

INTERNATIONAL EDUCATIONAL CORPORATION



DEPARTMENT OF SOCIAL DEVELOPMENT

ADVISORY PERIOD
ON THE TOPIC:

Preventing Interpersonal Conflicts

– *simple and clear*



Almaty 2025

Business communication primarily involves partner interaction, information exchange, and the coordination of perspectives and positions. As with any form of interaction, it inherently carries the risk of disagreements, which may escalate into conflict



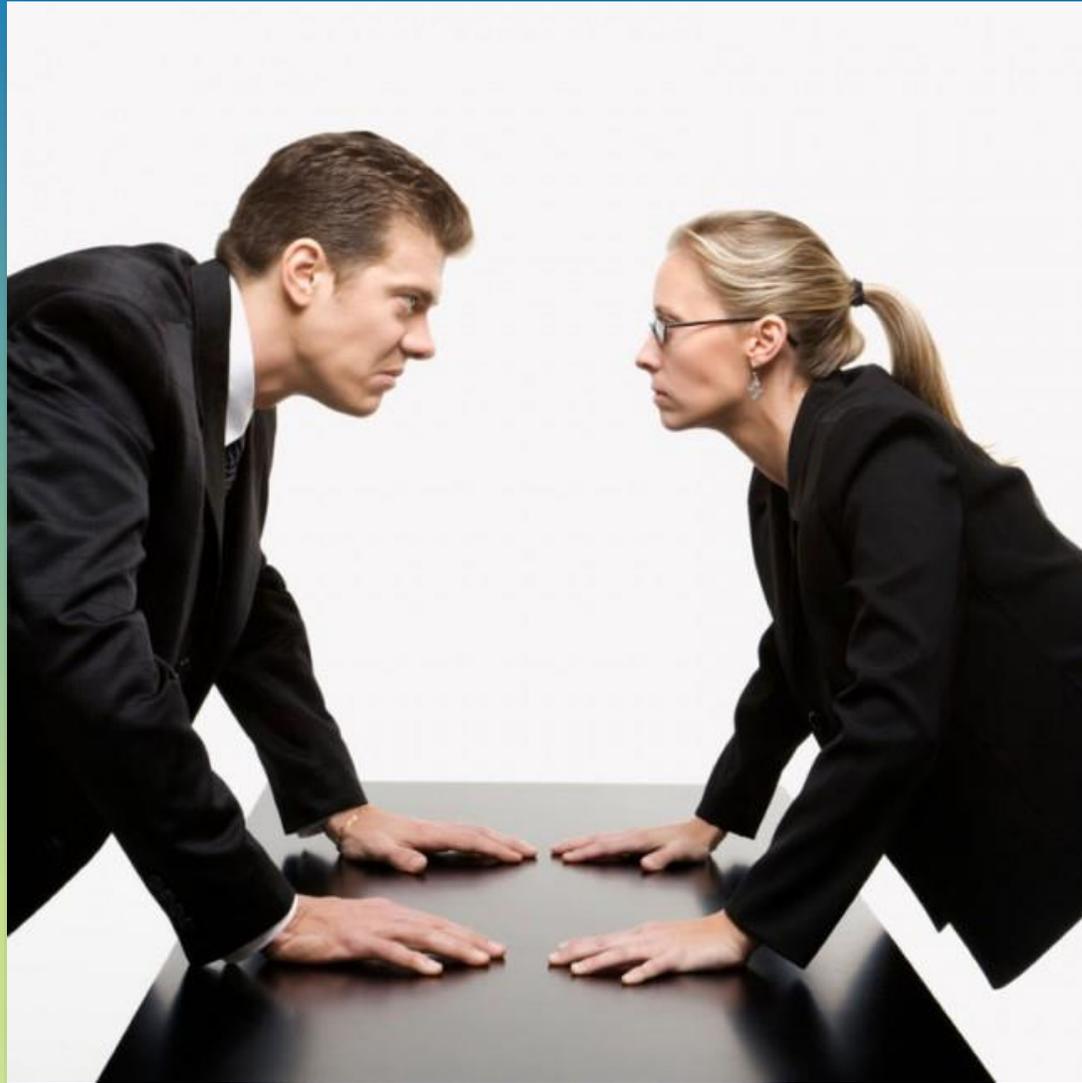
Conflict is a stage in the development of contradictions in professional interactions, characterized by the clash of opposing goals, interests, positions, and viewpoints of the parties involved, and is usually accompanied by negative emotions and feelings experienced by these parties toward one another.

