

CONFLICT MANAGEMENT PSYCHOLOGY: TECHNIQUES AND TECHNOLOGIES

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Abstract

The purpose of this study is to explore and examine the foundations and methods of constructively resolving conflict situations. Methods: The following methods were used: analysis, synthesis, induction, deduction, comparison, classification, generalization, and hermeneutics. Results: The main result of this paper is the examination of psychological techniques and technologies for regulating conflict interactions. A general systematization of psychological techniques consists of effective communication techniques and cognitive strategies. Effective communication techniques include problem solving, emotional regulation, active listening, and self-affirmation. Cognitive strategies encompass reappraisal, flexible thinking, finding common interests, integrating and sharing information, and empathy. The paper presents a systematization of conflict management technologies, encompassing methods of influencing conflict through prevention, mitigation, and resolution. Conclusions: This paper presents a process for effective conflict management, encompassing identifying the causes of conflict, active listening, seeking compromise, and applying emotional intelligence to resolve disagreements. It also presents conflict theories and highlights their importance as tools for preventing potential conflicts or mitigating existing ones. Key theories include realism, constructivism, escalation, frustration-aggression, and social learning.

Keywords: active listening, position, constructive dialogue, problems, effective communication.

1. Introduction

Today's globalized world requires constructive interaction. After all, high-quality interaction fosters effective relationships and improves various aspects of human existence. Globalization, on the one hand, unites people, making the world more compact and accessible. On the other hand, it exposes old conflicts and generates new ones, making the problem of conflict resolution increasingly pressing. Overcoming conflicts becomes impossible without establishing constructive communication at all levels – from interpersonal to international. The main causes of conflicts include economic inequality, nationalism, religious differences, and information confrontation. Good communication is the basis for building effective relationships and improving various areas of people's lives. It allows us to better understand the positions and needs of other people, build trust and cooperation, find common denominators, and compromise solutions, and effectively resolve problems and disagreements. Therefore, the challenge of modern humanity is to promote and disseminate the concepts of dialogue and diplomacy, fair distribution of resources, respect for diversity, and critical thinking. After all, overcoming conflicts in the modern world is a complex task that requires joint efforts of governments, international organisations, civil society and individuals. Joint efforts are the only way to build a peaceful and just world for all. This makes the study of the psychology of conflict management relevant. The problem of the study is to develop modern methodologies, considering the many existing strategies of the conflict management process to resolve them.

Many scholars analysed this topic. N. Kutsai [1] studied the psychology of enterprise conflicts, arguing that effective conflict management in the enterprise is an important condition for its successful functioning, by reducing financial and psychological losses and increasing work efficiency. However, the issue of conflict dynamics at the enterprise remains unresolved. L. Achkasova et al. [2] characterized the impact of internal conflicts on the enterprise. This study

demonstrates the importance of having a clear conflict management strategy in the enterprise, as it improves the psychological climate in the team and increases labor productivity. The stages of conflict development and the factors leading to escalation remain unexplored. Innovative technologies that can contribute to constructive conflict resolution are revealed by E. Khodakovsky et al. [3]. They identified innovative technologies that can be useful for overcoming conflicts, including early warning and conflict monitoring systems; platforms for online dialogue and mediation; data analytics tools to better understand the causes of conflicts; and artificial intelligence systems to support decision-making in conflict situations. The ethical aspects of the use of these tools, namely the protection of personal data and the risks of misuse of these tools, remain unaddressed.

Mediation technique is an effective way to manage conflicts, as noted by scientists L. Nalyvaiko and D. Lavrenko [4], who studied this aspect of conflict theory, but a possible list of clear recommendations on how to use mediation to resolve specific types of conflicts remains unexplored. On the contrary, M.V. Nesprava et al. [5] studied the psychological aspects of various methods of conflict resolution and concluded that for successful conflict resolution, it is important to address not only legal aspects but also the psychological characteristics of the parties, their emotions and motivation, and the authors emphasised the importance of using psychological knowledge to facilitate the conflict resolution process. However, this study did not provide examples of successful conflict resolution using psychological knowledge. V. Ryzhykov and A. Yurkov [6] described a model of training military psychologists based on a list of components that include knowledge about the nature of conflicts, the ability to apply techniques and technologies of conflict resolution and personal qualities reflected in developed emotional intelligence, but the article does not describe how to implement this model in the process of training military psychologists.

