MANAGEMENT OF CONFLICTS IN AN ORGANIZATION THROUGH BUSINESS COMMUNICATION

Halynska Anhelina
PhD of Economic Sciences, associate professor
Sumy National Agricultural University, Ukraine
ORCID ID: 0000-0002-0369-818X

Studying the basics of business communication from the point of view of psychological peculiarities of human communication.

Human communication is a multifaceted process studied by philosophy, sociology, general and social psychology, linguistics and other sciences.

In socio-psychological terms, communication is simultaneously an exchange of actions, deeds, thoughts, feelings, experiences, it is an appeal of an individual to himself, to his own soul, conscience, dreams. It is a process of education and self-education, a form of creativity that helps to identify and develop the best aspects of personality.

In the modern world, where there is constant communication with other people and a fast pace of life, the knowledge of effective business communication skills is an indispensable advantage. In revealing the essence of "business" communication, i.e. communication in the sphere of production, the three most general categories are usually distinguished: relations, reflections, activity (money).

Business communication contributes to the establishment and development of relations of co-operation and partnership between work colleagues, managers and subordinates, partners, rivals and competitors. It is impossible to name a specialist, let alone a manager, who could successfully work without knowing the basics of business communication.

In our country for a long-time business contact in the managerial sphere were reduced mainly to giving and fulfilling orders. This was the essence of the administrative command system. The possibility of entrepreneurial activity required from novice businessmen the ability to find partners, co-operate with them, contact with officials, i.e., actively communicate. Despite the fact that each of us is constantly communicating, the lack of business communication skills has repeatedly put in a difficult position even someone who is considered a professional in his field.

Business communication is a process of interrelation and interaction, in which there is an exchange of activities, information and experience that involves the achievement of a certain result, the solution of a particular problem or the realization of a certain goal.

Business communication can be divided into direct (direct contact) and indirect (when there is a spatial and temporal distance between partners).

The concept of "business communication" emphasizes the expediency and possibility of separating subjective desires and objective conditions in the process of personal interaction.

In the case of business communication, the desire to communicate is secondary to necessity. Compulsion is the main feature that distinguishes business communication from interpersonal communication.

Distinctive features of circumstances of business communication:

1.Commonality or goals or motives or activities.

2. Presence of common social space -time: organization, group, team.

3.Interconnectedness of participants - system of social roles and hierarchy of communication.

4.Regulation of forms of communication.

The specificity of business communication can be explained by the fact that it arises on the basis of and in relation to a certain type of activity associated with the production of a product or business effect. The parties of business communication act in formal (official) statuses that determine the necessary norms and standards (including ethical) of people's behavior.

A distinctive feature of business communication is that it does not have a self-contained meaning, is not an end in itself, but serves as a means to achieve some other goals. In the conditions of market relations, it is the maximization of profit.

Business communication is a process in which there is an exchange of business information and work experience; it involves achieving a certain result in joint work, solving a particular problem or realizing a certain goal. It is also psychological and physical contacts, exchange of emotions. The ability to build relationships with people, to find a certain approach to a particular person is necessary for everyone. It seems that communication is a completely uncomplicated process, because from early childhood people communicate with each other. However, communication includes many types, functions and directions. Psychology, philosophy, sociology, ethology, ethology and other sciences that contribute to the concept of "communication" are engaged in the study of certain aspects of communication.

Direct business communication has greater effectiveness, the power of emotional impact and suggestion than indirect, it directly operates social and psychological mechanisms.

In general, business communication differs from informal communication by the fact that in its process set a goal and specific tasks that require its solution. In business communication we cannot stop interacting with a partner. In ordinary friendly communication most often no specific tasks are set, no specific goals are pursued. Such communication can be terminated (at the will of the participants) at any moment.

The essence of business communication has a regulated (target) nature and is limited to the framework of a certain topic or range of issues. It is carried out, as a rule, in the course of business interaction, in an official, working environment, both in the form of direct personal contact and through technical means.

Business communication is divided into two types by the way information is presented: written and oral.

Written forms of business communication: Written forms of business communication include almost all documents, such as agreements and contracts, orders and orders, statements and explanatory notes, minutes and acts, regulations and instructions, reports and delivery notes, and many other official documents. To all this variety of "important papers" also have their own requirements. Everything should be written competently.

It is necessary to adhere not only to the business style, but also a clear, clear statement of the essence. All documents must necessarily have a tidy appearance, this will add "points" to their compiler.

Types of oral business communication: There are two types of oral business communication: monologic and dialogic.

Monologic: involves one person addressing another person in order to present information. A striking example of such communication are lectures and reports, greetings, information, and sales speeches.

Dialogical: this type of communication is based on oral contact between two or more people in order to achieve a desired result. The following forms of oral business communication are distinguished: business negotiations, business conversation, interview, meeting.

The most popular of the types of business communication are negotiations. Their advantage is the possibility of effective communication between the participants of the parties. Interlocutors can ask questions and immediately receive answers to them, discuss the topic of conversation and listen to the opinion of several people to obtain a mutually beneficial result.

It is also worth noting public speeches, reports and press conferences. This is one of the most difficult forms of business communication. In this case, the leading role has only one person - the speaker, who must have a good command of oratory, have the ability to present himself to a large audience. Manners of such a person should correspond to the audience, and speech should be clear and competent.

The main, most commonly used type of business communication is a contact business conversation, that is a dialogue of people "live", whether it is a communication between two heads of large enterprises or simple managers. After all, two well-mannered and competent people will always be able to agree.

Functions of business communication: All types of business communication have common basic functions: Communicative function of communication. Its role is to exchange information between

interlocutors. Interactive function of communication. This function serves to organize interaction between interlocutors (exchange of actions).

Functions and types of business communication: Perceptive function of communication. Means the process of cognition or perception of each other interlocutors through communication and in order to achieve a mutually beneficial result.

All these functions of business communication are so related to each other that practically do not meet separately. The role of each function depends on the goals set by the interlocutors before the start of any business conversation. To achieve great success in the business world, you need to be orientated in all its directions and keep your finger on the pulse. To do this, it doesn't hurt to master all types of communication in the business world, set clear goals and boldly move towards achieving them.

A business conversation is a verbal contact between business partners who have the necessary authority from their organizations and firms to establish business relationships, resolve business problems or develop constructive approaches to solving them.

The main task of a business conversation is to persuade the partner to accept specific proposals. The most important functions of a business conversation include:
- mutual communication of employees from the same business sphere;
- joint search, promotion and operational development of working ideas and ideas;
- control and co-ordination of already started business activities;
- maintaining business contacts;
- stimulation of business activity.

As a form of communication, business conversation is subject to all laws and rules - psychological and ethical interpersonal communication. At the same time, business conversation has its own peculiarities. They relate primarily to the structure and types of business conversation.

As the main stages of business conversation traditionally distinguish the following:
1. Preparation for a business conversation.
2. Establishing the place and time of the meeting.
3. The beginning of the conversation.
4. Stating the problem and conveying information.
5. Argumentation.
6. Parrying the interlocutor's remarks.
7. Making a decision and fixing an agreement.
8. Concluding a business conversation.
9. Analyzing the results of the business conversation.

Group forms of business communication. Along with dialogue communication, there are various forms of group discussion of business (service) issues. The most common forms are meetings and assemblies.

Management theory offers the following most general classification of meetings and assemblies according to their purpose. Informative interview. Each participant reports briefly to the supervisor, which avoids the filing of written reports and allows each participant to get a sense of the state of affairs in the institution.