In other words, conflict is a process in which two or more parties actively seek ways to prevent each other from achieving specific goals, obstruct the satisfaction of each other's interests, or influence each other's viewpoints and positions, all while pursuing the fulfillment of their own interests.



The key characteristics of a conflict are:

- **Contradictions between the parties;**
- **Clashes between the parties;**
- **The presence of negative emotions.**



The purpose of a conflict is to make competing individuals or groups aware of the opposition of their interests and goals, and to begin opposing each other, either openly or covertly, but always actively.

(Only a contradiction that leads to active opposition becomes the fundamental basis and source of a conflict.)

Types of Conflicts

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graph TD; A[Types of Conflicts] --> B[Intrapersonal Conflict]; A --> C[Interpersonal Conflict]; A --> D[Conflict between an Individual and a Group]; A --> E[Intergroup Conflict];
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Intrapersonal Conflict

Interpersonal Conflict

**Conflict
between an
Individual
and a Group**

**Intergroup
Conflict**

1. Intrapersonal Conflict

It arises when contradictory demands are placed on a single individual. For example, a section manager may require a salesperson to remain at their workstation at all times and focus on assisting customers. Later, the manager may express dissatisfaction that the salesperson is spending too much time with customers and not attending to product arrangement.

An intrapersonal conflict can also occur when work-related demands are inconsistent with personal needs or values

For example, an employee had planned some family activities on Saturday, their day off, but on Friday evening the manager announced that, due to production needs, the employee would have to work on Saturday.

Internal (personal) conflict manifests as a response to work overload or underload



Intrapersonal conflicts are classified only conditionally, since none of them exists in a “pure” form within an individual.

Variety (Types of Intrapersonal Conflicts):

- 1. Motivational conflict** – a disagreement between the desire to possess something and the need for safety; a dilemma between two positive options or actions; conflict within unconscious drives.
- 2. Moral conflict** – a mismatch between personal attitudes and moral norms; desire and duty fail to reach a compromise.
- 3. Conflict of unrealized desires** – a discrepancy between internal preferences and external circumstances that prevent their fulfillment.
- 4. Adaptational conflict** – a mismatch between the individual and the surrounding reality, resulting in difficulties with social or professional adjustment.
- 5. Interrole conflict** – the impossibility of performing several roles simultaneously.
Person-role conflict – a mismatch between the individual and their role due to lack of desire or ability to fulfill it.

Conflicts within the personality can manifest as:

- 1. Neurasthenia** (expressed as depression, reduced work capacity, migraines, insomnia, etc.);
- 2. Euphoria** (a cheerful mood “for show,” tears alternating with laughter, unjustified joy);
- 3. Regression** (avoidance of responsibility, display of primitiveness in behavior);
- 4. Projection** (predominance of negativism in relationships with others, judging their qualities, excessive criticism);
- 5. Nomadism** (a tendency toward changes in various areas of life— profession, family, place of residence, etc.);
- 6. Rationalism** (“whitewashing” one’s actions, self-justification).



Ways to resolve intrapersonal conflict:

- 1. Compromise (it is very important to make a decision and begin implementing the chosen action).**
- 2. Withdrawal (in some cases, it is important to “let go” of the situation and step away from resolving it).**
- 3. Reorientation (changing one’s attitude toward the object that caused the intrapersonal conflict can yield good results in resolving it).**
- 4. Sublimation (shifting activity to an area that distracts and brings positive emotions-creativity, sports, music).**
- 5. Idealization (fantasizing, daydreaming, detachment from reality).**
- 6. Repression (exerting influence over one’s feelings, desires, and drives in order to suppress them).**
- 7. Correction (an adequate, objective attitude toward one’s “self”)**



2. Interpersonal Conflict

This type of conflict is perhaps the most common. Most often, it involves a manager's struggle for limited resources, workforce, finances, and so on. Each manager believes that if resources are limited, they must convince higher management to allocate them to themselves rather than to another manager.

Interpersonal conflict can also manifest as a clash of personalities; that is, people with different characters or incompatible temperaments are simply unable to get along with each other.



Interpersonal conflict can also arise from a clash of personalities, where individuals with differing characters or incompatible temperaments are simply unable to get along.

