

**Higher education institution**  
**"University of Economics and Law "KROK"**  
**Faculty of Economics and Entrepreneurship Department of Management**  
**and Marketing 073 "Management"**

## **GRADUATION PROJECT**

**on the topic is:** Resolving war-induced interpersonal conflicts in the corporate environment

Made by student \_\_\_\_\_ (Signature)

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(Signature) (Name, initials) (Date)

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## ABSTRACT

Master's thesis on the topic “**Resolution of interpersonal conflicts in the corporate environment, caused by the war in Ukraine**” contains 100 pages, 3 figures, a list of references with 26 names from local and foreign scientists and 101 names of references. The work consists of an introduction, three sections each with conclusions after them, final conclusions and propositions.

**Relevance by those:** Nowadays in Ukraine the war is going on. People are under high stress. Often people have interpersonal conflicts at the work and it made a huge impact to productivity of business.

**Purpose of research:** Determine how interpersonal conflicts have a negative impact on business performance.

**Object of investigation:** the resolution of interpersonal conflicts in the corporate environment, caused by war in Ukraine.

**Subject of investigation:** To determine the need for a manager to identify and manage such conflicts and to develop a typical scheme for their resolution.

**Investigation methods:** applied a comprehensive interdisciplinary approach to studying the peculiarities of consulting activities in terms of conflict prevention and resolution in enterprises. And the systemic analysis made it possible to consider the activities of organizations in the form of a holistic system of goals and actions to prevent and resolve conflicts;

**The results of the investigation** are formulated in 10 diagrams in section 3.

**The practical significance of the achieved results.** For first time to Ukrainian business suggested a 3 stage tools for conflict resolution. Formulate the major types of conflicts; Explored ways and possibilities for their resolution; Developed a scheme for conflict resolution through mediation.

### **Feedback from the supervisor of the diploma project:**

The diploma project of S. G. Petrov, dedicated to the topic "Resolving interpersonal conflicts in the corporate environment caused by the war in Ukraine", impresses with its relevance and depth of research. The author carefully analyzed the impact of the military conflict on internal relations in organizations and identified the main factors that lead to interpersonal conflicts in peacetime and under martial law. The diploma project is distinguished not only by its thematic relevance, but also by a complete and systematic approach to the study of the problem. The author successfully combined theoretical foundations with practical aspects, revealing important nuances of resolving interpersonal conflicts in wartime conditions. Particularly important is the section "Priority directions and proposals for resolving interpersonal conflicts based on mediation skills." The author studied existing theoretical approaches and implemented them in the context of domestic business, which indicates a deep understanding and analysis of the subject area. The use of the conflict resolution algorithm and recommendations for its implementation are also a positive contribution to the work. This provides a practical focus and realizable opportunities to implement the obtained results in a real business environment. The general conclusion of the diploma project testifies to the author's high level of professional competence and his ability to apply theoretical knowledge to solve actual problems in practice. The work is a significant contribution to the study and optimization of management practices of Ukrainian enterprises in the difficult conditions of the military conflict. It is important to emphasize that the recommendations and strategies, brought to the fore, can serve as a basis for further research and development of interpersonal conflict resolution practices in the organizational environment. In general, this diploma project is an important contribution to understanding and solving problems arising in the context of the military conflict in Ukraine. Its high level of academic and practical value causes confidence in the possibility of using its results to further improve management processes and create a healthy organizational climate.

## **Review of the diploma thesis of S. G. Petrov**

Review of the diploma thesis of S. G. Petrov on the topic "Resolving interpersonal conflicts in the corporate environment caused by war": The diploma work of S. G. Petrov is devoted to the study and analysis of the problems of interpersonal conflicts in the corporate environment caused by the difficult situation in Ukraine as a result of the war.

The topic of the work is very relevant, since many conflicts are currently ongoing in Ukrainian society, and the place of their actualization is often the workplace. The author draws attention to the topicality of the topic and tries to determine possible strategies for resolving such conflicts to ensure effective work and support the psychosocial well-being of employees. One of the strengths of the work is an in-depth analysis of the factors that cause interpersonal conflicts in organizations in peacetime and during wartime conflict. The author carefully examines the influence of external factors on internal interpersonal relations and the development of conflicts. Research conducted by S. G. Petrov during his master's thesis shows that interpersonal conflicts affect business results.

The theoretical aspect of the work is well developed, especially in the context of conflict management models and psychological aspects of employee interaction. The author successfully uses theoretical approaches to explain specific situations in the corporate environment and develops recommendations for overcoming them. However, the work may lack more specific examples of conflict resolution tools or programs. It is important that the thesis contains more practical recommendations that can be used in the real business environment. In general, the thesis is interesting and relevant, but the author can consider the possibility of improving the practical aspect and specifying recommendations for specialists in the field of personnel management and managers.

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## INTRODUCTION

In today's world, in the minds of a complex socio-political situation, the corporate middle becomes an arena in which inter-personal conflicts emerge and become aggravated. This is especially relevant in the context of the war in Ukraine, as it not only creates great influences for staff team in general, but also influences the internal mechanisms of organizational life.

The rise of communal conflicts among the corporate middle class in the minds of war is considered an important problem for ensuring the stability and efficiency of business processes. This thesis is dedicated to a detailed analysis of this problem, identification of key factors that lead to conflicts, and development of strategies based on mediation techniques.

An important aspect is the consideration of the influx of military conflict into the internal forces of practitioners and the creation of a positive organizational environment in the minds of an important reality. The ability to respond to industry calls and resolve conflicts can be an important factor for the long-term success of a business.

The thesis aims to identify the most effective approaches and strategies for improving inter-social conflicts in the context of the military conflict in Ukraine, providing practical recommendations for managers and managers of personnel management.

## **SECTION 1. CONCEPTUAL AMBUSH ADVANCED INTERPROTIVE CONFLICTS AFTER THE HOUR OF THE MILITARY STAND**

### **1.1 Theoretical approaches to defining the concept of “inter-social conflict”: place, types, causes and classification.**

Conflict (lat. conflictus - contentious) is the most acute way of developing conflicts in interests, goals, views that arise in the process of social interaction that occurs during the course of There is no mutual interaction and may be accompanied by negative emotions. [62, p. 158]. A conflict situation requires super-sensitive positions of the parties. any kind of nutrition, focus on long-term goals, the choice of different means to achieve them, diversification of interests, etc. The conflict situation is the basis of any conflict.

