

**МІНІСТЕРСТВО ОСВІТИ ТА НАУКИ УКРАЇНИ
ЗАПОРІЗЬКИЙ НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ
УНІВЕРСИТЕТ**

***Учбово-методичні рекомендації з англійської мови
“Conflict: Texts with Assignments”
для самостійної роботи студентів всіх форм навчання
зі спеціальності «психологія»***

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Учбово-методичні рекомендації з англійської мови “Conflict: Texts with Assignments” для самостійної роботи студентів всіх форм навчання зі спеціальності «психологія» / Укл: Шейко О.С. – Запоріжжя: ЗНТУ, 2013. - 16с.

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Definition of conflict

Conflict is a state of opposition, disagreement or incompatibility between two or more people or groups of people, which is sometimes characterized by physical violence.

In political terms, "conflict" refers to an ongoing state of hostility between two groups of people. Military conflict between states may constitute war.

Conflict as taught for graduate and professional work in conflict resolution commonly has the definition: "when two or more parties, with perceived incompatible goals, seek to undermine each other's goal-seeking capability".

Conflict is the process by which parties with differing wishes each believe that the other will act or is acting against them, and engage in behavior seeking to damage the other party. While conflict is often seen as negative, some types of conflict, in certain settings, can have a positive outcome.

One should not confuse the distinction between the presence and absence of conflict with the difference between competition and co-operation. In competitive situations, the two or more parties each have mutually inconsistent goals, so that when either party tries to reach their goal it will undermine the attempts of the other to reach theirs. Therefore, competitive situations will by their nature cause conflict. However, conflict can also occur in cooperative situations, in which two or more parties have consistent goals, because the manner in which one party tries to reach their goal can still undermine the other.

M. Afzalur Rahim notes there is no single universally accepted definition of conflict. He notes that one issue of contention is whether the conflict is a situation or a type of behavior.

Citing a review of definitions of organizational conflicts in 1990 by Robert A. Baron, Rakhim notes the following common elements in the definitions of conflict:

- there are recognized opposing interests between parties in a zero-sum situation;
- there must be a belief by each side that the other one is or will act against them;
- this belief is likely to be justified by actions taken;
- conflict is a process, having developed from their past interactions;

Building on that, the proposed definition of conflict by Rakhim is "an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities." Rakhim also notes that a

conflict may be limited to one individual, who is conflicted within himself (the intrapersonal conflict).

To take another definition of conflict, Michael Nicholson defines it as an activity which takes place when conscious beings (individuals or groups) wish to carry out mutually inconsistent acts concerning their wants, needs or obligations. Conflict is an escalation of a disagreement, which is its common prerequisite, and is characterized by the existence of conflict behavior, in which the beings are actively trying to damage one another. Rakhim lists some manifestations of conflict behavior, starting with disagreement, and followed by verbal abuse and interference.

Conflicts can occur between individuals, groups and organizations; examples include quarrels between individuals, labor strikes, competitive sports, or armed conflicts.

Types and Modes of Conflict

Conflict is rarely seen as constructive; however, in certain contexts (such as competition in sports), moderate levels of conflict can be seen as being mutually beneficial, facilitating understanding, tolerance, learning, and effectiveness.

Sophia Jowett differentiates between content conflict, where individuals disagree about how to deal with a certain issue, and relational conflict, where individuals disagree about one another, noting that the content conflict can be beneficial, increasing motivation and stimulating discussion, whereas the relational conflicts decreases performance, loyalty, satisfaction, and commitment, and causes individuals to be irritable, negative and suspicious. Irving Janis proposed that conflict is beneficial in groups and committees to avoid the error of "group think".

Jehn and Mannix have proposed a division of conflicts into three types: relationship, task, and process. Relationship conflict stems from interpersonal incompatibilities; task conflict is related to disagreements in viewpoints and opinion about a particular task, and process conflict refers to disagreement over the group's approach to the task, its methods, and its group process. They note that although relationship conflict and process conflict are harmful, task conflict is found to be beneficial since it encourages diversity of opinions, although care should be taken so it does not develop into process or relationship conflict.