Causes:

- 1. Clash of characters (many people do not want to listen to their opponent and only try to prove they are right).**
- 2. Differences in viewpoints**
- 3. Inability to compromise (not being able to give way or find a middle ground can lead to the escalation of interpersonal conflict).**



Behavior in Interpersonal Conflict

- 1. Domination (This type of behavior occurs when people are unwilling to yield to each other under any circumstances. Domination as a method assumes that one person considers themselves right, and the other must submit.)**
- 2. Seeking Compromise (Seeking compromise involves people looking for a constructive solution to the problem)**
- 3. Concession (Concession forces a person to give up their own opinion and ambitions. People usually resort to this method when they feel very insecure in the conflict. Concession can help mitigate the destructive effects of a conflict but does not truly resolve it)**

Resolution of this type of conflict

**1. Acceptance of the situation
(Analyze the situation and try to understand which of your actions led to the formation of the conflict)**

**2. Emotional restraint
(Find the strength to temporarily step away from your own ambitions and simply observe what is happening)**



3. Conflict between the individual and the group

Due to the fact that work groups establish norms of behavior and productivity, it sometimes happens that the expectations of the group contradict those of the individual. In this case, a conflict arises. In other words, a conflict between the individual and the group occurs if the individual takes a position different from that of the group.

For example, when discussing ways to increase sales volume at a meeting, the majority may believe that this can be achieved by lowering the price. However, one person may be convinced that such a tactic will lead to a decrease in profit. Although this person, whose opinion differs from that of the group, may genuinely care about the company's interests, they can still be seen as a source of conflict because they oppose the group's opinion.



4. Intergroup Conflict

Organizations consist of many formal and informal groups. Even in the best organizations, conflicts can arise between such groups. Informal groups that believe the leader treats them unfairly may become more united and try to "take revenge" by reducing productivity.

Spontaneous conflicts arise on their own, without preparatory actions from individual subjects or groups of subjects;
Institutionalized conflicts are carefully and deliberately prepared in advance. The subjects of a future conflict develop a strategy of action, assess their chances of achieving their goals, and groups of supporters are formed.



Causes of Conflicts

- Insufficient alignment of the goals of individual groups and individuals**
- Outdated organizational structure and unclear delineation of employees' rights and responsibilities**
- Limited resources**
- Unequal treatment of members of the workforce**
- A contradiction between the functions and the type of work activity**

- Differences in behavior style and life experience**
- Uncertainty regarding growth prospects**
- Unfavorable physical condition**
- Insufficient positive attention from the manager**
- Psychological phenomenon**
- Insufficient level of professionalism**

Conflict resolution strategies

- **Accommodation**
- **Compromise**
- **Avoidance**
- **Collaboration**

Accommodation

In this case, one of the parties tries to smooth over the conflict situation by making unilateral concessions, that is, they are willing to give up their own interests and accommodate. Often, this is done in order not to lose something significant to them (for example, friendship).

Example:

Together with a friend, you found an apple. You cannot agree on who should take it. A concession would be giving the entire apple to your friend.



Compromise

This type of behavior is similar to collaboration. The only difference is that, to resolve the dispute, the parties make mutual concessions.

Example:

The found apple is split in half. You don't get a whole apple, and your friend doesn't get a whole apple either.



Avoidance

This type of behavior involves trying to avoid a conflict situation without resolving it. Neither yielding nor insisting on one's own opinion. It often involves silence, ignoring, or physically walking away. It is often used when one simply does not want to get involved or escalate the conflict further.

Example:

You pretended that you didn't need the apple at all.



Collaboration

In this type of behavior, the main efforts of the parties in the conflict are directed toward finding a solution that leads to reconciliation without harming either side.

This strategy involves seeking a solution that not only satisfies the interests of both parties but also allows them to benefit from the conflict.

It is important to be prepared for the fact that sometimes achieving this may require postponing the desired outcome for a while.

Example:

You decided to use the apple in a way that allows both of you to benefit.



Collaboration

Conflict: **Pros** and Cons

Pros

- ▶ **Conflict is a certain form of resolving contradictions.
It can bring people together in the face of an external threat.**
- ▶ **It helps to "let off steam" and contributes to relieving tension.**
- ▶ **It stimulates creativity and mobilizes participants' energy to find a way out of a situation.**
- ▶ **It allows for a better understanding of one's own needs and provides experience.**
- ▶ **It can help ease tension within a group.**
- ▶ **It contributes to self-realization and self-assertion of the individual.**
- ▶ **It can serve as a means of adapting a person to a group (during conflict, everyone reveals themselves to the fullest, and one can see "who is who").**

Cons

- ▶ **It may be associated with violent methods.**
- ▶ **It may contribute to feelings of suppression, pessimism, and a negative mood.**
- ▶ **It may lead to disappointment in one's own abilities and possibilities.**
- ▶ **It may result in a negative evaluation of a partner in joint activities.**
- ▶ **One may lose a friendship.**



Prepared by:

I.I. Khajiev

**Department of Social Development
International Educational Corporation**