Obvious factors in any conflict are:

- subjects of conflict - participants in conflict interaction, whose interests collide;
- The object of the conflict is the specific material, social or spiritual value that the skin of the conflicting parties' claims.
- the subject of the conflict is an objectively obvious problem, which is the cause of the dispute [68].

**Interpersonal conflict** is the most widespread type of conflict. Conflict between characteristics may result from a mixture of people with different personalities, attitudes and values.

It's a pity that people will not always be able to peacefully resolve all the superfluties and incomprehensible things. Interpersonal conflict is often to blame. What is the reason and why does this happen? What are the ways to resolve inter-social conflicts? How can you avoid them and live your whole life without conflicting with anyone? What is conflict? Conflict is one of the ways of increasing problems and problems that arise as a result of interactions between individuals or groups of people [42, p. 58]. In this case, it is accompanied by negative emotions and behavior that goes beyond the norms accepted

in corporation. During the time of conflict, the skin on both sides takes up the same position in a one-to-one relationship. Agreement with the opponent does not dare to understand and accept the enemy's idea. The conflicting parties can be not only people, but also large groups and powers [36, p. 108].

Interpersonal conflict and particularity. As the interests of two or more people diverge in a particular situation, and the skin side tends to put a super-cut on its core, an interpersonal conflict arises. An example of such a situation is a fight between a man and his squad, a child and a father, a supporter and a boss. This type of conflict is the most widespread and most often destroyed. Interpersonal conflict can arise both between people who know each other well and people who constantly get along, as well as between those who want to beat each other first. Whose note is about the opponents of the day-to-day, the path of a special dispute and discussion [36].

### **Stages of inter-social conflict**

The conflict is not just a conflict between two participants, which arises spontaneously and uncontrollably. This process, which consists of several stages, gradually develops and gains strength. The causes of inter-personal conflicts can accumulate over time, before moving on in the open air. At the first stage, the conflict is of an adventurous nature. At this hour, super interesting interests are maturing and taking shape. In this case, the parties to the conflict believe that their problem can be resolved through further negotiations and discussions. At another stage of the conflict, the parties realize that it will not be possible to solve their problems in a peaceful way. Tension grows as it grows and gains strength. The third stage is characterized by the beginning of active actions: superechok, threat, image, increased negative information about the enemy, jokes from allies and like-minded people. In this case, mutual hostility, hatred, and bitterness accumulate between the participants. The fourth stage is the height of inter-social conflicts. The war may end in reconciliation between the parties or in tears [17].

Among the great number of causes of conflicts in front of us, we see hidden reasons that manifest themselves practically in one way or another in all the conflicts that arise. They say the following:

- socio-political and economic (related to the socio-political situation in the region);
- socio-demographic (differences in the attitudes and motives of people, the definition of their status, age, affiliation to ethnic groups) [32];
- social-psychological (social-psychological phenomena in groups: mutual relations, leadership, group motives, etc.);
- individual-psychological (represents individual-psychological features: personality, temperament, character, consumption, etc.). Partial reasons are directly related to a specific type of conflict (violation of labor laws, service ethics, dissatisfaction with the minds of work, etc.). Conflicts inevitably arise as a result of an imbalance in the interests of two or more parties. In connection with this, one can see objective and subjective causes of conflicts. The objective causes of conflicts arise independently of the will and desire of the participants in the interaction (sharing of resources, bad communication, etc.). the main ones:
  - sharing of resources that require sharing;
  - mutual dependence of orders;
  - differences in the environment;
  - differences in statements and values;
  - differences in behavior and everyday life;
  - unsatisfactory communications [33].

**Distribution of resources.** The resources of great organizations will always be limited. Care must be taken to distribute materials, human resources, and finances among different groups in order to achieve the goals of the organization in the most effective

way. The allocation of a significant portion of the resources to one core and group means that the others will have a smaller portion of the total amount. Thus, the need to share resources may irrevocably lead to various types of conflicts [16].

**Mutual dependence of orders.** The potential for conflict arises wherever one person or group lies beneath another person or group. For example, a quarryman can attribute the low productivity of his work to the lack of availability of a repair service to quickly repair equipment. The maintenance worker, in turn, can call the personnel service, which has not hired more qualified workers. Since all organizations are systems that are made up of mutually dependent elements, then with the unsatisfactory work of one sub-unit or people, the interdependence of the task can become a cause of conflict.

**Differences in the goals.** The potential for conflict increases as organizations become more specialized and branch out into different areas. This means that specialized organizations formulate their own rules and give them more respect than the organization. For example, it may be possible to rely on the production of more diverse products, which increases the competitiveness of the enterprise and increases the burden of work. At the same time, the purpose of the industrial plant is more direct on gross sales and less on the product range [21].

**Differences in manifestations and values.** Statements about this situation lie within the reach of the song mark. Instead, in order to objectively assess the situation, people may pursue views that they think are favorable to their group and particular needs. This trend was identified in one part by Jennie, where the kernels of various branches tried to solve the problem associated with the improvement of customer service. It is important to note that the problem of customer service can be solved most quickly by its functional unit itself. Thus, the skin of the ceremonies had its own manifestations of this problem, which was not avoided by the manifestations of other ceremonies [21].

Divergence in values is also a widespread cause of conflict. For example, a minor may respect that he always has the right to express his thoughts, while a kerivnik respects that a minor has the right to express his thoughts only if he is nourished. Another example: staff may value freedom and independence. As a cabinetmaker is important to keep an eye on the work of his subordinates, differences in values are likely to cause conflict.

**Differences in behavior and everyday life** may increase the likelihood of conflict. For example, people who consistently show aggressiveness and bewitching and are ready to fight over their skin create an atmosphere around themselves that can cause conflict. Investigations have shown that differences in a person's background, character, opinion, and awareness change the level of mutual understanding and spordity between representatives of different species [62].