Amason and Sapienza in turn differentiate between affective and cognitive conflict, where cognitive conflict is task-oriented and arises from

differences in perspective or judgement, and affective conflict is emotional and arises from personal differences and disputes.

A conceptual conflict can escalate into a verbal exchange and/or result in fighting.

Conflict can exist at a variety of levels of analysis:

- intrapersonal conflict (eg in psychodynamic theory)
- role conflicts
- interpersonal conflict
- marital conflict
- group conflict
- organizational conflict
- workplace conflict
- community conflict
- social conflict
- intra-state conflict (for example: civil wars, election campaigns, genocide)
- international conflict - war

Conflicts in these levels may appear "nested" in conflicts residing at larger levels of analysis. For example, conflict within a work team may play out the dynamics of a broader conflict in the organization as a whole.

Theorists have claimed that parties can conceptualise responses to conflict according to a two-dimensional scheme; concern for one's own outcomes and concern for the outcomes of the other party. This scheme leads to the following hypotheses:

- high concern for both one's own and the other party's outcomes leads to attempts to find mutually beneficial solutions;
- high concern for one's own outcomes only leads to attempts to "win" the conflict;
- high concern for the other party's outcomes only leads to allowing the other to "win" the conflict;
- no concern for either side's outcomes leads to attempts to avoid the conflict.

In Western society, practitioners usually suggest that attempts to find mutually beneficial solutions lead to the most satisfactory outcomes, but this may not hold true for many Asian societies.

Several theorists detect successive phases in the development of conflicts.

Practitioners of nonviolence have developed many practices to solve social and political conflicts without resorting to violence or coercion.

Stages of conflict process

Conflict avoidance

Conflict escalation

De-escalation

Conflict analysis

Conflict management

Conflict resolution

Conflict transformation

Conflict resolution

Conflict resolution

Nicholson notes that a conflict is resolved when the inconsistency between wishes and actions of parties is resolved. Negotiation is an important part of conflict resolution, and any design of a process which tries to incorporate positive conflict from the start needs to be cautious not to let it degenerate into the negative types of conflict.

Tips For Managing And Resolving Life's Conflicts

Conflict is something that is unavoidable in life. And, conflict resolution is often stressful and sometimes frustrating. Conflict arises from differences and differing needs. It occurs whenever people disagree over their values, motivations, perceptions, ideas, or desires.

When conflict is mismanaged, it can harm relationships. But when conflict resolution is handled in a respectful and positive way, it can provide an opportunity for growth, resulting in a stronger bond between you and the people with whom you were in conflict. Try these conflict resolution tips to make it a more positive and less stressful event.

1. Recognize That We Have Choices In How We Handle Ourselves and our affairs. We can make a conscious choice how we want to respond we conflict arises.
2. Get Control Your Emotions. Never try to resolve a conflict when one of you is angry. Take a time out or agree to meet at a later time. If you need to vent did with a friend or someone else not involved in the current conflict. When discussing the conflict with the other side keep your emotions in check. Avoid put downs or name calling because these things can escalate a conflict and you want to prevent that from happening.
3. Focus On The Future. You can't change the past. Figure out who's to blame never resolved anything. Nor is figuring out who is right.

Resolutions always are future oriented. It is always about how things will be done differently in the future. Be constructive. Concentrate on what you want, not what you don't want.

4. Recognize Both Sides' Needs. Whenever we are confronted by a conflict, we have three sets of needs to be negotiated:

- a. Substantive needs have to do with the content of the conflict. It is often the problem that we feel needs to be resolved.
- b. Procedural needs involve the process of addressing these substantive needs. One example is ground rules which provide a process that can help ensure that all sides feel included and involved in a meaningful way.
- c. Psychological needs are usually the whys. They motivate what we want. They are powerful influences in our decision making processes. Some examples are respect, acknowledgement, control, security, or empowerment.

In any dispute, all three types of needs are present and must be addressed. If we are going to really try to build a meaningful agreement, we will need to understand how these various needs are present for each person in the situation.