Decision-making meeting. Coordination of the opinions of participants representing different departments, divisions of the organization to make a decision on a particular problem.

Creative meeting. The use of new ideas, development of promising areas of activity.

There are also a number of other classifications of meetings, including the sphere of application: in science - conferences, seminars, symposia, meetings of scientific councils; in politics - party congresses, plenums, meetings. According to the subject matter, there are technical, personnel, administrative, financial, etc. meetings.

Based on ethical and organizational approaches, American researchers distinguish dictatorial, autocratic, segregative, discussion and free meetings.

At a dictatorial meeting, the leader usually informs the attendees of his decision on certain issues or introduces the position or order of a superior organization. There is no discussion. Participants only ask questions.

An autocratic meeting is a type of dictatorial meeting. The leader asks the participants questions one by one and listens to their answers. Invitees are not allowed to express opinions about the positions of other participants.

A segregative meeting (segregation - Latin segregation, removal) consists of a report by the leader or a person appointed by the leader. Participants speak in the debate at the direction (choice) of the presiding officer.

A discussion meeting has a democratic character. There is a free exchange of opinions, after which the decision is taken by general voting with subsequent approval by the head or is taken by the head without voting, taking into account the opinions and proposals expressed.

Free meetings are held without a clearly defined agenda. Meetings are subject to a number of ethical requirements governing the relationship between supervisors and subordinates, as well as between its participants. Thus, it is ethically justified for a superior to invite participants to a meeting where an important issue is to be considered, not by telephone through a secretary, but in writing or in person. Respect for the audience is shown by creating at least a minimum of comfort (selecting a room in accordance with the number of participants, the necessary lighting, ventilation of the room, providing the opportunity to write down the necessary information, etc.).

The main element of an assembly or meeting is a discussion of the issues to be solved, the main purpose of which is the search for truth. The discussion is effective only if it is conducted in compliance with ethically oriented norms of people's behavior in the process of business communication.

The general principles governing the processes of business communication include:
1. interpersonality;
2. purposefulness;
3. continuity;
4. multidimensionality.

1. Interpersonality: interpersonal communication is characterized by openness and multidimensional interaction of people based on their personal interest in each other. Despite the predominantly business orientation, business communication inevitably has the character of interpersonal contact, contains a certain interpersonal radical. The implementation of business communication, in any case, is conditioned not only by a specific case or business issue under discussion, but also by the personal qualities of the partners, their attitude to each other. Therefore, business communication is inseparable from interpersonal contact.

2. Purposefulness: the purposefulness of business communication is multi-purpose. In the process of communication, along with the realized purpose, the information load is carried by the unconscious (underlying) purpose. Thus, for example, the speaker, informing the audience of statistical data, wants to outline the objective situation in the problem area. At the same time, perhaps, at an unconscious level, he has a desire to demonstrate his intellect, erudition and eloquence to the audience.

3 Continuity: once we are in the field of vision of a business partner, we initiate continuous business and interpersonal contact with him/her. Since communication includes both verbal and non-verbal elements, we are constantly sending behavioral messages to which the interlocutor attaches meaning and draws conclusions. Even a partner's silence or physical absence at a given moment is included in the act of communication if it is meaningful to the other person. This is because all our behavior informs us about something. It is a reaction to the situation and to the people around us.

4. Multidimensionality: in any situation of business interaction people not only exchange information, but also regulate their relationships in one way or another.

In the course of business communication at least two aspects of relationships can be realized:
1) maintenance of business contact, transfer of business information;
2) transfer of emotional attitude to the partner (positive or negative), which is present in any interaction. Business communication, as a rule, consists of the following stages:
- familiarization with the issue to be solved and its presentation;
- clarification of the factors influencing the choice of a decision;
- choosing a solution; - making a decision and communicating it to the interlocutor.

The key to the success of a business conversation is the competence, tactfulness and friendliness of its participants. An important element of both business and social conversation is the ability to listen to the interlocutor.

Business communication is an interaction between people aimed at achieving a certain goal or a necessary result. As a rule, this interaction takes place in a business environment, and takes the form of negotiations, a call on the carpet to the boss, discussion of new ideas or development strategy, etc. A distinctive feature of this type of communication is that personal relations do not play a decisive role. No matter how the partners treat each other personally, but when negotiating they are obliged to come to a common agreement. Otherwise, the transaction will not take place, which is not necessary for either party.

Psychologists and researchers of this type of communication highlight various aspects of business communication that affect the effectiveness of achieving the result. As is known, any interaction between people occurs through two channels: verbal and non-verbal. Psychological aspects mainly concern non-verbal channels - facial expressions, gestures, general psychological state of a person, etc.

The main rule that should be observed in the process of business communication is to use non-verbal signs to get the interlocutor to come to you. Open posture, direct eye-to-eye contact, confident speech and gestures, all this makes a favorable impression on the interlocutor and increases the chances of success.

On the other hand, you need to be able to recognize non-verbal signals from the interlocutor and use them to your advantage. This weapon is always used by experienced negotiators.

Gender aspect of business communication. Separately distinguish such an aspect of business interaction as the gender characteristics of a person. This aspect suggests that the process of communication with women is very different from the same process with men. This is due to the different psychological features of the personality inherent in the different sexes. Considering the gender aspect of communication can be more successful than ignoring them completely. For example, knowing that men tend to be task-orientated, when talking to them, it is better to focus on achieving the goal. When talking to a woman, it is better to focus more on the specifics of the process, the small details, and the benefits that will accrue to everyone involved if a positive solution is reached.

Ethical aspects of business communication. The aspects discussed above are very important and should be remembered and taken into account. However, one should not forget about the ethical side of relations between people. No matter how neat a person looks, no matter how confidently he or she expresses himself or herself, but if his or her interlocutor feels discomfort and negativity, it is unlikely that the dialogue will end positively. The main principles of ethical behavior in business circles are: responsibility, punctuality, literacy, benevolence, etc.

In psychological terms, communication interaction is at the same time an exchange of actions, thoughts, emotional experiences, feelings and orientation of individuals to themselves, their own soul, conscience, dreams.

Business communication can be considered a process that is based on education and self-education. It is a form of personal creativity, contributing to the identification and development of the best aspects of the individual's personality. The most important feature of business communication is that you need to be able to build relationships with different people, achieving maximum efficiency of business contacts.

The specificity of business communication is due to the fact that it arises on the basis of and in relation to a certain type of activity associated with the production of a product or business effect. The parties to business communication act in formal (official) statuses that define the necessary norms and standards (including ethical) of human behavior.

Like any kind of communication, business communication has a historical character, manifests itself at different levels of the social system and in different forms. Its distinctive feature is that it does not have a self-contained meaning, is not an end in itself, but serves as a means to achieve some other goals. In the conditions of market relations, it is to maximize profit.

Paying attention to the above aspects, anyone will increase their chances of success, whether in business or at work. Professional skills are of course important, but the ability to communicate with people allows you to show your abilities more vividly and to reveal your potential to the fullest. Based

on all the above I can conclude that mastering business communication skills is essential for future business people: managers, economists and others. It is not easy as it seems, but it is not difficult either. These skills can play an important role in the future when making a deal or signing a contract. Therefore, I believe that we all still have a lot to learn in order not to get lost in our professional activities in the future.