**Unsatisfactory communications.** The transfer of information is poor, both as a cause and as a consequence of the conflict. For example, since the servicing cannot bring to the attention of the subordinates the need for reorganization of production, the rest can react in such a way as to match the pace of work. These problems can also arise and be resolved through the unavailability of core materials to develop and bring to light an accurate description of the planting bonds. In this case, any of the children will have the resources to create mutual and other conflicts. Subjective reasons are determined by the specific behavior of the individual and the psychological structure of the individual - character, temperament, directness, value orientations, needs, etc. Human skin fragments, as their peculiarity is rich, subjective reasons arise in different forms and types. The stench manifests itself as the inconsistency of these factors in a particular living situation.

**See the reasons for conflicts [24]:**

- a) internal conflict (frustration);
- b) inter-social conflict - cultural, socio-psychological type of specialness;
- c) intergroup conflict - between groups, both formal and informal groups;

d) organizational conflict - competition for the acquisition of shared resources by a group.

**Internal conflict** [26], which is expressed as a struggle between the middle of a person, which is accompanied by emotional tension. One of the broadest forms is role conflict, when up to one person is extremely sensitive to the consequences of his work. Frustration (from Lat. frustratio - discord, ruination of plans) - the mental state of a person, driven by insurmountable objective (and subjectively perceived as such) difficulties that arise on the way to reach the mark or the highest point tribute. Frustration is always a difficult experience of failure and incoherence. It can be one of the forms of psychological stress. Frustration is a negative legacy of internal special conflict, if the increase in stress outweighs frustration tolerance, then the resistance of specialness to frustraters.

**Inter-social conflict.** This type of conflict is the most widespread. Conflict between characteristics can result from a mixture of people with different personalities, views and values.

**Intergroup conflicts** that often arise through the existence of clear agreement between groups.

**Organizational conflict** is a result of the tension between the direct actions of the participants in the conflict, the emergence of divergence of interests, norms of behavior and value orientations.

**The main culprits of conflicts in the organization** [29]:

1. The importance and shifting interests of members of the organization.
2. Significance in value orientations.
3. Different forms of economic and social inequality.
4. Dissatisfaction with the differences between adjacent structural units of the organization.

Interpersonal conflict can arise on equal positions, needs, interests and values. The fundamental rule for successful resolution of a conflict is to shift the focus of respect for the parties to the conflict to a deeper level and try to make a home on that level.

The position is what the party immediately declares. The need can be answered by turning away from the answer to the question: "Why is it important to you now?" The interest is behind the position. You can clarify your interest by asking "Why is this important to you?" The most valuable rhubarb. At this point, there are political and religious views and other persistent constructs of specialness. It is usually impossible to change them. A great number of conflicts on this level are even more important and impossible. As a recommendation in this situation, you can sort out the values of the parties and find other common values, in addition to those that are immediately in confrontation. The parties' awareness of common values reduces the tension in the dialogue and polarization of the position, which eases the search for a solution acceptable to both parties [67]:

**Between the conflict.** There are three aspects of the significance of conflict: 1) space; 2) sentry; 3) subject. The spaces between the conflict are the designated territories on which the conflict occurs. Clearly defining the spaces between important issues for social and international conflicts. Knowledge of the conflict allows us to choose an adequate form of conflict for its resolution. For example, in this organization there is a conflict between the core and the subordinates. For every hour of the day the hundred-year-olds did not go beyond the borders of the child. Without stopping the conflict, over time, information about him spread throughout the entire organization, and doctors of other branches began to reach the conflict. Such a widening of the conflict led to the need to take decisions at the level of the organization's kernel, which, in turn, was reflected in the service position of the military specialist and manager of this unit [92]. Hourly boundaries record the severity of the conflict at the hour, its beginning and end. These aspects of the conflict flow into the legal assessment of the actions of its participants. For example, the Code of Laws has established provisions for the punishment of violators of labor discipline at the time of registration of supporting materials. Subjects between conflicts indicate the number of participants per cob. The expansion of boundaries, the acquisition of new people before the conflict leads to a more complex structure of the conflict and the search for other ways of its escalation. In addition, the expansion

of subjects between the conflict may immediately change the nature of its course. For example, through delays in the payment of wages, an organizational conflict can develop into a strike, requiring completely different approaches before its resolution. Between conflicts are inextricably linked with the beginning and end of the conflict [64]. The beginning of a conflict, as a rule, is indicated by objective (external) signs directed towards another participant. As soon as I know that these actions are both direct and antithetical, the conflict begins. If things don't start, then a conflict situation may arise. This means that in order to resolve a conflict that has already begun, three minds are needed [72]::

- the first participant knowingly and actively acts to harm his opponent;
- the participant informs that the actions entered are directly against his interests;
- all participants accept aggressive actions from the witness.

Thus, the conflict is daily, since there is only one participant and the participants either plan and ruin their lives. The conflict begins when the parties actively stand alone, re-examining their goals (up to which point we have a conflict situation). The development of a conflict, as a rule, is expected from the progressive expansion of the minds of its participants, including the subject of the conflict: - the emergence of a small conflict situation draws in the interaction of two subjects , and, in your own words, your deceivers; The interests of the witnesses are simmering, the subject of the conflict and the attitudes of its participants are growing. The end of the conflict is the process of completing the actions of all opposing sides, regardless of the reasons for the beginning of the conflict. The causes of the conflict are the phenomena, ideas, facts, situations that give rise to the conflict and, in the right minds of the activities of the subjects of social interaction, cause it.

## **CONFLICT COMPONENTS**

In order to analyze **the structure** of the conflict, apparently the most important warehouses are [75]:

1. *conflicting parties* (conflictants, listeners, provocateurs, stormers, conciliators, consultants, innocent victims);
2. *zone of differences* (subject of dispute, fact of nutrition);
3. *statements about the situation* (at a minimum, if one of the two perceives the situation as showing unfriendliness, aggression, or an incorrect, unlawful way of thinking and acting otherwise. Here the principle of orderliness, formulated by a sociologist, comes into play W. Thomas: Thomas's theorem – "Whenever a situation is judged to be real, it is real." for their inheritances.);
4. *motives* (reasons: needs, interests, thoughts, ideas, etc. Motives can be *informed or uninformed*. Motivation means a process that psychologists call *the formation of the mind*);
5. *action* (Conflictual interaction is a struggle in which one side opposes the other.
6. The main types of actions of one of the conflicting parties, which the other assesses as conflict, wars directed against it, are:

1 – creation of direct and indirect transfers to the implementation of plans and intentions of this party;

2 – non-compliance with the other side of their obligations and goiters;

3 – burying or weakening of what, in the opinion of both sides, Volodin's other side is not guilty of;

4 – direct or indirect harm to reputation;

5 – actions that diminish human dignity;

6 - threats and other threats that interfere with people's work that they don't want or need to work;

7 – physical violence.