The study aims to investigate and analyse the principles and methods of constructive conflict resolution.

2. Materials and Methods

Several theoretical research methods were used for this study, such as analysis, synthesis, induction, deduction, comparison, classification, generalisation, hermeneutics, and graphical depiction. These methods were used to gain a deeper and more comprehensive understanding of conflict theory.

The analysis method was used to examine the components of such a multifaceted phenomenon as conflict management, as well as to study the theory of conflicts. The analysis method was used to study and describe different types of conflicts, causes of conflicts, psychological aspects of conflicts, methods, and tools for conflict resolution. The synthesis method was used to form a comprehensive understanding of conflicts and develop practical recommendations for conflict resolution. The induction method was used to generalise individual cases to general rules, which in the context of this study was effective in identifying common characteristics of different types of conflicts and formulating general principles of conflict resolution. The deduction method was used to analyse specific conflict situations in terms of the general principles of conflict theory and helped to develop specific recommendations for resolving specific conflict situations. The comparison method in this study was used to compare different methods and tools for conflict resolution. Furthermore, the comparison method was used to study different scientific approaches to the classification of interpersonal conflicts, where the features that form the classification approach were established. The classification method was used to group the different types of conflicts, different technologies and techniques that exist in psychological theory for conflict management. This method was also used to describe the factors of effectiveness of the conflict management system.

The generalization method was used to formulate general conclusions about the nature of conflict and recommendations for conflict management. It was also used to compare the results of this study with those of other scholars in the relevant field. This method was also employed to present the research findings concisely and clearly. The hermeneutic method was used to interpret scholarly texts. This method proved to be useful for analyzing interpretations of the concepts of "conflict management," "negotiations," and "conflict." It was also used to analyze various conflict theories and interpret scholarly texts on conflict. The study describes the conflict management process stage by stage. This method was also used to describe the possibilities of predicting conflict situations and to describe the essence and practical significance of each predictive element.

3. Results

Conflict is an integral part of human existence, as differences between people reflect their different needs, desires, and values. Understanding the psychology of conflict is an important step toward effectively managing it. Conflicts can arise for various reasons, such as differences in values, motivations, interests, and expectations. It's important to understand that conflict is a necessity, not a problem, and it can be a catalyst for change and growth. In other cases, specific disagreements can be a sign of conflict (Table 1).

Table 1. Conflict theories

No.	Name	Basic principle
1	Realism theory	Conflicts are an inevitable consequence of competition for resources and influence
2	Constructivism theory	Conflicts are the result of social constructs such as ideologies, values and norms
3	Escalation theory	Conflicts tend to escalate if measures are not taken to resolve them
4	Frustration-aggression theory	Aggression during conflict is a direct result of frustration.
5	Social learning theory	Conflict actors learn conflict behaviour by observing.

Source: compiled by the author based on [7].

These theories are important to understand because they offer a more effective way to develop strategies for preventing or mitigating conflict. Furthermore, these theories can be applied to various types of conflict. However, interpersonal conflict and its resolution methods are best considered separately. Interpersonal conflict is a situation that involves a confrontation between two or more people who have different goals, interests, opinions, feelings, and values. In the psychology of conflict, there are several main types of conflicts, according to the types of conflicting parties, such as interpersonal conflicts, intrapersonal conflicts, and conflicts between groups. Each of these types of conflicts has its characteristics and requires a specific approach to management.