5. Acknowledge the Validity of Both Sides' Needs. If the other person feels like you are acknowledging them and understanding them, then they will be much more likely to collaborate with you and work with you throughout the conflict resolution process. It is important to acknowledge that both parties' needs play important roles in the long-term success of most relationships, and each deserves respect and consideration.

6. Be As Objective As You Can. Make it a point to avoid assumptions, speculation and rumors by being as objective as you possibly can. You should aim to rely on your own personal experiences and observations or on what can be verified independently through documentation, evidence or credible witnesses. As you communicate with the other person, focus on and speak to their behaviors rather than your interpretation of their behaviors.

7. Give Them A Chance To Speak. Don't interrupt. Remember people don't need to get their way so much as they need to be heard and understood. When people get a chance to say what is on their mind, they experience what psychologists call catharsis (or cleansing). This cleansing helps to lower emotional energy and pave the way for a more productive dialogue.

8. Use a Structured or Formalized Process For Hot Topics. If you have to have an interaction based on a hot topic, it is best to follow a structured

process. Spontaneous discussions on these issues tend to lead to blowups whether intentional or not. If you make use of a process that is formalized, mediated or planned, you will be better able to focus your communications and defuse the tensions.

9. Keep Trying. If One Solution Does Not Get Results, Try Another.

If you can't resolve the conflict no matter how hard you try, agree to disagree. Realize that conflict doesn't have to end your relationship. People can get along even when they disagree.

If you need to reach agreement, get help. There are a variety of mediation and conflict resolution resources available in your company and community.

Conflict Resolution Tips

Although conflict is something that is unavoidable in our lives, conflict is quite full of opportunities. Still, conflict resolution is stressful and often frustrating without the right conflict resolution tips. If you want to commit yourself to conflict resolution, consider the conflict resolution tips below, which are designed to make sure that the process of conflict resolution is not only positive, but also completely equitable and fair as well.

Be Respectful

You need to strive to keep your interactions respectful towards the other parties in the conflict; even if you are feeling particularly stressed out, frustrated or hurt. You are going to want to avoid saying put downs, calling names, interrupting the other parties and so on, because these things can escalate a conflict and you want to prevent that from happening.

Control your Emotions

You need to be able to maintain control of your emotions, even when you are feeling particularly angry. Yelling and intimidating actions will benefit no one, so work on venting or redirecting your emotions elsewhere to avoid these harmful actions. This will help to create an environment that is safe for difference resolution, and is one of the best conflict resolution tips that you can follow.

Use a Structured Process for Hot Topic Interactions

If you have to have an interaction based on a hot topic, it would be wise to follow a structured process. Avoid creating spontaneous discussions on these issues if you want to prevent blowups that were unintended. If you make use of a process that is formalized, mediated or planned, you will be

better able to focus the communication, balancing the way that you communicate about more delicate issues at hand.

Understand Willingly

If other people involved in the process feel like you are acknowledging them and understanding them, then they will be much more likely to collaborate with you and work with you during the conflict resolution process. This will require that you focus on what is being communicated, empathizing with others rather than simply waiting for your chance to respond to them.

Communicate Openly and Honestly

If you hold back on the things that are actually concerning you, then the conflict resolution process will only be complicated or delayed. One of the biggest conflict resolution tips that you can keep in mind is to communicate honestly as well as openly at all times during the conflict resolution process.

Be as Objective as You Can

Make a point to avoid assumptions, speculation and rumors by being as objective as you possibly can. You should aim to rely on your own personal experiences and observations or on what can be verified independently through documentation, evidence or credible witnesses.

Be Constructive when Expressing Concern

Each of the parties involved in the conflict resolution will want to describe which of their needs are or are not being met. These concerns will be best received when they are constructive rather than being spoken in the form of demands for change or undue accusations.

Put Your Focus on the Future

Rather than focusing on the past blame, you should aim your attention toward the future by emphasizing changes that can be made rather than worrying about who was at fault for conflicts of the past. This will increase the chance of changing in positive ways, and therefore is one of the best conflict resolution tips that you can implement.

Meet All Needs

In searching for solutions, you should aim to meet the needs of everyone. Look for shared interests and try to find common ground in order to resolve any conflicts that are causing issues.