## **1.2 Interpersonal conflict as a type of social conflict of the same type**

Interpersonal conflicts involve the confrontation of individuals with each other on the basis of divergent motives, values, views or interests. These conflicts are widespread, and they pervade almost all areas of human life. Any conflict will escalate to an inter-social conflict. In inter-power conflicts, tensions between leaders or representatives of powers are resolved. This type of conflict itself is widespread in military teams, families, and mates. For example, two designers work on one advertisement, but have different points of view regarding the method of presentation. A similar conflict may arise between two candidates for promotion when one vacancy becomes available. Interpersonal conflict can also manifest itself when there is a direct connection between particularities. People with different characters, views and values sometimes simply cannot be kind to each other. As a rule, the goals of such people differ radically [32]. Interpersonal conflicts loom within the following specific authorities:

- confrontation between people takes place without any middle ground (opponents clash face to face);
- the whole spectrum of objective and subjective reasons is manifested;
- high emotionality; • the interests of not only the subjects of the conflict are affected, but also those with whom they are directly connected by official or inter-personal issues;
- Interpersonal conflicts are a testing ground for testing the characters, temperaments, intelligence, will and other individual psychological authorities of the subjects of the conflict situation.

In all conflicts of this kind, one can see 2 interrelated aspects:

1 – local side, then. the subject of the argue, on the right, food, which screams for variety;

2 – the psychological side, connected with the special characteristics of its participants, with their special interactions, with their emotional reactions to the cause of the conflict, with their moves and towards each other.

The most obvious manifestations of inter-personal conflicts are: mutual rivalries, attacks, attacks, defenses.

The following are the main forms of conflict:

For the purposes of resistance: supernaturalism and isolation;

Subject: resource-material and social.

The range of diversity of conflict situations conveys the vision of closed (attended) and open conflicts. In an open conflict, the opposition of the opponents clearly manifests itself: welding, super battles, threats, violence, military standoffs. Interactions in this situation are regulated by norms that reflect the situation and the level of the participants in the conflict (international, legal, social, ethical). In a closed (closed) conflict, there are daily external aggressive actions between the conflicting parties, and in this case, side methods of influx are used. It is expected that one of the participants in the conflictual interaction will be afraid of the other, because the other does not have sufficient power and strength for an open struggle. It is common to see cognitive conflicts and conflicts of interest in the face of the needs. Cognitive conflict is a conflict between views and the identified problem, that is, cognitive structures. In such a conflict, the method of the skin subject is: overpower the opponent; bring your point to the eye; fight against the principles of power or group politics. For example: numerical debates in the Verkhovna Rada with the participation of representatives of different

factions; discussing scientific and industrial problems at conferences, gatherings, and meetings. The differences between ideologies, cultures, and religions do not always lead to good news between opponents. If one of the parties has decided to overcome its opponent at any cost and allows for the stagnation of power or other factors inflow, then the conflict can turn into an intergroup or social one. Conflicts of interest are a group of conflicts where a personal conflict develops through a violation of interest [74]. This type of conflict is the opposite of cognitive conflict and means a confrontation that is based on the competing interests of various opponents (organizations, groups, individuals). Vertical and horizontal conflicts are clearly visible in the direct flow. Characteristically, they divided the obligation of the authorities, who lead the opponents to the beginning of conflictual interaction. In vertical conflicts, the ownership changes vertically from top to bottom, which means different starting points for the participants in the conflict: the boss is a minor, the parent organization is an enterprise, the chief is a small enterprise. In horizontal conflicts, the interaction of peers is transferred to the obligation of apparent power (to the hierarchical peer) of the subjects: the foreman is the farm manager, the chief accountant is the chief economist, the postal chief is the co-worker. The method of resolving conflicts divides them into violent (antagonistic) conflicts and non-violent (compromising) ones. In violent (antagonistic) conflicts, it is likely that there is a collapse in the structures of all conflicting parties, in addition to how the conflict plays out. For example, a war until victory, a repeated defeat of the enemy at the top, sports competitions, elections of government bodies. Non-violent (compromising) conflicts allow for a number of options, depending on the mutual change in the goals of the participants in the conflict, the lines, and the minds of each other. For example, the postal manager of the manufacturing plant did not set a standard for the meaning of the terms.

**Interpersonal conflicts in the organization** [62]. Perhaps all people spend most of their time at work. During the process of changing the clothing between the sports-wear workers, super-cleaning and rubbing often occur. Conflicts in interpersonal relationships that arise in organizations often disturb the activities of the company and spoil the results. Conflicts in organizations can arise both between the security forces who occupy the new position, and between subordinates and superiors. The reasons for wiping may vary. This is a transfer of duties one to another, and due to the unfair placement of care, and the dependence on the result of sports medicine one way at a time. Conflict in an organization can be provoked not only by the discrepancy in the drive of work moments, but also by problems in the workplace, especially hostility between colleagues. Most of the time, the standoff can be resolved by the security forces independently pursuing negotiations. Alternatively, managing inter-personal conflicts goes through the core of the organization, explains the reasons and helps to fix the problem that has arisen. Go out so that on the right you may end up with one of the conflicting parties.

### **Types of inter-social conflicts**

There is a clear classification of inter-personal conflicts. Stinks are divided according to the level of severity, flow, scale, form of manifestation, transfer of residues. Most often, types of inter-personal conflicts differ in their reasons.

Explaining the nature of marital conflicts has a long tradition, which gives priority to the analysis of confrontation of interests. On a global scale, such persistence is manifested in the struggle of powers to change criteria and allocate resources to the division of resources, gain territory, etc.

The concept of deprivation reveals the underlying mechanism for the implementation and interaction of needs and interests in a spouse. The convergence of interests of individuals, groups, and communities with objective possibilities in social life, in specific

minds, interacts with other social subjects - by combining the same interests to deal with others, to cross them.