Conflicts that occur in a group are intra-group conflicts. These conflicts harm performance and contribute to emotional exhaustion. To mitigate the impact of intragroup conflict, it is necessary to develop a culture of support and fairness, consider employees' resilience to stress and aptitude for constructive dialogue at the recruitment stage, and train employees in conflict management [8]. Intra-group conflict can occur as a conflict of tasks and a conflict of relationships. Task conflicts can be resolved by engaging specialists and changing the management style. Relationship conflict is more complex because it affects the personal sphere and affects group emotional exhaustion. Therefore, it is necessary to develop effective conflict

management strategies that consider individual and organisational factors. There is also a classification of types of interpersonal conflicts by purpose: conflict of rivalry, conflict of values, conflict of interests, and communication conflict.

Conflict of competition can occur when people or groups of people compete for the same resources or opportunities. Conflict of values occurs when people have different understandings of what is “right” and “appropriate” about things or phenomena. A conflict of interest can arise when personal interests diverge from the interests of a group, company. This can hurt decision-making concerning interests that are distant from personal ones. Communication conflict occurs when the parties are unable to understand each other. Emotional conflict is accompanied by negative emotions of the parties to the conflict towards each other. This type of conflict can be a consequence of other types of conflicts when the constructive component is lost and the parties switch to communication that affects the personality of the other party.

There are conflict resolution techniques aimed at increasing the constructive component of communication. Among them are avoidance, coercion, compromise, cooperation, and smoothing. Avoidance occurs when one of the parties to a conflict consciously or unconsciously avoids communication. Coercion is a communicative pressure on the other party to the conflict to change its point of view. Compromise involves certain corks on each side of the conflict to obtain a situation acceptable to both sides. Collaboration is the work of both parties until a situation is created that satisfies both sides of the conflict. Smoothing out is an effort to settle the situation and minimise the differences between the parties. There is no one-size-fits-all technique for conflict resolution. Because the environment is dynamic and the conflicts that arise have a different composition: the parties, their interests, possibilities of resolution change. However, constructive dialogue will always be appropriate, which will involve active listening, clear explanation of personal desires and positions, calmness, focus on the purpose of communication, and willingness to make concessions.

M.R. Power and D. Jang [9] studied five main styles of behaviour in conflicts, including: integrating, obliging, dominating, avoiding, and compromising. The study also found that people tend to use one or two styles of conflict behaviour, depending on their personality, experience, and the context of the conflict. It also shows that conflict behaviour styles can influence the outcome of a conflict. An integrative style most often leads to a constructive resolution of the conflict and satisfaction of the needs of both parties. An obliging style can be useful if one of the partners does not have strong feelings about the conflict issue. A dominant style can lead to conflict escalation and hostility between the parties to the conflict. An avoidant style may help to postpone the conflict but not resolve it. A compromising style can be useful if a quick solution is needed but may not always be optimal for both parties. Researchers recommend using an integrative style of behaviour in conflicts whenever possible.

There is a relationship between communication styles and the ability to resolve conflict situations. Communication styles are important because they reflect cultural background, gender, emotional intelligence, and overall perception of the conflict situation. Individuals who use more direct and assertive communication styles have more opportunities for successful conflict resolution, and vice versa, more passive, and indirect communication styles create difficulties for successful conflict resolution. It is also important to note that developed emotional intelligence allows for more constructive conflict resolution [10]. The consequences of conflict can be both positive and negative. A positive consequence of a conflict is the resolution of problems, the impetus for innovation, or the growth of both parties to the conflict after it is over. A negative outcome of a conflict reflects destruction, violence, or prolonged hostility. Thus, it is possible to state that conflict itself can be constructive or destructive depending on the consequences.

Conflict becomes constructive when the parties acquire several necessary skills and use them. Among these skills is effective communication, which involves the ability to listen, understand

the other party's position, express opinions constructively, and desire to find mutually acceptable solutions with the other party to the conflict. To make a conflict constructive, a range of psychological conflict management techniques are used. First of all, the term "conflict management psychological technique" should be defined. This term can be defined as methods of conflict resolution based on the principles of psychology. They can be used to prevent conflicts, resolve conflicts that have already arisen, or reduce the negative consequences of a conflict. Among the psychological techniques of conflict management are the following: active listening, emotional regulation, and self-assertion (Figure 1). This list is not exhaustive, but it contains important psychological techniques.