The main stages of a business conversation. Conducting the negotiation process. The ability to behave properly with people is one of the most important, if not the most important, factor determining the chances of success in business, official or entrepreneurial activity. Dale Carnegie noticed back in the 30s that the success of a person in his financial affairs, even in the technical sphere or engineering, depends on his professional knowledge by fifteen per cent and on his ability to communicate with people by eighty-five per cent. In this context, the attempts of many researchers to formulate and substantiate the basic principles of ethics of business communication or, as they are more often called in the West, the precepts of personal public relation (very roughly translated as "business etiquette") are easily understandable. Jen Yager in her book "Business Etiquette: How to Survive and Succeed in the Business World" identifies the following six basic principles:

1. Punctuality (do everything on time). Only the behavior of a person who does everything on time is normative. Tardiness interferes with work and is a sign that a person cannot be relied upon. The principle of doing everything on time applies to all work assignments. Experts who study the organization and allocation of working time recommend adding an extra 25 per cent to the time you think is required to complete the work assigned.

2. Confidentiality (don't talk too much). Secrets of an institution, corporation, or a particular transaction should be kept as carefully as secrets of a personal nature. Nor is there any need to recount to anyone what you have heard from a co-worker, supervisor, or subordinate about their work or personal life.

(3) Courtesy, helpfulness and friendliness. In all situations, it is necessary to behave in a courteous, friendly, and helpful manner with customers, clients, customers, buyers, and co-workers. This does not mean, however, that it is necessary to be friends with everyone with whom you have to interact in the course of your duties.

4. Attention to others (think of others, not just yourself). Attention to others should extend to co-workers, supervisors and subordinates. Respect the opinion of others, try to understand why they have this or that point of view. Always listen to criticism and advice from colleagues, superiors and subordinates. When someone questions the quality of your work, show that you value the considerations and experience of others. Self-confidence should not prevent you from being humble.

5. Appearance (dress appropriately). The main approach is to fit in with your work environment, and within that environment, with the contingent of employees at your level. You need to look your best, i.e., dress tastefully, choosing a color scheme to match your face. Carefully chosen accessories are important.

6. Literacy (speak and write in good language). Internal documents or letters sent outside the institution should be written in good language and all proper names should be conveyed without error. No profanity should be used. Even if you are merely quoting another person's words, they will be seen by others as part of your own vocabulary.

Business (official) communication, depending on the circumstances, can be direct and indirect. In the first case, it takes place at direct contact of the subjects of communication, and in the second case - with the help of correspondence or technical means. Both in the process of direct and indirect communication various methods of influence or impact on people are used. Among the most used of them are the following - persuasion, suggestion, coercion.

Persuasion - influence by means of evidence, logical ordering of facts and conclusions. It implies confidence in the rightness of one's position, in the truth of one's knowledge, in the ethical justification of one's actions. Persuasion is a non-violent and therefore morally preferable method of influencing communication partners.

Suggestion, as a rule, does not require evidence and logical analysis of facts and phenomena to influence people. It is based on a person's faith, which develops under the influence of authority, social

status, charm, intellectual and volitional superiority of one of the subjects of communication. The power of example plays a major role in suggestion, causing conscious copying of behavior, as well as unconscious imitation.

Coercion is the most violent method of influencing people. It involves the desire to force a person to behave contrary to his wishes and beliefs, using the threat of punishment or other influence that can lead to undesirable consequences for the individual. Coercion can only be ethically justified in exceptional cases. The choice of method of influencing people is influenced by various factors, including the nature, content and situation of communication (usual, extreme), social or official position (powers) and personal qualities of the subjects of communication.

Dialogue communication: A business conversation, as a rule, consists of the following stages: familiarization with the issue being resolved and its presentation; clarification of factors influencing the choice of solution; choice of solution; making a decision and communicating it to the interlocutor. The key to the success of a business conversation is the competence, tact and friendliness of its participants. An important element of both business and small talk is the ability to listen to your interlocutor. "Communication is a two-way street. To communicate, we must express our ideas, our thoughts and our feelings to those with whom we communicate, but we must allow our interlocutors to also express their ideas, thoughts and feelings." Questions regulate the conversation. To understand the problem, it is advisable to ask open-ended questions: what? Where? When? How? For what? – to which it is impossible to answer "yes" or "no", but requires a detailed answer outlining the necessary details. If there is a need to specify the conversation and narrow the topic of discussion, then ask closed questions: should I? was there? is there? will it? Such questions require a one-word answer.

There are certain general rules that it is advisable to adhere to when conducting conversations in a business and informal setting. Among them, the following are the most important. You need to speak in such a way that each participant in the conversation has the opportunity to easily enter into the conversation and express their opinion. It is unacceptable to attack someone else's point of view with vehemence and impatience. When expressing your opinion, you cannot defend it by getting excited and raising your voice: calmness and firmness in intonation are more convincing. Grace in conversation is achieved through clarity, precision and conciseness of the arguments and considerations expressed. During the conversation, it is necessary to maintain composure, good spirits and goodwill. Serious controversy, even if you are confident that you are right, has a negative impact on mutually useful contacts and business relationships. It must be remembered that after a dispute there is a quarrel, after a quarrel - enmity, after enmity - the loss of both opposing sides. Under no circumstances should you interrupt the speaker. Only in extreme cases can a remark be made with all possible forms of politeness. A well-mannered person, interrupting the conversation when a new visitor entered the room, will not continue the conversation until he briefly acquaints the newcomer with what was said before his arrival. It is unacceptable in conversations to slander or support slander against those who are absent. You cannot enter into a discussion of issues about which you do not have a sufficiently clear understanding. When mentioning third parties in a conversation, you must call them by their first name and patronymic, and not by their last name. A woman should never call a man by his last name.

It is necessary to strictly ensure that tactless statements are not allowed (criticism of religious views, national characteristics, etc.). It is considered discourteous to force your interlocutor to repeat what was said under the pretext that you did not hear some details. If another person speaks at the same time as you, give him the right to speak first. And lastly, an educated and well-mannered person is recognized by his modesty. He avoids boasting about his knowledge and acquaintances with people in high positions.

Group forms of business communication: Along with dialogue communication, there are various forms of group discussion of business (office) issues. The most common forms are meetings and meetings. Management theory offers this most general classification of meetings and conferences according to their purpose.

Informational interview. Each participant briefly reports on the state of affairs to the supervisor, which avoids filing written reports and allows each participant to gain an understanding of the state of affairs in the institution.

Meeting to make a decision. Coordinating the opinions of participants representing different departments and divisions of the organization to make a decision on a specific problem. Creative meeting. Using new ideas, developing promising areas of activity. There are a number of other classifications of meetings, including by scope: in science - conferences, seminars, symposia, meetings of scientific councils; in politics - party congresses, plenums, rallies.

Meetings can be divided into technical, personnel, administrative, financial, etc. by topic. Based on ethical and organizational approaches, American researchers distinguish between dictatorial, autocratic, segregative, deliberative and free meetings. At a dictatorial meeting, the leader usually informs those present of his decision on certain issues or introduces the position or order of a higher organization. There are no discussions. Participants only ask questions.

An autocratic meeting is a type of dictatorial meeting. The leader asks the participants questions one by one and listens to their answers. Invitees do not have the right to express opinions regarding the positions of other participants.

A segregation meeting (segregation - Latin separation, removal) consists of a report by the head or a person appointed by him. Participants speak in the debate at the direction (selection) of the presiding officer.