The most widespread is **the conflict of interests** [62]. We are to blame when people make long-term plans, goals, and deaths. In reality, you can imagine the following situation: two friends cannot figure out how to spend an hour. The first one wants to go to the cinema, the other just wants to take a walk. If they don't want to do anything else, and they don't agree, **a conflict of interest may arise**.

In common with each other, all social entities are called upon to define the sphere of their interests, consistent with their manifestations about those that loom in the interests of others, as they really are. Interest in mutual interactions includes a full disclosure of the other's permissible and possible interests.

An analysis of highly significant conflicts shows that specific reasons did not form the basis of the behavior of the opposing sides, preventing them from discouraging their interests, which in any case of conflict appear to be unreasonable or unreasonable. them.

When analyzing interests, investigators pay attention to various social and psychological phenomena, based on genetically related interests: needs and positions.

### **Conflict of values**[62]

Another type is **valuable conflicts**. They may arise in these episodes if there are different moral, scientific, and religious manifestations among the participants. Let's use a butt to illustrate this type of confrontation - generational conflict.

Much of the power of conflict of interests is characteristic of the conflict of values, which is the manifestation of people's goals and norms of behavior. Values include historical evidence and the culture of adjacent groups (ethnicities, classes, etc.), etc. stink is the main reference point for what people relate to in their lives.

Linking the conflict of values with needs and interests through a significant world of mediations. With the understanding of the importance of information in addition to the conflict of values, there is a decline in memory of past images and events.

Internal psychological conflicts are clearly plaguing our independence. The fragments of conflicts often clash with each other, depending on the moral values that they convey that we have developed a powerful system of values.

Other similarities to the conflict of values are specific:

- between individuals, small and large groups;
- between freedom and jealousy, justice and inequality, between collectivism and individualism, xenophobia (warship and rage towards foreigners) and openness to the world, democracy and authority I am passionate about it, pushing it to the point of suspenseful power and orientation to private power.

**Role conflicts** are the third type of inter-personal confrontation. The reason for this is the disruption of basic norms of behavior and rules. Such conflicts may arise, for example, in an organization if a new member of the military is encouraged to accept the order established by the team.

Causes of inter-social conflicts. Among **the reasons** for provoking conflicts, the first place is **the sharing of resources** [65]. Even if, for example, there was one TV or computer for the whole family, a sum of pennies was allocated for the premium that would need to be distributed among all the students. In this situation, one person can only reach his own for the price of another's exchange.

Another reason for the development of conflicts is **mutual dependence**. This may involve supplying, renewing, securing and other resources. So, in an organization, project participants can start calling each other, if for some reason it was not possible to implement it. Conflicts can be provoked by people's attitudes towards goals, views,

statements about these or other speeches, manner of behavior and speech. In addition, the cause of resistance may be the particularity of a person. types of inter-social conflicts.

### **Stages of inter-social conflict**

The conflict is not just a conflict between two participants that arises spontaneously and uncontrollably. It is a process that consists of many stages, gradually develops and gains strength. The causes of inter-individual conflicts can accumulate for a long time, before they end up in the open air.

**At the first stage**, the conflict is of a violent nature. At this point, super interesting interests are just maturing and taking shape. Whenever a participant in a conflict is offended, it is important that the problem can be resolved through further negotiations and discussions [22].

**At another stage of the conflict**, the parties realize that they cannot be wiped out in a peaceful way. This is the name given to tension as it grows and gains momentum.

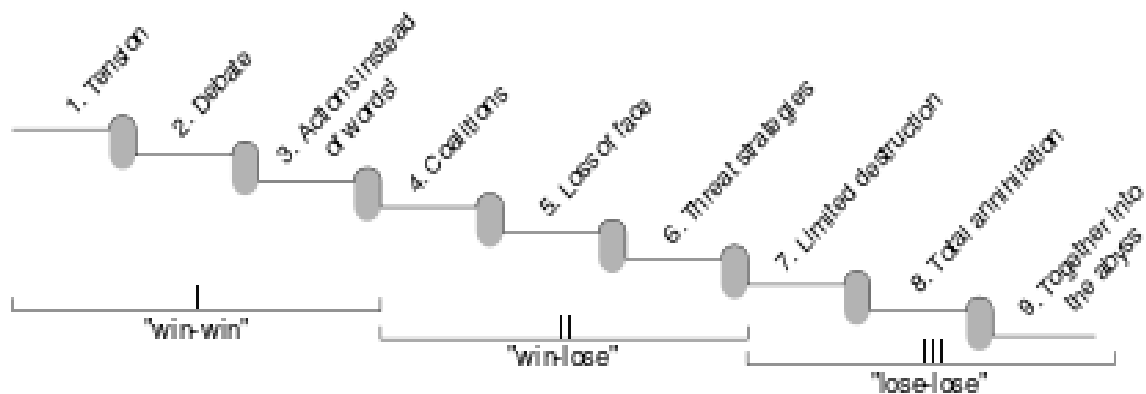
**The third stage** is characterized by the beginning of active actions: superechok, threat, image, increased negative information about the enemy, jokes from allies and like-minded people. In this case, mutual enmity, hatred, and bitterness accumulate between the participants.

**The fourth stage** is the process of resolving inter-social conflicts. The war may end in reconciliation between the parties or in tears.

**Friedrich Glazl's model of conflict escalation** is developed during the analysis of conflicts and the formation of similar reactions. The model has nine stages - based on the earlier model of Kurt R. Spielman [\[11\]](#), which describes five levels of escalation. The stages are grouped into three levels, each with three stages.

## equals

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### Nine stages of conflict escalation

The eye represents "escalation in its nine-stage model not as a convergence to greater and greater stages of escalation, but as a descent to deeper and more profound, more primitive and creaturely forms of the supersink... [which] inevitably lead to areas where great "non-human energies" awaken ", which are beyond control and streaming." Either way, the two sides can still win. On the other level, one of the sides loses, and the other wins, and on the third level, both sides lose.

In this way, it is possible to analyze various types of conflicts: [separation](#) , conflicts between colleagues and students, as well as conflicts between powers.

### First rhubarb

#### Stage 1 - Voltage

Conflicts begin due to tension, such as a sudden burst of thoughts. This is an essential phenomenon that is often not recognized as the beginning of a conflict. However, in times of conflict, the positions of the parties become fundamental. Conflict can also have deeper reasons.