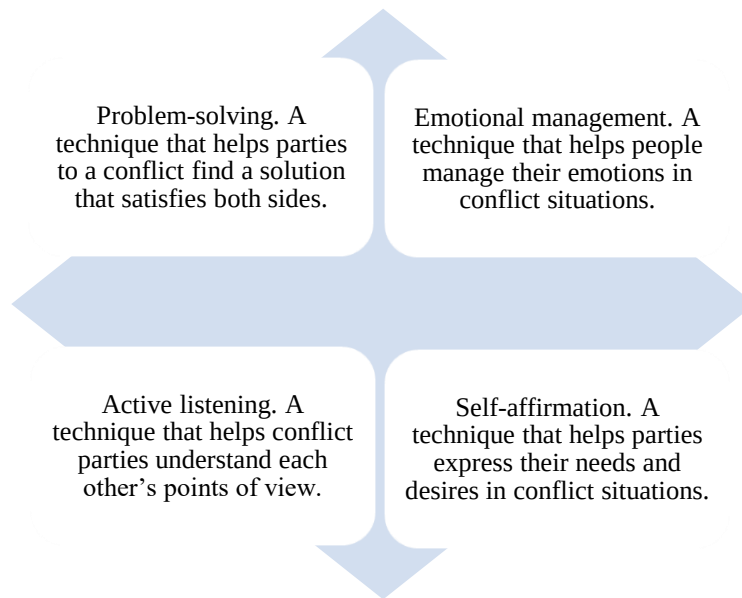


Figure 1. Psychological techniques for conflict management.

These techniques help consider the conflict from a process perspective, as they allow you to divide it into stages and constructively influence the course of events at each stage. Namely: to understand the essence of the conflict, to see the position of the other conflicting party, to express one's position, to present it reasonably separately from the emotional state, to see ways of resolving it, considering the needs and desires of each party. However, different types of conflicts lead to different types of circumstances of the resolution process and, depending on the specific circumstances, it is advisable to choose the necessary psychological techniques of conflict management or their combinations. In addition to effective communication techniques, cognitive strategies can also be useful in conflict management. Cognitive strategies are based on changing one's mind-set and reassessing the conflict situation. Here are some of them:

1. Reassessment is the process of rethinking a situation and changing one's attitude toward it. Instead of reacting to a conflict with negativity and irritation, reassessment provides a positive and constructive perspective. This helps reduce emotional tension and opens up new opportunities for conflict resolution.

2. Agile thinking is the ability to adapt to a changing situation and consider different alternatives and solutions. Instead of focusing on differences and opposing positions, searching for common interests helps identify shared goals and values on which to build cooperation to resolve the conflict.

3. Finding common interests provides a way to find common ground and cooperation in a conflict situation. Instead of focusing on differences and opposing positions, finding common

interests helps to find common goals and values on which to base cooperation to resolve the conflict.

4. Integration and exchange of information are the basis for conflict clustering. That is, conflicting positions are based on different knowledge systems. Therefore, active communication and the search for common interests will contribute to a constructive resolution of the conflict [11].

5. Empathy helps create an atmosphere of mutual trust and respect, which is the basis for successful conflict resolution. Addressing and understanding the feelings and needs of others can find solutions that satisfy all parties and create a fair environment for cooperation.

6. Conflict management technologies are methods that help people resolve conflicts constructively.

Conflict management technologies are classified according to the goal of influencing the conflict (Table 2). They can be used to prevent, resolve, or mitigate conflict.