The discussion meeting has a democratic character. There is a free exchange of opinions, after which the decision is made by general vote, followed by approval by the manager, or adopted by the manager without voting, taking into account the opinions and proposals expressed. Free meetings are held without a clearly defined agenda.

Meetings are subject to a number of ethical requirements that govern the relationship both between superiors and subordinates, and between its participants. Thus, it would be ethically justified on the part of the boss to invite participants to a meeting at which an important issue is planned to be considered, not by telephone through a secretary, but in writing or in personal communication. Respect for the audience is manifested in creating at least a minimum of comfort (selection of a room in accordance with the number of participants, necessary lighting, ventilation of the room, provision of the ability to record the necessary information, etc.). The main element of a meeting or conference is a discussion on the issues being resolved, the main goal of which is the search for truth.

The discussion is effective only if it is conducted in compliance with ethically oriented norms of human behavior in the process of business communication. Thus, I. Braim notes that in a discussion it is necessary to respect the opinions of others, even if at first glance it seems absurd. In order to understand someone else's opinion, first of all, you need to be patient, mobilize your attention and listen to him; - it is necessary to stick to one subject of dispute. You cannot turn a discussion into a conflict. In a dispute, you need to look for points of convergence of opinions and judgments, strive to find common solutions. This does not mean giving up your opinion while you are confident that you are right; however, it is useful to question the correctness of your position. In any heated discussion: - you cannot use swear words and categorical statements (this is wrong, this is nonsense, you speak nonsense, etc.), and irony and sarcasm, although allowed, must be used without insulting or humiliating opponents;

- the main weapon in the discussion is facts and their conscientious interpretation;
- admit that you are wrong;
- show nobility: if your opponents are defeated in a discussion, give them the opportunity to save their reputation, do not gloat about their defeat.

Business conversations and negotiations: Negotiations are the basis for resolving disagreements and conflicts. In political, entrepreneurial, commercial and other areas of activity, business conversations and negotiations play an important role. Not only individual researchers, but also special centers study the ethics and psychology of negotiation processes, and negotiation techniques are included in training programs for specialists in various fields. Business conversations and negotiations are carried out in verbal form (English verbal - verbal, oral). This requires participants in communication not only to be literate, but also to follow the ethics of verbal communication.

In addition, what gestures and facial expressions we use to accompany speech (non-verbal communication) plays an important role. Knowledge of non-verbal aspects of communication acquires particular importance when conducting negotiation processes with foreign partners representing other cultures and religions.

Ethics and psychology of business conversations and negotiations. Business conversation involves the exchange of opinions and information and does not imply the conclusion of contracts or the development of binding decisions. It can be independent, precede negotiations or be an integral part of them.

Negotiations are more formal, specific in nature and, as a rule, involve the signing of documents defining the mutual obligations of the parties (agreements, contracts, etc.). The main elements of preparation for negotiations: determining the subject (problems) of negotiations, searching for partners to solve them, understanding your interests and the interests of partners, developing a plan and program for negotiations, selecting specialists for the delegation, solving organizational issues and preparing the necessary materials - documents, drawings, tables, diagrams, samples of offered products, etc. The course of negotiations fits into the following scheme: beginning of a conversation - exchange of information - argumentation and counter-argumentation - development and decision-making - completion of negotiations.

The first stage of the negotiation process can be an introductory meeting (conversation), during which the subject of negotiations is clarified, organizational issues are resolved, or a meeting of experts that precedes negotiations with the participation of leaders and members of delegations. The success of negotiations as a whole largely depends on the results of such preliminary contacts. Six basic rules for establishing relations between partners in preliminary negotiations and recommendations for their implementation, offered by American experts, deserve attention. These rules, by the way, retain their significance during negotiations.

1. Rationality. It is necessary to behave with restraint. Uncontrolled emotions negatively affect the negotiation process and the ability to make reasonable decisions.

2. Understanding. Inattention to the partner's point of view limits the possibility of developing mutually acceptable solutions.

3. Communication. If your partners do not show much interest, still try to consult with them. This will help maintain and improve relationships.

4. Credibility. False information weakens the strength of argumentation and also adversely affects reputation.

5. Avoid a mentoring tone. It is unacceptable to lecture your partner. The main method is persuasion.

6. Acceptance. Try to accept the other side and be open to learning something new from your partner. The most optimal days for negotiations are Tuesday, Wednesday, Thursday. The most favorable time of the day is half an hour to an hour after lunch, when thoughts about food do not distract from solving business issues. A favorable environment for negotiations can be created, depending on the circumstances, in your office, a partner's representative office or on a neutral territory (conference room, hotel room suitable for negotiations, restaurant hall, etc.). The success of negotiations is largely determined by the ability to ask questions and receive comprehensive answers to them. Questions are used to control the progress of negotiations and clarify the opponent's point of view. Asking the right questions helps you make the decision you want.

There are the following types of questions.

Information questions are designed to collect information that is necessary to form an idea about something.

Test questions are important to use during any conversation to find out whether your partner understands you. Examples of control questions: "What do you think about this?", "Do you think the same as I do?". Directing questions are necessary when you do not want to allow the interlocutor to force you into an undesirable direction of the conversation. With the help of such questions, you can take control of the negotiations and direct them in the direction you want.

Provocative questions allow you to establish what your partner really wants and whether he understands the situation correctly. To provoke means to challenge, to incite. These questions can start like this: "Are you sure that you can...?", "Do you really think that...?"

Alternative questions provide the interlocutor with a choice. The number of options, however, should not exceed three. Such questions require a quick answer. Moreover, the word "or" is most often

the main component of the question: "Which discussion period suits you best - Monday, Wednesday or Thursday?"

Confirmatory questions are asked to reach mutual understanding. If your partner agreed with you five times, then he will also give a positive answer to the decisive sixth question. Examples: "Are you of the same opinion that...?", "Surely you are glad that...?"

Counter questions are aimed at gradually narrowing the conversation and leading the negotiating partner to a final decision. It is considered impolite to answer a question with a question, but counter-questioning is a skillful psychological technique that, when used correctly, can provide significant benefits. Introductory questions are designed to identify the interlocutor's opinion on the issue under consideration. These are open questions that require a detailed answer.

For example: "What effect are you hoping for when making this decision?" Orientation questions are asked to determine whether your partner continues to adhere to previously expressed opinions. For example: "What is your opinion on this point?", "What conclusions did you come to?"

Unipolar questions involve the interlocutor repeating your question as a sign that he understands what is being said. At the same time, you make sure that the question is understood correctly, and the answerer gets time to think about the answer. Negotiation-opening questions are essential for effective and engaged discussion. Negotiating partners immediately develop a state of positive expectation. For example: "If I offer you a way to quickly solve a problem... without risking anything, will you be interested?"

Closing questions are aimed at a speedy positive conclusion of the negotiations. In this case, it is best to first ask one or two confirming questions, always accompanied by a friendly smile: "Was I able to convince you of the benefits of this offer?", "Are you convinced how simply everything is solved?" And then, without an additional transition, you can ask a question concluding the negotiations: "Which time of implementation of this proposal suits you better - May or June?" Successful business conversations and negotiations largely depend on partners' compliance with such ethical standards and principles as accuracy, honesty, correctness and tact, the ability to listen (attention to other people's opinions), and specificity.

Accuracy. One of the most important ethical standards inherent in a business person. The terms of the agreement must be observed to the minute. Any delay indicates your unreliability in business.