#### Stage 2 - Debate

Look at conflicting strategies in order to decipher the opponent's arguments. The tension in thoughts can be overwhelming. The parties try to make a one-on-one squeeze and think from the perspective of black and white.

### **Stage 3 - Replacement of water**

The parties to the conflict will compete one on one, continuing to pursue their ideas. Discussions are interrupted. There is no more verbal communication, and the conflict escalates. He knows how to listen to the “opponents”.

Another rhubarb

### **Stage 4 - Coalitions**

The conflict will escalate when opponents begin to capture those who are sleeping on their side. By respecting your own rights, your opponents will twist your opponent. Pochatkov's problem is no longer important: it is necessary to win the conflict so that the enemy loses.

### **Stage 5 - Exposure**

The enemy's reputation may be ruined, so the parties go to the extent of insinuation and similar methods. Every single one of them is left torn. For whom, the loss of publicity means the loss of moral authority.

### **Stage 6 - Threat Strategies**

The conflicting parties strive to achieve absolute power by creating threats that allow them to demonstrate their power. For example, a participant in a conflict is threatened with *a sum of money* (10 million euros), which is imposed *by a sanction* (“otherwise I’ll break your head”) and supported by *a potential sanction* (from the designated vibukhs ki). Proportions indicate the reality of insecurity.

Third rhubarb

### **Stage 7 - Exchange of poverty**

Kozhen intends to seriously harm the enemy in every possible way. Opponents no longer respect each other for people. Nowadays, insignificant expenses are seen as a win, since the harm to the enemy is greater.

### **Stage 8 - Outside poverty**

The enemy is guilty of destitution at any cost.

### **Stage 9 - Together at the break**

At this point, self-debasement becomes pleasant, since it means the opponent's debasement.

### **1.3 The main reasons for the emergence of inter-individual conflicts during the war period**

Since the beginning of 2022, a full-scale war has begun, which has covered a large territory of the country and led to significant psychological pressure on the entire community [78]:.

The axis of the figures from the official figures from 24 February 2022 to the chest 2022:

- 8 million left the country;
- 5.3 million – internal migrants;
- 700 thousand – military and volunteers;
- up to 13 thousand dead military camps by 2022;
- 1.2 million Ukrainians deported from the Russian Federation, of which 150 thousand. - children;
- thousands of dead children;
- nearly 15 thousand people have fallen into oblivion, of which 3.4 thousand Ukrainian military servicemen are in full force;
- in Ukraine it has been shaken or destroyed in May 18 thousand rich surfaces, 135 thousand private cabins, 3 thousand schools and kindergartens, over 1.5 thousand hospitals;

- 200 thousand square kilometers of the territory of Ukraine were replaced.

And this is not residual data. The war, unfortunately, is disturbing. Behind the skin numbers are human stories. Its scale forms a collective trauma for the Ukrainian people. Traumatic testimony of Ukrainians especially. We are facing a war on the territory of our region. The European continent did not suffer such a tragedy from another world war. 67% of Ukrainians report psychological health as the biggest problem, ranking second after the decline in income, according to the National Democratic Institute.

What messages do we receive from the psychological background of Ukrainians?

Massiveness. There is no homeland in Ukraine that would not have suffered due to the war. Guess the numbers I guessed. In Ukraine, many people became witnesses of military operations, people who were under the occupation, experienced poverty, torture, injury, stagnation, fullness, death of loved ones, including in front of their eyes.

Traumatic evidence grows like a snowball. For example, the story of my classmate. But suddenly, the father of the 30th military learned that his son had lost his legs and suffered a heart attack. I lie at the doctor's and it seems that I don't want to hurt anyone, I don't want to rejoice and I don't want to live.

Children's injuries. Small children under 3 years of age are encouraged to start talking and show signs of anxiety and aggression. Older children and children become more withdrawn, have little composure, experience a regression in their independence from their parents, and do not make new friends for fear of losing them. So, during the hour of our documentary theater, a young girl from Mariupol said that she was afraid to make friends in a new place, because she didn't want to waste them again. In addition, my practice with supplements often leads to fear of death, apathy, and depression.

Low level of psychological culture among the population. In Ukraine, people still don't start working systematically with a psychologist, psychotherapist, and even if

they don't start. The couple still has a lot of fakes, stereotypes and psychologists. People are often afraid to come out, afraid to commit violence, or self-deprecating - thinking that the symptoms of traumatic adversity are just a moment away.

A lack of professional psychotherapists who deal with war trauma. There is a shortage of preparations for counterfeits. For example, one specialist is in charge of dozens of wounded military personnel with amputated ends. It is not realistic for one person to clearly help such a large number of people and inspire themselves.

A lack of trivalent programs for people with traumatic records. For example, for one person to recover from PTSD, it would take 15 sessions over 3 months of systemic work. And in Ukraine, approximately, from 6% to 33% of the population (military and civilized). The remaining figures can only be calculated in the post-war period, if we feel more insecure. If people with signs of PTSD are not immediately psychologically helped, they can develop into personality disorders, depression, and suicidality.

A lack of clear possession and approaches to psychodiagnostics of Ukrainians. Scientific laboratories, medicine, diagnostic and rehabilitation centers will require new and accurate equipment for surveillance.

Lack of readiness, a lack of psychological, and medical services until military service returns. Already, the homeland often does not know how to behave with the military, as they return home from the front for a day. Psychologists and doctors also worry that they don't know what PTSD is.

We want Ukraine to be united, like no other, in the fight against the enemy, and therefore there are contagious signs of polarization against the backdrop of "friend/foe" based on religion, ethnicity, between migrants and indigenous people, people who have been deprived be in Ukraine, and here, who went beyond the cordon, those who are fighting, and those who are not, then.

Protected recovery - life after victory. Few Ukrainians save their lives for later, achieving great victories. Barring a miracle, the war will not end in one day. The fear

of life after victory. A lot of information will become open, and the adrenaline rush of Ukrainians will be mine and we will face another psychological crisis – post-war and, sooner than later, more troubling. Both psychological ailments and those resulting from chronic stress can manifest themselves. We live through the collective war trauma for the last hour after the victory. American psychologist Frank Pucelik, a participant in the Vietnam War, said: “I was taken from the Vietnam War to the United States in 22 years by air. And I have fought over 20 years in the war in my own head.”