Table 2. Classification of conflict management technologies

No.	Name	Content	Types
1	Conflict prevention technologies	Conflict prevention and probability decrease	1. Building trust and cooperation between the parties to the conflict. 2. Development of communication and problem-solving skills. 3. Appropriate resource management and resource disputes.
2	Conflict prevention technologies	Aim to resolve already existing conflict	1. Mediation. 2. Arbitration. 3. Court proceedings. 4. Conflict self-regulation.
3	Conflict mitigation technologies	Negative conflict outcome effect mitigation	1. Conflict regulation. 2. Remediation measures. 3. Culture of peace and tolerance promotion.

Source: compiled by the author.

The psychology of conflict management can be complex and multifaceted, but it should be noted that psychological techniques and methods help to develop the skills necessary to effectively deal with various conflict situations. T. Phakamile [12] addressed the relationship between the concepts of conflict, conflict management, and negotiation. The main terms are defined as:

1. Conflict is a clash of interests, values, or goals. It can be constructive, if it leads to the resolution of differences and improvement of relationships, or destructive, if it leads to the escalation of tensions and the destruction of relationships.

2. Conflict management is a process aimed at preventing, resolving, or reducing the effects of conflict. It can include different strategies such as avoidance, accommodation, cooperation, compromise, or competition.

3. Negotiation is the process of reaching an agreement between two or more parties with opposing interests or goals. It can be used to resolve conflicts, conclude contracts, or simply exchange information.

Conflict management should be seen as a skill for improving relationships in both business and personal circles. Negotiation is a good tool for managing conflict (Figure 2).



Figure 2. Effective conflict management as per T. Phakamile

Source: compiled by the author based on [12].

Figure 2 outlines the stages of effective conflict management. The first stage is crucial and should not be skipped. Understanding what caused the conflict can provide directions for its resolution. The second stage involves active listening, even if there is no agreement on key positions. Active listening demonstrates the situation from the other side. The third stage involves a willingness to find a solution that is a compromise for each party. The fourth stage involves the application of emotional intelligence skills. It is important to remain emotionally calm even when the conflict becomes tense, therefore emotional intelligence is required. This demonstrates professionalism and provides clear arguments and personal points of view. Individuals who can recognise their emotional state and the emotional state of others are more likely to be able to constructively overcome conflict and stressful situations. Thus, they reduce stress and increase their well-being [13].

O. Chilala [14] studied conflict management in the professional environment of higher education institutions. The study results demonstrated a positive relationship between employee productivity and conflict management. Employees in an organisation with a conflict management system are more productive than employees in organisations that do not have a conflict management system or have an ineffective one. This researcher has identified four factors that have a significant impact on the effectiveness of the conflict management system in an organisation (Table 3). These factors have a practical component, so they can be used in practice.

Table 3. Factors of the effectiveness of the conflict management system

No.	Factor	Value
1	Early conflict identification	Resolving a conflict quickly prevents it from escalating further and becoming a more serious problem. At this stage, managers need to be aware of the signs of conflict to recognise them.
2	Involving all parties to resolve the conflict	Each party should have the opportunity to express their views and be involved in the decision. This ensures that the decision is acceptable to all parties.
3	In the process of finding a solution, the focus should be on interests, not positions	A position reflects a certain way of achieving the desired. Interest is desired. The path can be adjusted, so it is the focus on interests that helps to find the best solution.
4	Finding creative solutions that are optimal for all parties to the conflict	Creative solutions are about looking beyond established paradigms. This process involves discussions and brainstorming in the search for a solution.

Source: compiled by the author based on [14].

In practice, the factors, shown in Table 3, can occur through the following actions: holding meetings and discussing existing problems that may escalate into conflicts; training staff in effective communication skills during conflict; and creating a system to help employees seek help in times of conflict. These recommendations will create an atmosphere of well-being in

the organisation, which will help to increase labour efficiency. Indeed, through constructive conflict resolution, most obstacles to a common goal are overcome. Conflict management is a significant contribution to the effective resolution of disputes and the improvement of interactions in all areas of life. It is important to develop curricula and adapt them to the educational process of all educational institutions, considering the specifics of the industry. When conflict management disciplines are introduced into the learning process, students demonstrate increased confidence and ability to engage in complex conversations that contain controversial issues [15].