Managing and Resolving Conflict in a Positive Way

Conflict is a normal, and even healthy, part of relationships. After all, two people can't be expected to agree on everything at all times. Since relationship conflicts are inevitable, learning to deal with them in a healthy way is crucial. When conflict is mismanaged, it can harm the relationship. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between two people. By learning the skills you need for successful conflict resolution, you can keep your personal and professional relationships strong and growing.

The fundamentals of conflict resolution

Conflict arises from differences. It occurs whenever people disagree over their values, motivations, perceptions, ideas, or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem—a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness and intimacy.

Recognizing and resolving conflicting needs

If you are out of touch with your feelings or so stressed that you can only pay attention to a limited number of emotions, you won't be able to understand your own needs. If you don't understand your deep-seated needs, you will have a hard time communicating with others and staying in touch with what is really troubling you. For example, couples often argue about petty differences—the way she hangs the towels, the way he parts his hair—rather than what is really bothering them.

In personal relationships, a lack of understanding about differing needs can result in distance, arguments, and break-ups. In workplace conflicts, differing needs are often at the heart of bitter disputes. When you can recognize the legitimacy of conflicting needs and become willing to examine them in an environment of compassionate understanding, it opens pathways to creative problem solving, team building, and improved relationships. When you resolve conflict and disagreement quickly and painlessly, mutual trust will flourish.

Successful conflict resolution depends on your ability to:

Manage stress while remaining alert and calm. By staying calm, you can accurately read and interpret verbal and nonverbal communication.

Control your emotions and behavior. When you're in control of your emotions, you can communicate your needs without threatening, frightening, or punishing others.

Pay attention to the feelings being expressed as well as the spoken words of others.

Be aware of and respectful of differences. By avoiding disrespectful words and actions, you can resolve the problem faster.

Healthy and unhealthy ways of managing and resolving conflict

Conflict triggers strong emotions and can lead to hurt feelings, disappointment, and discomfort. When handled in an unhealthy manner, it can cause irreparable rifts, resentments, and break-ups. But when conflict is resolved in a healthy way, it increases our understanding of one another, builds trust, and strengthens our relationship bonds.

Unhealthy responses to conflict are characterized by:

- an inability to recognize and respond to matters of great importance to the other person;
- explosive, angry, hurtful, and resentful reactions;
- the withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment;
- the expectation of bad outcomes;
- the fear and avoidance of conflict.

Healthy responses to conflict are characterized by:

- the capacity to recognize and respond to important matters;
- a readiness to forgive and forget;
- the ability to seek compromise and avoid punishing;
- a belief that resolution can support the interests and needs of both parties.

Four key conflict resolution skills

The ability to successfully manage and resolve conflict depends on four key skills. Together, these four skills form a fifth skill that is greater than the sum of its parts: the ability to take conflict in stride and resolve differences in ways that build trust and confidence.

Conflict resolution skill 1: Quickly relieve stress

The capacity to remain relaxed and focused in tense situations is a vital aspect of conflict resolution. If you don't know how to stay centered and in control of yourself, you may become emotionally overwhelmed in challenging situations. The best way to rapidly and reliably relieve stress is

through the senses: sight, sound, touch, taste, and smell. But each person responds differently to sensory input, so you need to find things that are soothing to you.

Conflict resolution skill 2: Recognize and manage your emotions.

Emotional awareness is the key to understanding yourself and others. If you don't know how you feel or why you feel that way, you won't be able to communicate effectively or smooth over disagreements. Although knowing your own feelings may seem simple, many people ignore or try to sedate strong emotions like anger, sadness, and fear. But your ability to handle conflict depends on being connected to these feelings. If you're afraid of strong emotions or if you insist on finding solutions that are strictly rational, your ability to face and resolve differences will be impaired.

Conflict resolution skill 3: Improve your nonverbal communication skills. The most important information exchanged during conflicts and arguments is often communicated nonverbally. Nonverbal communication includes eye contact, facial expression, tone of voice, posture, touch, and gestures. When you're in the middle of a conflict, paying close attention to the other person's nonverbal signals may help you figure out what the other person is really saying, respond in a way that builds trust, and get to the root of the problem. Simply nonverbal signals such as a calm tone of voice, a reassuring touch, or a concerned facial expression can go a long way toward defusing a heated exchange.