Another objective problem is the cultural heterogeneity of the Ukrainian a lack of. It was natural that fragments of various parts of the Ukrainian a lack of historically developed in the warehouses of various powers. Ukraine at the lower cordons is actually living only after another world war. Initially, the Radian period gave rise to the formation of a singing homogeneity, a singing, united Ukrainian identity. Alas, the trans-Ukrainian identity that was formed in our country before 1989, small Radian forms. And in the middle of this global identity, deep sociocultural aspects were preserved. Due to the problems of Ukraine's independence, interregional entities have come to the fore and have become involved in connection with the problem of civilizational choice. We are infected with a large number of extinctions of these internal aspects. This is the importance of ethnocultural identity, and not only in terms of ethnic identification: Russians, Ukrainians. We have compact populations of several national minorities: Ugric people in Transcarpathia, Romanians, Moldovans in Bukovina, and Crimean Tatars in Crimea. Russians, who are often called the leading or largest ethnic minority in Ukraine, are, in fact, not exactly a minority. If this is a minority, then we can say - a super-minority, from the point of view of large parameters and, most importantly, from the point of view of the ignorant nature of the ethnocultural waters in the region. If you look at another world of identity - the Russian language, it is easy to see (follow the data from the 2001 census) that a third of the population is Russian. According to sociology, we can talk about those who, in the current practices of Russian society, become close to half of the population of the region. And yet, it's true,

there is such a specific segment as bilinguals. So, anyway, the creation of two middle schools, the Ukrainian and the Russian, is the specificity of the Ukrainian matrimony.

#### **1.4 Conclusions to section 1**

The Ukrainian society has always been a line: multi-ethnic, with different views and values. The war, especially the large-scale invasion, increased divisions and changed the tolerance of society. Differences in particular views have become polarized. Survival under the pressure of military situations, under the influx of stress, traumatic situations and living through special dramatic stories seeks the release of emotions. The general level of psychological culture in society is low, and only a few seek professional help from psychologists. Most people look for simple ways to vent emotions, and such venting occurs spontaneously in families and at work. Since no one is dealing with this problem systematically, inter-personal conflicts develop into a dangerous stage and / or can lead to fatal consequences. This can have a negative impact on the quality of life of people and on the financial results of businesses and the economy in general.

## **SECTION 2. WORKING WITH INTERNATIONAL CONFLICTS IN THE CORPORATE ENVIRONMENT: INTERNATIONAL DEVELOPMENT AND UKRAINIAN REALITIES**

### **2.1. Interpersonal conflicts in the corporate environment: causes, types, applications and consequences for business.**

#### **Causes of inter-social conflicts**

Identification of the causes of conflicts depends on the choice of methods, ways of avoiding them and constructive solutions to them. Without knowing the destructive forces, it is important to effectively integrate and regulate the development of conflicts. The causes of conflict are the phenomena, ideas, facts, situations that precipitate conflicts and call for the brightest minds of the activities of social subjects in mutual interaction. [21, p. 28]

The causes of conflicts are revealed by their guilt and the dynamics of the conflict. The origin and development of conflicts is due to the action of four groups of factors: objective, organizational and managerial, social-psychological and special. The first two groups of factors are objective in nature, the third and fourth are subjective (Fig. 2.1).

The objective reasons for conflictual interaction are those conditions of social interact



ion between people that lead to a conflict between their thoughts, interests, values, etc. [2, 44].

Pic. 2.1. Reasons for the development of conflicts

## **Inter-personal conflicts**

In the event of inter-partisan conflicts (between subordinates), the conflicting parties may resolve the conflict themselves, and sometimes have to work for the help of an intermediary. The role of the middle manager is most often played by the manager. They spend at least 20% of their working hours on avoiding and escalating conflicts. It has been established that spending on conflicts and post-conflict experiences accounts for 15% of a manager's working hour [66].

To manage a conflict and be able to overcome it, it is necessary to understand the reasons for your guilt. The reasons for the conflicts are explained by specialists:

differences in the psychological characteristics of people (temperament, character, etc.);

It's bad communication ("hidden images of conflicts"), which leads to the fact that, in the presence of objective reasons, the conflict situation is to blame for one thing, or all parties to the conflict mutually respect that Their messages may be of a conflictual nature. This is thought out, in particular, incorrect interpretations of thoughts, deductions from one person to another. There may be some mutual understanding. One of the reasons for such a distorted manifestation is the lack of sleep, human contacts, and another is psychological isolation, inability or fear of showing your kindness, respect, generosity to others;

difference in views, value systems;

difference in goals and interests;

modesty in behavior;

difference in the same light [52]:.

I will help Suttev in reasonable inter-personal and inter-group conflicts, the predicted possible consequences of which are best determined by an analysis of the causes.

Based on one of the popular classifications of conflicts (conflicts of interests, production conflicts, organizational conflicts, conflicts of value systems, information conflicts), we will look at the specific causes of skin guilt from them.

Thus, conflicts of interest may be based on differences [12]:

- a) in basic (business) interests;
- b) procedural interests;
- c) in psychological interests.

The basis of conflicts is conversation:

- a) strong emotions;
- b) susceptibility to stereotypes;
- c) shortage of conversation and "different languages talks";
- d) violation of the norms of the culture of conversation on one side.

The following reasons can be identified as the basis of organizational conflicts:

- a) nervousness in food and authority;
- b) unevenness in Volodya's management of resources;
- c) unclearness of the garden bonds;
- d) a lack of the time, "time pressure".

Conflicts in value systems arise from:

- a) the importance of the criteria for evaluating ideas and behavior;

- b) differences in goals and ideals;
- c) differences in the way of life, ideology and religion.

Resolve information conflicts through:

- a) a lack of and exchange of information;
- b) fraudulent information;
- c) respect for the reasonable importance of information;
- d) importance in obscure and methods of assessing information.

The basis of inter-personal and inter-group conflicts lies primarily in a conflict of interests, but does not block the influx of other reasons.