Honesty. It includes not only fidelity to accepted obligations, but also openness in communication with a partner, direct business answers to his questions. Correctness and tact. Does not exclude persistence and energy in negotiations while maintaining correctness. Factors that interfere with the flow of the conversation should be avoided: irritation, mutual attacks, incorrect statements, etc.

The ability to listen. Listen carefully and with concentration. Don't interrupt the speaker.

Specificity. The conversation should be specific, not abstract, and include facts, figures and necessary details. Concepts and categories must be agreed upon and understandable to partners. Speech should be supported by diagrams and documents. And lastly, a negative outcome of a business conversation or negotiation is not a reason for harshness or coldness at the end of the negotiation process. The farewell should be such that, with a view to the future, it allows you to maintain contact and business ties.

Psychological interaction of team members in the process of communication. In the process of communication in a team, a kind of common bank of ideas, methods and techniques for solving specific problems is created, which are used in joint activities to solve new problems. It must be emphasized that business communication contributes not only to the solution of purely utilitarian problems, but also to the spiritual mutual enrichment of those communicating, because "it is in the process of joint activity and communication that both the professional and social capacity of each individual person is most clearly manifested."

Depending on the degree of a person's involvement in a relationship, there are three types:

· social-role communication, during which the individual learns social norms;

· business communication that unites people on the basis of common activities, common interests of the business;

· intimate and personal communication, which presupposes special psychological closeness, empathy for a communication partner, and penetration into his inner world.

To facilitate the establishment of psychological contact with another person, the employee should take into account what kind of communication he is striving for and what level of understanding is expected on his part. The ability to choose the type and manner of communication, to bring the expression of one's emotions and one's behavior into line with them, as well as with the behavior of other people, is one of the necessary conditions for the fruitfulness of business relationships in a team. The behavior of participants in joint activities is determined by their objective interdependence, which constitutes a necessary condition for any interaction. But in order for cooperation to be established, complete and comprehensive information is needed about the conditions, tasks, methods of solving assigned tasks and other circumstances related to achieving a common goal.

Complete information about the operating conditions stimulates cooperation and the desire to help each other. It is especially important for the manager to intensify business communication in the team. In this case, it is necessary to take into account the personal qualities of employees, since each of them will be more willing to make any concessions if he is confident that in other cases his colleagues will take into account his point of view and take into account his interests. It is only important to objectively take into account the interests of each employee, try to take his place, look at the state of affairs through his eyes in order to understand whether the proposed way to solve the problem does not contradict his interests.

So, in joint activities you need:

1. sincere cooperation;

2. awareness of everything related to achieving the goal;

3. optimal behavior style.

What determines the effectiveness of interaction between a manager and subordinates? How does this interaction manifest itself in the process of business communication?

A manager usually enters into management communication to:

Ø give an order, instruction, recommend something, advise;

Ø receive "feedback", i.e. control information from a subordinate about the completion of the task;

Ø give an assessment of the performance of the task by one or another subordinate. At the same time, the leader strives to:

Ø to influence the subordinate in order to make him a like-minded person in questions about the ways to most successfully achieve their common goal;

Ø to induce him to certain actions and actions or to abstain from them;

Ø change or adjust your ideas about ways to solve the problems facing the team.

At each stage of managerial communication, the manager has a different psychological impact: by giving orders, he largely predetermines the behavior of the subordinate; receiving information about the progress of the work, he interacts with it.

When the actions and deeds of a leader correspond to the system of social expectations, his authority in the eyes of his subordinates increases, and he quickly and easily exerts an effective influence on them, without taking advantage of his official advantage. However, any team does not consist of absolute like-minded people, and contradictory ideas about what is permissible and unacceptable will inevitably arise within it. And then the leader will certainly be faced with the difficult task of determining which forces to focus on first. A strong-willed leader will solve such a problem easily and quickly, although it may not be entirely true. But an overly reflective boss always runs the risk of finding himself in a state of conflict with himself, which his subordinates will very soon sense and will not fail to take advantage of.

It will not be a big discovery to say that in communication everyone wants to be understood, but not everyone strives to understand the other, and often it is the strong-willed leader who turns out to be so "unintelligible", who is not very concerned about accepting all the arguments of his subordinates, but simply imposes his will on them, suppressing them with the "authority of the chair." This leadership style is known to be called authoritarian. This leadership style can now be considered outdated, because,

as has been confirmed a thousand times by world practice, it sharply reduces the effectiveness of business communication. Indeed, an authoritarian personality, even in its best version, listening to the arguments of subordinates and almost accepting them, still, out of false ambitions, cannot abandon his previous orders. In such cases, psychologists say that the leader cannot "join" his opponent. What does "join" mean? Joining is not just joining a fun company while remaining essentially disconnected from it. No, joining in the psychological sense is always something much more. Affiliation in a psychological sense is a spiritual interaction, a sincere search for spiritual harmony in relationships with a partner in a team.

Manipulative methods of influence and protection from them: Manipulation (from Latin manus, manipulus - hand, handful) is one of the types of business communication that a manager may encounter; This is the hidden control of a person's consciousness and behavior, a type of influence used in the communication process, which is used to achieve a one-sided gain by inducing a communication partner to perform certain actions. Carrying out manipulation requires a certain level of skill. Manipulation differs from such outwardly similar forms of psychological influence as psychotherapy, education, social management, including industrial management, in the following features:

• desire to achieve one-sided gain;

• hidden nature of psychological intrusion;

• a sharp discrepancy between the declared and true goals of interaction;

• the possibility of implementation not only consciously, purposefully, but also spontaneously, unconsciously.

Unfortunately, old methods of manipulating human consciousness and behavior are still used today, especially in business and politics.

The psychological basis of manipulation is a property of the human psyche known as the phenomenon of suggestion. Its manifestations can be quite spectacular. Thus, the phenomenon of a "suggested burn" is known, when a person is told that he is about to be touched with a hot object, and although they are touched with a cold object, at this place the person actually gets a burn, actually caused solely by the power of suggestion and corresponding experiences.

In psychology, suggestion is defined as a phenomenon of influence, which is based on a person's uncritical perception of incoming information.

Suggestion, like persuasion, is aimed at removing peculiar protective filters that stand in the way of new information and protect a person from misconceptions and mistakes. However, unlike persuasion, suggestion involves the assimilation of a message by the object of suggestion without requiring evidence of its truth.

During suggestion, the words spoken by the subject of suggestion evoke exactly those ideas, images, and sensations that he wants. Moreover, the clarity and unconditionality of these ideas require action with the same necessity as if these ideas were obtained through direct observation.

If accepted without proper critical reflection, the behavior instilled in a person may not be consistent with his beliefs, habits, and inclinations. While persuasion, being a predominantly intellectual influence, appeals mainly to the experience of the listener; suggestion, which is of an emotional-volitional nature, is based on faith or trust.

The degree of suggestibility of an individual is determined by the level of development of his personality, willpower, as well as the characteristics of interpersonal relationships in the group, in particular the attitude towards the subject of suggestion. Most often, an uncritical attitude to information occurs if it comes from a person who is authoritative for the object of suggestion, for example, a group leader.

It is also recognized that in countries with a totalitarian or authoritarian regime, the degree of critical attitude of people towards information received to them, whether rumors or media reports, is generally much lower than in liberal democratic states. This is due to the fact that many areas of social life in non-democratic societies are closed to criticism. Attitudes towards limiting criticism in any area inevitably affect the general level of criticism of those who are brought up in these conditions.