To summarise the above, it should be noted that by knowing the techniques and technologies of conflict management, understanding the psychological aspects of conflicts and having developed emotional intelligence, the parties to a conflict will be able to come to a constructive resolution of the situation.

4. Discussion

Conflicts in various areas of human activity are an integral part of life. Properly handled, conflicts can become an impetus for development and can be characterised as a positive stage in relationships. In other words, conflict is positive when it leads to the resolution of problems, an impetus to increase efficiency, or a good attitude on both sides after it is over. Negative conflict is characterised by a destructive outcome, with hostility between the parties to the conflict, and in some cases can lead to violence or armed confrontation. The study examines aspects of conflict psychology, namely the process of conflict management, techniques and technologies that can be used to effectively resolve them. For a deeper disclosure of the topic, the causes of conflicts, types of conflicts, theories of conflicts, and the views of scientists on the process of conflict management were considered. Different views of scientists on interpersonal conflicts and techniques for their resolution were also considered. Conflicts arise for a variety of reasons, but they are based on the discrepancy between people's values, interests and expectations. Depending on the psychological state and events, a disagreement arises that gives rise to a conflict. Conflicts can arise at different levels, and hence the classification of conflict levels: interpersonal, intra-group and inter-group.

Conflict management is a branch of knowledge in psychological science that is dedicated to making conflict constructive. The theoretical analysis generalised this definition, which is that conflict management is a process that aims to prevent conflict at best, resolve it constructively in the middle case, and reduce the consequences of conflict in the worst case. There are factors of effectiveness of the conflict management system that affect the conflict and can determine whether the management system is effective. Among these factors are early identification of the conflict; and involvement of all stakeholders in resolving the conflict; the process of finding a solution should focus on interests, not positions; and finding creative solutions that are optimal for all parties to the conflict. In other words, if the conflict management process includes these aspects, it can be considered effective and likely to lead to a constructive resolution of the conflict. To make a conflict constructive, several psychological techniques, technologies and conflict management tools are used. Among the psychological techniques of conflict management are the following: active listening, emotional regulation, self-assertion, and problem-solving. These psychological techniques become the basis of a person's skills and allow for a broader view of the conflict and its separation from the emotional state in case of aggravation. Among these skills is effective communication, which involves the ability to listen, understand the position of the other party, express opinions constructively, and desire to find mutually acceptable solutions with the other party to the conflict.

Conflict management technologies are an important tool that helps people resolve conflicts constructively. The use of these technologies can reduce the negative consequences of conflict

and promote development and growth. They can be classified by the purpose of their impact: conflict prevention, conflict resolution, and conflict mitigation. Conflict prevention is aimed at building trust, developing communication skills, and a responsible approach to managing resources that can cause disputes. Conflict resolution technologies are aimed at regulating the process of interaction between the parties to the conflict, involving third parties, if necessary, who can conduct arbitration and litigation. Conflict mitigation technologies are aimed at reaching agreements, restoring lost connections, and promoting a culture of peace and tolerance. A. Mairaj and D. Siddiqui [16] noted in their study that people with high emotional intelligence cope better with conflicts, experience less frustration at work, and more often demonstrate organizational citizenship behavior. This statement is also consistent with the results of the present study. RetryClaude can make mistakes. Please double-check responses.

Regarding conflict management techniques and technologies, efficiency improvement should not be overlooked. Modern tools are quite advanced. With the development of technology, new tools and platforms have emerged that allow for more efficient information exchange, coordination, and conflict resolution in the online environment. These include email and chat rooms, which allow parties to a conflict to communicate quickly and conveniently, express their positions and find solutions at a convenient time. Web conferencing and video communication provide deeper communication and allow for closer bonding between conflict parties even if they are physically unable to sit down at the table; Specialised conflict management platforms offer a wide range of tools and functions for conflict resolution, including negotiation, information exchange and solution finding in a convenient and secure environment; Training and development of conflict management skills are important aspects in achieving success and harmony in personal and professional life. Some various educational programmes and trainings help to develop effective communication, problem-solving and collaboration skills. Thus, techniques, technologies and tools are an important basis for conflict management. They help increase the effectiveness of communication, improve mutual understanding, and achieve constructive conflict resolution.