Conflict resolution skill 4: Use humor and play to deal with challenges. You can avoid many confrontations and resolve arguments and disagreements by communicating in a playful or humorous way. Humor can help you say things that might otherwise be difficult to express without creating a flap. However, it's important that you laugh with the other person, not at them. When humor and play are used to reduce tension and anger, reframe problems, and put the situation into perspective, the conflict can actually become an opportunity for greater connection and intimacy.

Tips for managing and resolving conflict

Managing and resolving conflict requires emotional maturity, self-control, and empathy. It can be tricky, frustrating, and even frightening. You can ensure that the process is as positive as possible by sticking to the following conflict resolution guidelines.

Make the relationship your priority. Maintaining and strengthening the relationship, rather than "winning" the argument, should always be your

first priority. Be respectful of the other person and his or her viewpoint. Focus on the present. If you're holding on to old hurts and resentments, your ability to see the reality of the current situation will be impaired. Rather than looking to the past and assigning blame, focus on what you can do in the here-and-now to solve the problem.

Pick your battles. Conflicts can be draining, so it's important to consider whether the issue is really worthy of your time and energy. Maybe you don't want to surrender a parking space if you've been circling for 15 minutes. But if there are dozens of spots, arguing over a single space isn't worth it.

Be willing to forgive. Resolving conflict is impossible if you're unwilling or unable to forgive. Resolution lies in releasing the urge to punish, which can never compensate for our losses and only adds to our injury by further depleting and draining our lives.

Know when to let something go. If you can't come to an agreement, agree to disagree. It takes two people to keep an argument going. If a conflict is going nowhere, you can choose to disengage and move on.

Fair fighting: Ground rules

Remain calm. Try not to overreact to difficult situations. By remaining calm it will be more likely that others will consider your viewpoint.

Express feelings in words, not actions. Telling someone directly and honestly how you feel can be a very powerful form of communication. If you start to feel so angry or upset that you feel you may lose control, take a "time out" and do something to help yourself feel steadier.

Be specific about what is bothering you. Vague complaints are hard to work on.

Deal with only one issue at a time. Don't introduce other topics until each is fully discussed. This avoids the "kitchen sink" effect where people throw in all their complaints while not allowing anything to be resolved.

No "hitting below the belt." Attacking areas of personal sensitivity creates an atmosphere of distrust, anger, and vulnerability.

Avoid accusations. Accusations will cause others to defend themselves. Instead, talk about how someone's actions made you feel.

Don't generalize. Avoid words like "never" or "always." Such generalizations are usually inaccurate and will heighten tensions.

Avoid "make believe." Exaggerating or inventing a complaint - or your feelings about it - will prevent the real issues from surfacing. Stick with the facts and your honest feelings.

Don't stockpile. Storing up lots of grievances and hurt feelings over time is counterproductive. It's almost impossible to deal with numerous old problems for which interpretations may differ. Try to deal with problems as they arise.

Avoid clamming up. When one person becomes silent and stops responding to the other, frustration and anger can result. Positive results can only be attained with two-way communication.

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Questions and Assignments

- 1.What are the definitions of conflict?
- 2.Why do different definitions of conflict exist?
- 3.Why is a competition considered to be a main reason of conflicts?
- 4.Explain the following definitions: conflict as a situation, conflict as a type of behavior.
- 5.Why does a human nature include conflict? Give some arguments and examples
- 6.Why does not a human society exist without conflicts? Give some arguments and examples
- 7.To your mind, what is a significance of conflict in every day life?
- 8.What is positive and negative impact of conflict on a person and society? Give some arguments and examples
- 9.Give examples of interpersonal, role, intrapersonal, marital, group, organizational, workplace, social, international types of conflict.
- 10.What are the stages of a conflict?
- 11.What does healthy managing of conflict mean?
- 12.What rules of positive resolution of conflict do you know?
- 13.What should not person do in a conflict situation?

Literature and the Internet resources

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