In the modern world, the use of manipulative methods in various areas of economic and social life is becoming increasingly important. And it led to the emergence of a special psychotype, which the famous French philosopher Herbert Marcuse called a "one-dimensional person."

This person is completely subordinate to management, spares no effort, time and health to achieve corporate goals and his career; he is ready to do anything to fulfill the demands of his superiors.

The attractiveness of manipulation for some managers is due to the fact that its use provides the manipulative manager with the opportunity to gain the appearance of certain achievements:

• obedience of workers is achieved while maintaining objective contradictions between them and the owner of the enterprise;

• acute conflicts between employees and the management of the organization are muffled;

• faith in the correctness of management decisions temporarily increases;

• it becomes possible to manage an enterprise without spending time and effort convincing employees of the correctness of the chosen goals and methods;

• the physical and intellectual resources of employees are completely subordinated to the interests of owners and management.

This leadership system is implemented most strictly in Japan. It is no coincidence that the Japanese management model is called "economic totalitarianism." One of the major Japanese managers admits: "We Japanese extend intra-company management to 24 hours a day." From the point of view of modern effective management, a manipulative system is incompatible with humane management that respects the human personality. The massive use of these methods can cause the emergence of a new form of informational financial and industrial totalitarianism in society.

There are a number of general recommendations for self-defense from manipulative influences:

• understand the psychological essence of manipulation techniques that use the complexity and multidimensionality of the human psyche, which includes not only an intellectual, but also an emotional component. These components of the human psyche, although connected, can function independently of each other: feelings can sometimes prevail over reason. This is precisely what manipulators take advantage of - this is why, in particular, illiterate fortune tellers deceive people much more educated than them, often defrauding them of considerable sums;

• form a firm belief in the futility of using manipulation techniques in management activities. Of course, these techniques can bring some temporary benefits to the manipulative leader, but this tactic is futile. In the end, it will either lead to the establishment in the minds of employees of a feeling of deep apathy, indifference to the matter, or, conversely, to indignation and active protest, a rebellion against this style of leadership;

• you need to master some psychoprotection techniques well. First of all, you need to learn to recognize attempts to use manipulative techniques: overly generous promises, demands for immediate decision-making, rapid speech rates and other evidence of psychological pressure. After this, you should postpone making a final decision and carefully consider the feasibility of the proposals put forward. Finally, without entering into further discussion, you must resolutely refuse further contact with the manipulator.

The most important aspect of business communication, a reliable means of resisting manipulations of various kinds, is communication based on the collection and transmission of objective information. We should dwell on this most important component of communication in a little more detail.

Conflict in management activities; social role of conflict, its causes and forms.

Conflict (from Latin conflictus - clash) - a clash of opposing interests, views, aspirations; serious disagreement; a dispute that threatens complications. With a huge variety of conflicts - from children's quarrels to world wars - their causes and forms of occurrence have much in common. Most often, conflict is assessed by people negatively, as a phenomenon that interferes with business and causes harm to health. This is where conflictophobia arises, the fear of any conflict.

However, in reality, conflict is a complex, multifaceted phenomenon. Conflicts, if properly managed, can benefit both business and people, improve relationships, i.e. have positive consequences. With an experienced leader, conflicts can become a means of managing people, groups, and raising the level of the organization. Therefore, today in management theory, conflicts are regarded as a necessary

and natural element, as a norm of life for an organization; they are not seen only as negative phenomena. The causes of conflict are usually considered to be conflicting interests, unmet needs, lack, shortage of something, and not just something material. Of course, these may also be unmet material needs, such as unpaid wages. But there may also be pointless, internal, psychological reasons that cause conflicts, which are especially difficult to resolve and often end tragically.

The set of causes of conflicts is called conflictogens. The difficulty of regulating conflicts is also due to the fact that among the causes that give rise to them, the irrational, unconscious component, motives, and feelings are often very strong, often vaguely recognized by the participants in the conflict themselves.

Sometimes a conflict arises as if on its own, in the absence of any external causes, due to nature itself, the characteristics of the individual's psyche. People of this type are distinguished by special specific character traits; they are called conflict personalities. The manager must be able to promptly recognize people of this kind among employees and take appropriate measures towards them to neutralize their negative role.

In conflict situations, such types usually play a leading role, acting as their instigators and instigators. In modern conflictology, the following definition of the essence of conflicts is given: conflict is a system of socio-psychological interaction between individuals or groups of people in the form of a collision, confrontation, the content of which is determined by contradictions, opposing interests, the emergence of threats to the satisfaction of current needs and elements of irrational behavior.

With a single essence, the specific forms of this complex social phenomenon can be very diverse. The diversity of conflicts gives rise to the need to classify them, the purpose of which is to promote a deeper understanding of the essence of the conflict and find the most effective ways to resolve and prevent it.

By area of activity, domestic, family, labor, educational and pedagogical conflicts are distinguished; by the nature of the reasons causing conflicts - resource, status-role, ideological; according to the nature of the relationships between the participants - conflicts "vertically" (boss - subordinate) and "horizontally" (between employees of the same rank).

One of the most common grounds for classifying conflicts is their division by subjects or parties to the conflict:
• intrapersonal;
• interpersonal;
• between the individual and the group;
• intergroup.
Let's look at these types of conflicts in more detail.

Intrapersonal conflict. Its carrier is an individual, and its sides are various psychological factors of her inner world, her needs, motives, interests, value orientations. Contradictions between these psychological factors can be accompanied by negative experiences and emotional stress. One of the most common forms of intrapersonal conflict is role conflict, which is expressed in the need for a person to resolve conflicting demands placed on him by production, family, and educational institution (when combining work and study). This kind of conflict can arise for an employee when it is necessary to fulfill conflicting demands of superiors at different levels. Like any other conflict, it can have both negative and positive consequences, be both constructive and destructive.

Interpersonal conflict. Conflicts of this kind arise constantly and for a variety of reasons; they are widespread in various spheres of public life - in everyday life, in political life, in production. In production, such conflicts most often arise between a manager and a subordinate (for example, due to the number of wages, established production standards) or due to the use of limited material resources - production space, equipment, labor resources, etc.

Of course, interpersonal conflicts can arise not only on objective, but also on subjective, purely psychological grounds, based on dissimilarity of characters, hostility, etc.

Conflict between the individual and the group. The group includes a whole system of relationships: it has a formal and sometimes also an informal leader, and a structure of command and

subordination is formed. At the same time, the group consists of individual people, each of whom has his own personal needs and interests. The potential for conflicts of this type arises from the contradictions between group and personal, general and private interests. The group considers this or that deviation of a group member from generally accepted norms as a negative phenomenon. The most common conflict of this type arises from contradictions between a leader and a group whose rank-and-file members believe that the leader makes unfair demands on them. Sometimes the causes of intrapersonal, interpersonal and group conflicts are summed up, which makes the conflict between an individual and a group especially difficult to resolve. But the result of a constructive resolution of such a conflict can be very high: the individual's connections with the group are strengthened, and interpersonal contacts in the group as a whole become stronger. On the contrary, with a destructive outcome of the conflict, the connections between group members weaken, and there is a danger of breaking the individual's relationship with the group or even destroying the group, especially when it comes to a conflict between the group and its authoritarian leader.