Conflict theories are also important because they can be used to predict conflicts. If preconditions exist, then conflict is likely. The main theories include realism theory; constructivism theory; escalation theory; frustration-aggression theory; and social learning theory. These theories consider different aspects of conflict and allow for predictive analysis for better conflict management. L. Kurt et al. [17] in their study concluded that the memory of previous emotions and behaviour affects how people behave in conflict situations, which confirms the social learning theory. The important thing about organisational conflicts is that they affect work performance, teamwork, and job satisfaction. This can be expressed in negative trends when work efficiency decreases due to emotional exhaustion in the presence of conflict. Conflicts can be at the task level or the relationship level. Therefore, the process of conflict management is very important to prevent negative trends that occur during the development of destructive confrontation. Relationship conflicts are the most difficult, as this type of conflict involves personal values and emotions. They can lead to emotional exhaustion and disagreements. Effective conflict management strategies in relationships take into account individual and organizational factors. A. Kadir and M. M. Khan [18] also show that the choice of conflict resolution strategy depends on many factors, such as the individual's personality, the conflict context, and the type of conflict. These factors can be reflected in creating a culture of openness and trust, providing conflicting parties with an opportunity to express their views, and engaging mediators.

According to the study, to resolve interpersonal conflicts, it is important to listen carefully and try to understand the other party, focus on common ground and find a solution that benefits both parties, be willing to compromise, use "I" messages in communication, and find a mediator or other professional who can help resolve the conflict [19]. This was also noted in this study.

Thus, destructive communication patterns such as blaming, denial, deception, and escalation are common in conflict-ridden relationships. These patterns of communication can lead to increased conflict, emotional stress, and the destruction of relationships. Most often, destructive communication patterns are not conscious. It should also be noted that people in conflict may not be aware of how their behaviour affects others. Therefore, people should be aware of their destructive communication patterns, as this can help them learn to communicate more effectively [20].

To summarise the above, it should be noted that conflicts are a part of people's lives in their personal and professional lives. It is necessary to learn how to manage conflicts constructively, which will lead to the development of both conflicting parties.

Conclusions

Therefore, summarizing all of the above, it is possible to state that conflict theory can attest to its inevitability, but at the same time, conflict theory can be a tool for predicting and mitigating conflict. A study of scientific approaches to the definition of "conflict" has shown that the interpretation is based on a description of the parties and the causes of the conflict situation itself. It should be noted that approaches to the classification of conflicts differ. The study identified two essential features: the types of parties and their goals. It should be noted that there is no universal method of conflict resolution. Scientific research confirms that the variability of the conflict situation and the various components of the conflict situation do not allow us to generalise a certain list of methods and techniques that will certainly contribute to its resolution. However, the main styles of behaviour and their combination with effective communication strategies have a clear impact on the outcome in a positive way.

For a conflict to become constructive and move in a positive direction, it is necessary to use conflict management methods and techniques. Effective communication strategies include problem-solving, emotional regulation, active listening, and assertion. Cognitive strategies include reassessment, flexible thinking, search for common interests, integration and exchange of information, and empathy. It is important to develop emotional intelligence, as behavioural styles and communication styles also affect the ability to use and effectiveness of conflict resolution techniques and methods.

The process of effective conflict management should include the following components: early identification of the conflict, and involvement of all stakeholders in conflict resolution; in the process of finding a solution, the focus should be on interests, not positions; search for creative solutions that are optimal for all parties to the conflict. The main areas for further research on this topic may include the development of new techniques and technologies for conflict management; studying the impact of conflict on various spheres of people's lives; and developing training programmes for constructive conflict management.

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