Section 3. Management

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CONCEPTUAL MODEL OF CONFLICT MANAGEMENT IN AN ORGANIZATION

Abstract. The article reveals the problem of conflict management, gives the author's definition of the concept of "conflict management in an organization". The forms of conflict management and methods of conflict resolution are considered, and a general model of conflict management in an organization is developed.

Keywords: conflict, conflict management, organization, prevention, conflict diagnostics.

Conflict occupies a key place in the management of an organization due to the enormous organizational significance of its innovative, creative and destructive consequences, as well as due to the time costs associated with it. "Conflict management", "conflict resolution" and "conflict resolution" – all these terms are found in the literature on conflictology and, as a rule, are used by various authors to denote the process of completing a conflict interaction. Some authors of conflict literature in the content (structure) of their textbooks include a section (chapter, paragraph) on conflict management, others – on settlement, some – on resolution; there are also those that contain all the terms without exception.

All of the above speaks of the need to draw a precise boundary between these terms, to determine their place and role in the process of ending the conflict. One of the definitions of the term "conflict management" is interpreted as a conscious and purposeful activity in relation to the conflict, implemented at all stages of its development (emergence, escalation, completion) directly by the conflicting parties or by a third party in order to change the natural dynamics of the conflict.

In conflictology, there are two main stages of the conflict:

1. Prevention, consisting of symptoms, diagnosis, and prevention

2. Completion includes weakening, resolution, settlement, suppression, extinguishing, overcoming, suppression, and elimination of the conflict.

In addition, in the literature on conflictology, one can find a different definition of the term "conflict management", which is interpreted as a conscious influence on the conflict in order to achieve the desired results, which should be the result of settlement through the impact on the conflict, one way or other participating elements. According to the author, conflict management includes the following forms: "conflict prevention, conflict suppression, conflict resolution, conflict manipulation" [1].

Conflict management is a procedure of purposeful influence on the conflict situation from the moment of its inception to the resolution of the conflict, which consists of several stages: prevention, diagnosis, forecasting, settlement, and resolution. Thus, settlement and resolution, in accordance with

this interpretation, are forms of managing conflict interaction.

There are also many other definitions of the term "conflict management", which will be considered and analyzed in this article. Conflict management is interpreted as a directed influence on the procedure of conflict interaction in order to implement socially significant tasks. Conflict management consists of predicting, preventing, stimulating, stopping, suppressing, regulating, and resolving conflicts. It is conflict management that allows you to reduce the degree of confrontation between opponents, transfer it to an acceptable level of interaction and achieve your goals.

There is a similar definition of the term "conflict management", but it is noted that it consists of symptoms, diagnosis, prediction, prevention, resolution, settlement, mitigation, and prevention of conflict.

In addition, conflict management is interpreted as the ability to direct it in the direction necessary for the organization, achieve adjustments in the actions of participants in conflict interaction, increase the level of management, and make organizational adjustments. Allocate analysis, prevention, and conflict resolution as the main components of conflict management. However, conflict resolution in this definition is not singled out as a separate area, which is a distinctive feature of such an interpretation.

A more detailed formulation of the conflict interaction management process is a procedure of directed, predetermined by objective laws, influence on the dynamics with the aim of developing or destroying a particular social system in which a conflict has arisen. Considering the structure of conflict interaction management, forecasting, assessment, prevention, stimulation, regulation, and conflict resolution are singled out.

According to scientists, in the event of a conflict, it is necessary to predict and prevent a conflict situation. The need for conflict prevention arises in the process of understanding one of the subjects of the conflict, and in regulation – at the beginning of an open confrontation between the parties. The final

stage is a resolution when the conflict comes to an end. There is another formulation of the concept of "conflict management", which is interpreted as the ability of a leader to recognize a conflict situation, analyze it and implement actions to eliminate the conflict. There are four stages of conflict management: firstly, it is necessary to give an initial assessment of the conflict situation; secondly, to analyze the conflict and recognize its causes; thirdly, to identify ways to resolve the conflict; at the fourth stage, it is necessary to take and implement organizational measures.