Intergroup conflict. The parties to this conflict are separate formal or informal groups, which, as a rule, exist in organizations. Such are, for example, disagreements between the management of an enterprise and its staff, between managers at higher and lower levels, between the administration and the trade union organization of the enterprise. The main sources of intergroup conflicts are the struggle for limited material resources, as well as social contradictions.

Consideration of the typology of conflicts by their subjects helps to understand both the structure and dynamics of conflicts, as well as ways of regulating them.

Conflicts are inevitable companions of our lives; they cannot be completely eliminated from life. Therefore, the leader must be psychologically prepared for the emergence of conflicts and understand his role in regulating them.

Strategies for overcoming conflict. Any manager is interested in ensuring that a conflict that arises in his organization or division is overcome (exhausted, suppressed or terminated) as quickly as possible, because its consequences can cause considerable moral or material damage. This process can occur both without direct participation by the parties themselves, and with active intervention and management.

The conflict can be resolved as a result of three types of actions: unilateral, carried out by each participant at his own peril and risk; mutually agreed upon by them, resulting in a compromise; joint, or integrative. They may be based on the coincidence of opinions of the participants, the superiority of one of them, or the intervention of a third force (physical or legal).

As a result, three models of behavior of conflict participants are formed. One of them is destructive; the other is conformal, associated with unilateral or mutual concessions (not to be confused with non-participation or passive resistance) and constructive, involving a joint search for a solution beneficial to all parties.

A generalized classification of forms of behavior of participants in a conflict was developed by K. Thomas and R. Kilmann in 1972. Thus, when both parties have little interest in resolving it (this happens if they have a close rank, or the conflict is not mature enough), but try to maintain between a semblance of a good relationship, they may use a conflict avoidance strategy.

If the latter has subjective reasons, such a strategy is favorable, because it gives them the opportunity to calm down, comprehend the situation and come to the conclusion that there is no basis for the confrontation and its continuation is pointless. If the conflict is objective, then this strategy leads to the loss of the participants, since time drags on, and the reasons that caused the conflict not only persist, but may even worsen. In addition, maintaining the situation and unwillingness to enter into conflict can lead to psychological substitution-transfer, when an inaccessible goal is replaced by another that gives visible temporary satisfaction. If one of the parties is not interested in the subject of the conflict, and its rank turns out to be higher, it can adhere to the strategy of adaptation, allowing the other party to get what is more important for it, while remaining without a gain, but not a loser either.

"Distancing from the conflict zone" is often used in cases of deadlock. It reduces the intensity of passions and makes it possible to once again reflect on the situation and maintain good relations in the future. In the case when the rank of an interested opponent turns out to be higher, he is tempted to use the strategy of resolving the conflict by force in his favor ("reconciliation with a deadlock"), as a result

of which the other, weaker one ends up losing. The use of such a strategy is often accompanied by illicit force, intimidation, blackmail, etc.

Such a strategy can be based on a forecast of the enemy's intentions and be implemented, for example, through disinformation, provocation, transmission of true information perceived as false, etc. If it makes it possible to put oneself in an advantageous, or at least not a losing, position in advance, speech It's about reflexive defense. If the other party is given the opportunity to make a decision that would be beneficial to this subject, we are talking about reflexive conflict management.

Since, as a rule, the losing side does not accept defeat, the conflict can break out with renewed vigor at any moment and it is unknown how it will end. Thus, if one opponent loses, there can be no gain for the other, and therefore for the organization as a whole. If the rank of the opponents is the same and they are equally interested in overcoming the conflict, then they can apply the strategy of reconciliation through the search for a compromise, that is, an agreement within which the common features of the proposed solutions are highlighted with the division of benefits and losses approximately equally. Since both sides are not losers, this strategy is considered expedient and is widely used in practice, but, as a rule, it is not possible to make an optimal decision, since the problem itself remains. Sometimes opponents who are in different ranks, but are interested in reaching an agreement that helps save time and effort, preserve relationships and gain something instead of losing everything, also compromise:

The ideal is a strategy for the final resolution of the conflict, the essence of which is to find and eliminate its causes within the framework of voluntary cooperation of the parties and end the confrontation. The conditions for this are: timely and accurate diagnosis of the problem; taking into account the interests of all parties; having a common goal.

This strategy benefits everyone. Firstly, it turns opponents into partners, and, therefore, improves the situation within the organization. Secondly, the problem is not "driven deeper," but ceases to exist altogether. Third, the benefits gained by the parties, even if they are distributed unevenly, still exceed those that could be obtained with any other strategy.

This strategy is based on treating conflict as a normal phenomenon, which, however, must be eliminated as soon as possible. To do this, you need to treat each other with trust, recognize the equality of each party, and that they have their own legitimate interests and points of view.

But usually conflicts do not "resolve themselves" and if ignored, they grow and can destroy the organization, so managers have to take the matter of resolving them into their own hands, develop and implement options for overcoming the conflict.

To manage conflict, you can use prevention and resolution strategies, and the latter, depending on the situation, is implemented in two ways - coercion and persuasion.

The conflict prevention strategy is a set of activities mainly of an organizational and explanatory nature. We can talk about improving working conditions, fair distribution of resources, remuneration, changing the structure of the organization, its management system, introducing additional integration and coordination mechanisms, ensuring strict adherence to the rules of internal life, traditions, norms of behavior, and work ethics. The conflict resolution strategy is aimed at forcing or convincing the conflicting parties to stop hostile actions and, by starting negotiations among themselves, to find an acceptable solution that not only excludes someone's defeat, but also indicates the direction of mobilizing social energy.

By implementing it, the leader blocks the situation, takes control of the situation, shows the impossibility of achieving the desired goals based on the conflict, determines the reasons for its occurrence, boundaries, positions of the parties (what they insist on), interests (what they want to achieve in the end), fears, motives ; finds out what the positions have in common, if they are generally incompatible, and together with the participants tries to find a way out of the current situation (a compromise or an exchange option). If necessary, if the parties do not want to follow convictions and reasonable arguments, he uses administrative methods of influence. The possibilities of persuasion depend on the correctness of the explanation, excellent conviction, the ability to speak, formulate thoughts, and suggest.

At the same time, other, more specific methods can be used to combat cliques and intrigues. For example, cliques are corrupted from within by introducing distrust of each other into their ranks, fueling discontent and disappointment with leaders, and encouraging dissident factions and defectors. When the disintegration reaches the necessary degree, a new leader is introduced into their ranks, capable of ending the conflict and subordinating them to official leadership. Persons engaged in intrigue are threatened with public exposure, but at the same time they are helped to solve the problems that push them to such actions. If it is known that the threat is real and retribution is inevitable, and its price is higher than the gain, the conflict can be stopped in this way.

Resolution of management conflicts: There are constructive and destructive conflicts. Conflict is considered constructive when the whole that emerges from the differences is better than the accumulated differences. Conversely, when disagreements do not line up into a single whole and lead to a worse final result than the initial differences, then the conflict is recognized as destructive. Which way - constructive or destructive - the next conflict will develop depends on the atmosphere prevailing in the team.

If this is an atmosphere of mutual respect, then the conflict will certainly develop in a constructive direction, and the managers participating in it, listening to the opinions of colleagues who disagree with them, will be able to learn something from each other. This means that it is possible to achieve a synergistic effect and emerge enriched from an organizational conflict only if there is mutual respect between members of a complementary team.

