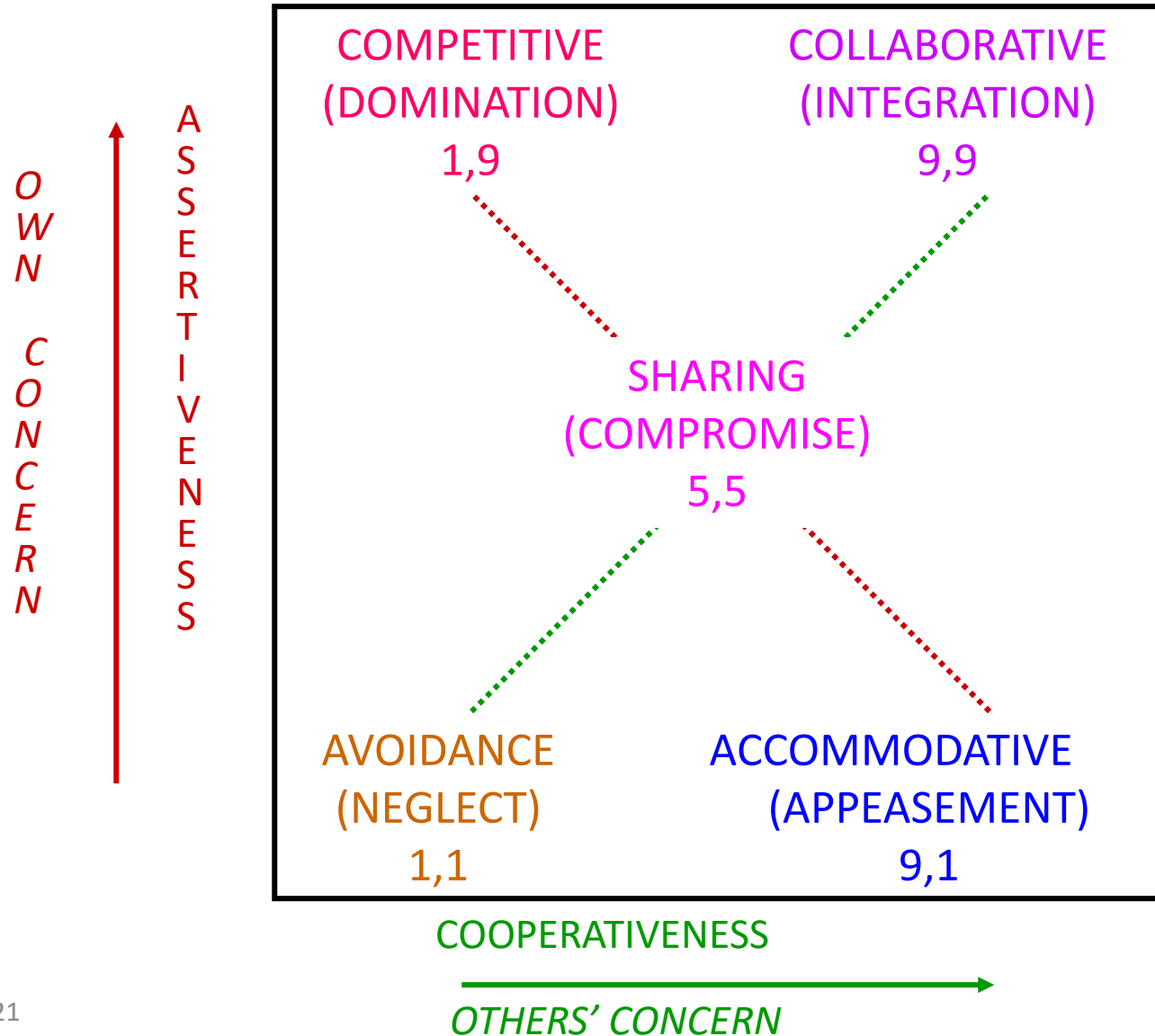
- **Conflict Management ?**
 - **Bringing conflict to manageable levels**
 - **Improving situation and /or relationships**
 - **Finding solutions to problems/ conflicts**
 - **Enhancing involvement and cohesiveness**

- **Conflict Management Strategies?**



CONFLICT HANDLING

THOMPSON'S MODEL



<u>Type of Conflict</u>	<u>Sources of Conflict</u>	<u>Management Strategy</u>
Intra individual	Conflicting goals, needs and motives	Management by Objectives (MBO) & role definition
Interpersonal	Disagreements antagonism	Transactional analysis, Johari Window, WIN-WIN and creative problem solving, behavior training
Inter group	Power, authority status	Participative management, team, sensitivity training
Organisational	Hierarchical and functional aspects Hospital goals	Institutional goal setting

MENDING THE GAP – MANAGEMENT OF DIVIDE

- **Systems thinking (interdependence, connectedness)**
 - **Communication skills including active listening & empathy**
 - **Management of the Divide**
 - Participative management
 - Heterogeneous / composite committees
 - Training in a team
 - Sensitivity training
 - **Skills in Confrontation**
 - Structured dialogue
 - Appreciative inquiry
 - Positive deviance
 - Financial collaboration
- 
- A group of people, likely hikers or travelers, are walking across a vast, flat, light-colored landscape, possibly a desert or a dry lake bed. They are carrying large backpacks and using walking sticks. The scene is somewhat hazy, suggesting a dusty or overcast environment. The people are scattered across the lower half of the image, moving from left to right.

CONCLUSION

- **Conflicts**

- Inevitable in organisations, should never be suppressed
- Partiality, adversities and aspirations lead to conflicts

- **Managing Conflicts**

- Nurture conflicts, keep at manageable levels
- Be open to change
- Focus on solving problems rather than changing people
- Promote team work and ensure strong leadership
- **Conflict Resolution**
 - **Respect differences, ensure communication**
 - Identify main components, discern Stakeholders and underlying concerns
 - Begin with areas of convergence
 - **Synthesis of inputs/concerns + Address underlying concerns + Persevere + Innovate = Collaborate = Creative Solutions**

INTERACTION



Jai Hind