The central component of conflict management is its diagnostics, which is able to reveal the causes of the conflict situation, the events of the emergence and formation of the conflict, the subjects of the conflict, the positions, and opinions of the participants in the conflict. It is these data that make it possible to determine the key elements of the conflict and its dynamics. Conflict forecasting is a directed impact of competent persons (bodies, groups of persons) who have sufficient awareness, level of knowledge, skills, and abilities and are able to diagnose and recognize a conflict in advance, as well as make a competent management decision in order to influence the current conflict and minimize negative impact and its speedy completion.

After analyzing the literature on conflictology, we can conclude that there are two fundamental aspects in the disclosure of the terms "conflict resolution" and "conflict resolution". Some authors find the difference between them in that the end of the conflict is the result of the joint efforts of the direct participants, and when regulating the conflict situation, in order to end it, a third party is involved, whose participation is possible both with the consent of the opponents and without their consent. Other researchers interpret conflict resolution as an activity aimed at the complete elimination of contradictions and problems between opponents and the normalization of relations between them, achieved both through joint efforts and through the involvement of a third party. Conflict resolution

involves its partial elimination, prior to the conflict resolution procedure, aimed at mitigating the negative impact of the confrontation, localizing and limiting the conflict, transforming the conflict interaction of opponents into other socially acceptable forms of interaction.

In the styles of conflict behavior, which are also referred to as models, strategies, and techniques of conflict behavior, one can distinguish common features. These include avoidance (withdrawal, avoidance), accommodation, coercion (confrontation), cooperation (consensus), and compromise. When avoiding, one of the parties purposefully seeks to avoid conflict interaction;

– adaptation is characterized by the refusal of one of the parties to enter into conflict relations and inaction in relation to the realization of their own goals;

– the participant in the conflict, who has chosen the strategy of coercion (competition, confrontation, rivalry, confrontation), sets as his goal the satisfaction of his own needs and desires;

– one of the most effective ways of conflict behavior is cooperation (consensus), in which there is a search for ways out of conflict interaction on mutually beneficial terms;

– in the case when the parties to the conflict, subject to mutual concessions, partially satisfy their own needs, such a style as a compromise manifests itself.

However, consensus and compromise are considered more preferable strategies for conflict behavior, but under certain conditions, evasion, accommodation, and confrontation can be effective. The choice of a conflict behavior strategy is directly dependent on the specific situation in which the conflict arose and proceeds, the importance of the object for opponents of their internal potential and resource endowment, as well as the ultimate goals of the conflicting parties. As a result of the regulation of the conflict, there is a compromise, and in its resolution – cooperation.

Conflict resolution consists of three stages:

I. Recognition of the conflict as a reality,

II. Institutionalization of the conflict

III. Legitimization of conflict

The prerequisites for conflict resolution are: a) Organization of the conflicting parties, b) Willingness to recognize the legitimacy of each other's demands and accept any result of the conflict settlement, c) Belonging of the conflicting parties to the same social community.

The technologies used in the process of conflict regulation are divided into four blocks: informational, communicative, socio-psychological, and organizational.

Conflict resolution consists of three stages: a) Diagnosis of the conflict, b) Choosing a conflict resolution method, c) Management impact and assessment of its readiness.

At the third stage of conflict resolution, there are three prerequisites necessary to start conflict resolution:

1. Sufficient maturity of the conflict;

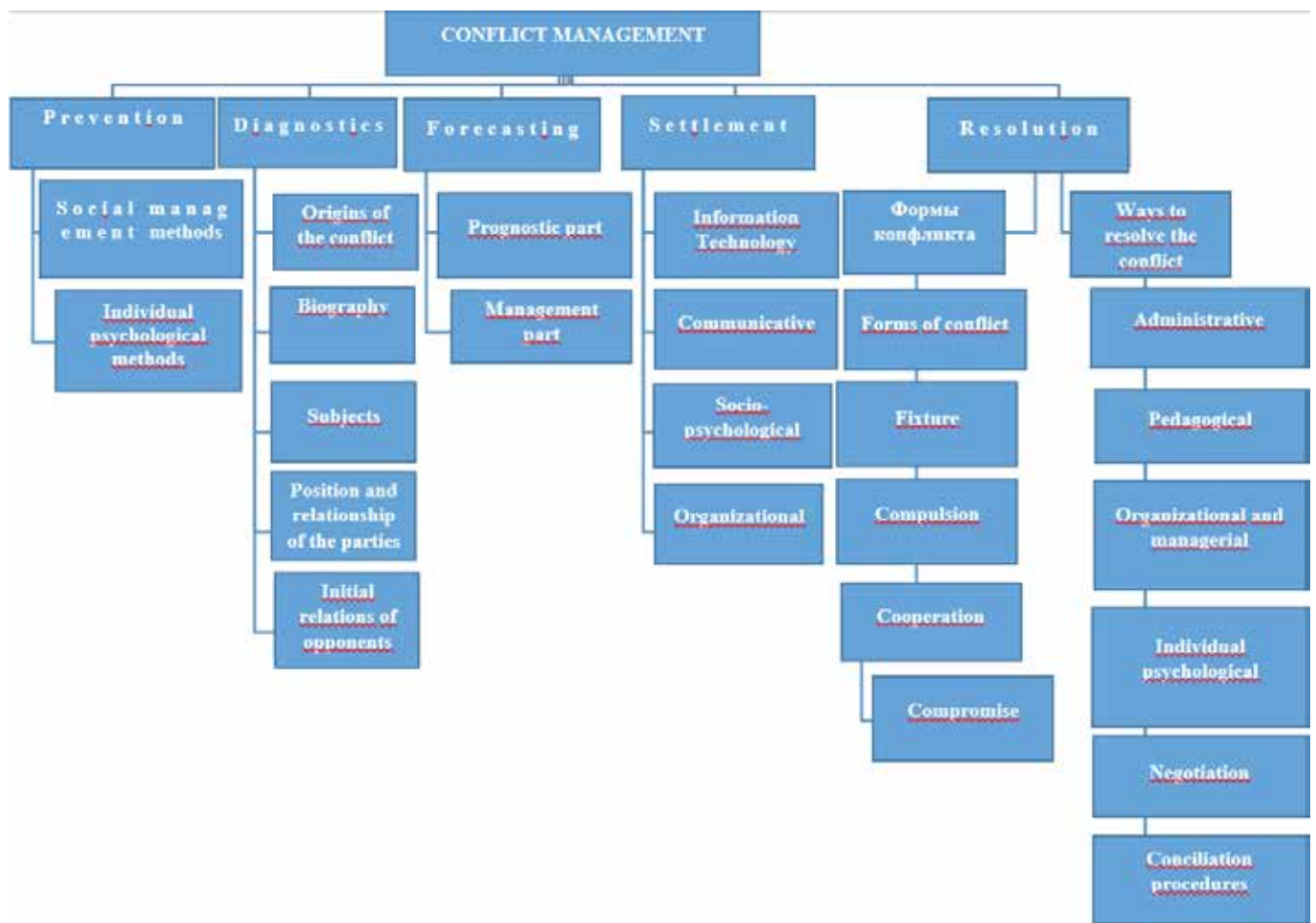2. Opponents must feel the need to resolve the conflict;

3. Sufficient amount of funds and resources to resolve the conflict among the conflicting parties.

Thus, we can conclude that it is necessary to start resolving the conflict after its settlement. "The forms of conflict resolution are the strategies of conflict behavior identified earlier: withdrawal, adaptation, confrontation, consensus, compromise.

In order to conduct conciliation activities, it becomes possible to participate in the conciliation procedures of a third party – a "facilitator". In addition, this term means the institution of mediation.

Mediation (mediation) is an intrusion of an outside disinterested party into the process of conflict interaction in order to find a compromise and satisfy the desires of both parties in order to resolve the conflict.

The conceptual model of conflict management in an organization can be represented in the following form, which is shown in the figure.

CONFLICT MANAGEMENT

Prevention — Social management methods — Individual psychological methods

Diagnostics — Origins of the conflict — Biography — Subjects — Position and relationship of the parties — Initial relations of opponents

Forecasting — Prognostic part — Management part

Settlement — Information Technology — Communicative — Socio-psychological — Organizational

Формы конфликта — Forms of conflict — Fixture — Compulsion — Cooperation — Compromise

Resolution — Ways to resolve the conflict — Administrative — Pedagogical — Organizational and managerial — Individual psychological — Negotiation — Conciliation procedures

Conclusion. Summing up, we can conclude that the rapid and complete resolution of conflict situations is a necessity for the organization since excessive aggravation of conflict contradictions and prolonged confrontation of opponents can lead the organization to a general crisis and disintegration.

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