There is no need to make any effort to make a conflict destructive. Developing a conflict along a destructive path is akin to driving along a straight highway. Suffering from resentment and injustice, a person rushes at high speed along this highway, and accelerates even more every minute. He raises his voice, speaks quickly, interrupts opponents, swears, can jump out of the room and even start a fight. A person cannot bear the pain caused by conflict. He wants to get to the end of the conflict situation as quickly as possible, no matter what that end turns out to be for him.

On the contrary, the development of a conflict along a constructive path is slow and difficult. Only by moving slowly and carefully can you notice the warning signs and intuitively "feel" for the right direction. Those who are calm and cool have the ability to resolve the conflict or at least understand the essence of it in order to try to cope with it. And the more difficult the situation, the less tense you should be. Understanding that arguing, especially with emotional people, takes a lot of energy, a good manager keeps his head and never gets involved in a conflict in a destructive, disrespectful manner. He always objectively assesses the situation and even expresses his disagreement with his opponent in a soft form, without showing irritation, but giving brutal arguments. Thus, to make a conflict constructive, it is necessary to focus on the human factor and achieve understanding and respect from opponents.

Conflicts of interest are common in complementary management teams. The decision made may require little effort from one member of the complementary team and complete dedication from another. Therefore, one (the other) can always refuse to do something that will "work" exclusively for the interests of the first. Consequently, those who have the authority to make decisions may experience opposition from their immediate executors. The latter can simply pretend to carry out decisions, saying that they did not fully understand them, or distort the results obtained in their favor. In turn, those with authority may initially make decisions in their own interests to the detriment of the interests of everyone else. Whenever there are conflicting interests among members of the management team, the process to ensure that the decision is implemented can be very lengthy and very costly.

It turns out that the presence of different interests among members of a complementary team is another source of management conflicts. Conflicts of interest do not provide an atmosphere of necessary cooperation in the process of making and implementing management decisions. The question arises: "How to transform the conflict into a constructive direction if members of the management team pursue different interests?"

First of all, you should not fight the conflict, but you should try to make it functional and benefit from it, i.e. make the conflict "work for you." To do this, you and perhaps someone else involved in the conflict must sacrifice their short-term interests. At the same time, it is obvious that neither you, nor, especially, other participants in the conflict will sacrifice their interests until you believe that in the

foreseeable future, they will make a reciprocal concession to you. Thus, in order to implement the management decision, in addition to the mutual respect mentioned earlier, mutual trust is also necessary.

Moreover, trust must come before respect. A person is designed in such a way that he can trust a person whom he does not respect if he is sure that he will not deliberately harm him. However, he will never respect a person he doesn't trust. In most cases, he won't even listen to him.

Where there is mutual trust, the time lag between such exchanges may be greater than where mutual trust does not exist. The act of purchase and sale is a striking example of the absence of this lag and can be taken as the initial (zero) starting point of human relationships.

In relation to love, there is no time lag between giving and receiving a responsible gift. A truly loving person gives simply because it enriches him. The more he gives, the richer he becomes. His benefit is not in what he receives, but in what he gives.

We all have the ability to love and give love. Giving for the purpose of internal self-enrichment is primarily manifested in how parents love their children. No normal parent will spare efforts and resources aimed at meeting the reasonable needs of their children. And he does this not at all because in his declining years the children will return the favor and "give him a glass of water." Unfortunately, some parents, driven by boundless love for their children, may not notice their vicious inclinations and, being embarrassed (or unwilling) to control the intended use of allocated funds, can harm their future.

Without love, we feel a constant need to take something. And the more we take, the poorer we feel, on the one hand, and the more hostile the attitude of others we arouse toward ourselves, on the other. Over time, the need to take becomes insatiable, causing a maximum of negative emotions in human relationships. Enmity and hatred as a consequence of the insatiable need to take can have both material and moral connotations. You can "rob to the last" your business partner and thereby rightly "earn" his enmity or hatred, or you can "drink to the dregs" the love of your chosen one and, leaving him, achieve the same result.

A leader who has taken control of an economic system (enterprise, organization, community or denomination) must create and maintain win-win conditions in it, or so-called symbiotic relationships based on mutual trust. Symbiotic relationships are associated with relationships between friends who share sorrows and joys. The way to transform a potentially destructive conflict into a constructive conflict is to create a nurturing, symbiotic environment that can ultimately bring benefits to all parties involved. Since the highest degree of symbiotic relationships is love, then the formation of the spiritual basis of the managed system by cultivating love and spreading it to others becomes a desirable and worthy way of existence.

To implement such a mission, it is necessary to have at least a general idea of how the system can be changed in order to establish an atmosphere of mutual trust and respect in it. And the first thing you should pay attention to is the organizational structure. It "describes" the distribution of responsibilities, powers, power, rewards and through this determines the behavior of members of the system. Therefore, a structure is needed that allows each member of a complementary management team to work in his own style in an environment that is conducive to the development of his managerial talents.

However, structure alone is not enough to create an atmosphere of mutual trust and respect. Since people have different styles, they must learn to interact (communicate) with each other in the best possible way. Consequently, at the second rate, the leader must build the correct scheme for the participation of managers in making management decisions. In other words, to create an environment of mutual trust and respect, it will be necessary to review and, if necessary, correct the schemes for developing, adopting and implementing management decisions.

But sometimes even changes in the organizational structure and schemes for the development, adoption and implementation of management decisions do not lead to the desired result. The fact is that these structures and schemes "work" only when they are filled with high-quality human material. And some people are constantly looking for a reason to quarrel, do not inspire trust and respect in themselves and do not show them towards others. They treat others with disrespect and even formulate their agreement to cooperate in a destructive manner. In this case, the leader has no choice but to get rid of such employees and replace them with more suitable candidates. Actually, this work is the subject of the third pace (queue) of transformation of the managed system.

Thus, to transform an economic system that lacks mutual trust and respect among employees into one that has these qualities, a leader must have three sets of tools in his arsenal:

• changes in organizational structure;

• changes in decision-making and decision-making patterns;

• personnel rotation.

To what extent to use them and in what order to apply them depends on each specific situation. However, it must be remembered that in conditions of an imperfect organizational structure and incorrect schemes for developing and implementing management decisions, even good managers begin to behave destructively.

Options for resolving interpersonal conflicts.

Depending on the reasons for the conflict situation, the interests and goals pursued by opponents, the relationship of opposing forces, the conflicting behavior of the parties, an interpersonal conflict can be resolved by:

1) avoidance of conflict resolution, when one of the parties does not seem to notice the contradictions that have arisen. Such behavior may be associated either with a clear superiority in power of one of the parties, or with the fact that at the moment there are not sufficient opportunities to resolve the contradictions that have arisen;

2) smoothing out contradictions - one of the parties either agrees with the claims made against it (but only at the moment), or seeks to justify itself. Such behavior may be due to the desire to maintain normal relationships or the fact that the subject of the dispute is not of significant importance for one of the parties;

3) compromise - mutual concessions of both parties. The size of concessions, as a rule, depends on the balance of power of the conflicting parties or on the "good will" of the stronger party;

4) consensus - finding a mutually acceptable solution to the problem. With this option, the parties can turn from opponents into partners and allies;

5) escalation of tension and the escalation of the conflict into a comprehensive confrontation. Such conflict behavior is due to a mutual attitude toward an uncompromising struggle;

6) suppression of the conflict - one or both parties are forced by force (threat of force) to accept one or another outcome of the confrontation.

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