In the psychodynamic approach, conflicts that arise in individuals' interactions with other people are interpreted as inheritances of their unrelated internal conflicts. Concepts in transactional analysis are divided into the main life positions (Fig. 2.2), apparently to the extent that the individual evaluates himself and how he decides to his conclusion: "If it's bad for you, it's good for you"; "It's bad for me - it's bad for you"; "If I'm good, it's bad for you"; "It's good for me, it's good for you."

++"Good for me - good for you"	"If I'm good, you're bad"
"It's bad for me - it's good for you"	--"It's bad for me - it's bad for you"

**Rice. 2.2. Basic living positions of individuals**

People who are dominated by the position "What's good is what's bad for you" most often enter into conflict with others, trying to overcome each situation and impose their decision. Individuals who are characterized by the position "What is good for me

is good for you”, when entering into conflicts, refuse to engage them constructively. Those who adhere to the position “If it’s bad for you, it’s good for you”, “If it’s bad for you, it’s bad for you”, be forced to respond to interstitial problems and persistent internal conflicts for an overnight demonstration of low-conflict behavior. inks (efficiency and goodness) [38].

According to M. Deutsch, inter-personal conflict is a form of people’s adaptation to a competitive situation, in which homovirality or the level of achievement for one particular negatively correlate with homovirality either by the stage of its achievement by others [55, p. 54].

Another American scientist, M. Sheriff, fought hundreds of battles between groups of subs, so that for them, the conquerors immediately mastered the tricks, in which one group won a little, and the other lost. The organized situation of intense competition between groups gave rise to intense conflict, a negative image of the enemy and internal group congestion [14, p. 643]. As the situation developed, groups began to cooperate little by little in order to achieve a strong, extraordinary goal, which led to a decrease in the intensity and value of friendly battles between members of the two groups [14, p. 157]. The experiments of R. Blake and J. Mouton confirmed that successful social groups effectively elicit their mutual sympathy, but (as demonstrated by the work of S. Vercel and his co-authors) the groups did not succeed, they. And all the efforts have ended in failure and the situation gives rise to the blame for one, then the conflict may be lost [14, p. 158].

The work of F. Heider and T. Newcomb analyzed the balance (or imbalance) between the system of an individual’s power decisions and his knowledge about the decisions and behavior of other people [55, p. 59]. Newcomb argues that interactions between conflicting groups lead to a change in the system of roles of group members and to a change in the self-acceptance associated with these roles. The suppression of a group incident by active members of a group as a threatening one implies a lowering of the

threshold for hostile behavior and, apparently, calls for a re-examination of behavioral norms compared to one's peers [132, p. 23-25]. The behavior of group leaders influences those who are other members of the same group to accept the behavior of members of another group.

L. Berkowitz's explanation of intergroup conflicts is based on the concept of frustration determination of aggression. It is important that, despite the conflictual annoyances and possible aggression of one group, there is a different assessment of the development of one's group as it is more equal with other groups (one's own group). and are attributed to less ability, limited rights, unfair social status, etc.). Dissatisfaction with the perception of social injustice is clearly expressed rather than absolute deprivation, so those who are objectively not in the highest position in company may feel the most dissatisfied. It is true that their smells were greater and that the smells of people who are growing shorter [55, p102]. In a company, a culture that is more focused on wealth as a symbol of success, less on the legality of ways to get rich, efforts to reduce the level of deprivation may involve illegal activities.

Nowadays, the low level of succession indicates that the state feels that injustice will not lead to intergroup conflict [26]. A situation that does not satisfy the group can be mitigated by changing the criteria for equalization ("the rich stink, but we are happy"), the object of equalization ("disabled people have an even worse life") and, perhaps, by changing individual exit from a low-status group and transition of a person to the group that was most suitable for her.

Some of the successors to intergroup conflicts require unproductive psychological explanations of such conflicts. In particular D. Campbell, having proposed a "realistic theory of group conflict," can be briefly summarized in ten main theses [85]:

1. The real conflict of interests is represented by intergroup conflict.

2. A real conflict of interests, as well as an obvious, active and similar one in the past, intergroup conflict and/or the presence of witchcraft, threats and competition among neighboring groups (in general can be called a “real threat”) zooms in on threats against other members of the group [85]:.
3. A real threat extends the witchcraft of other group members to the core of the threat.
4. The real threat is internal group solidarity.
5. The real threat is increased by the individual’s awareness of powerful group affiliation (identity).
6. The real threat is the impermeability of group relationships.
7. The real threat is changing the independence of individuals from group norms.
8. There is a real threat of a greater world of punishment and the stage of avoidance of those who have destroyed the loyalty of their group.
9. There is a real threat to necessitate punishment and ostracism of group members who defy group norms.
10. Mistaken capture by members of the threat group from the side of the outer group implies a shift in the inner group solidarity and witchcraft of the outer group [55, p. 105-106].

Since important conflicts are inevitable in the process of interpersonal interaction and social development, modern psychologists and sociologists recognize the need to avoid the “aggressive”, “dysfunctional” conflicts that lead to a decrease in group morbidity and robot efficiency. At the same time, direct structural methods of prevention and resolution of conflicts in the organization: clarification could not be achieved be-

fore work, the development of coordination and integration mechanisms, the establishment of internal organizational complexes they, use system wants [24, p. 524-525]. However, these conflicts, which are either impossible or inadvertent to avoid, must be managed directly until they are resolved constructively. Assessing the conflict as constructive (functional) or destructive (unfunctional) comes first from our inheritance. What are the theoretically possible positive consequences of conflict? Let us address the problem and the complex of problems that caused the conflict.

Positive legacies of the conflict also include:

- raising people to the level of importance for them, developing a sense of responsibility and responsibility for making decisions;
- open up discussions about difficulties and “university problems”;
- awareness of priority goals and objectives;
- increase in the number of hundred-year-olds and readiness for pregnancy in the future, more likely than not;
- a change in the syndrome of innocence and development of initiative;
- changes in emotional tension, restlessness and stress;
- the immediate emergence of other conflicts, which in the current situation may have destructive consequences;
- valued communication and recruitment of “outsiders” and members of “closed” groups;
- adherence to the respect of the colossal thought to the point of conflict.

If the conflict develops spontaneously, then it is possible to experience some negative influx on the central participants and its sharpness. This is reflected in the fact that the conflict:

- attracts gratuitous waste of energy, time and resources;
- deprives people of important nutrition and reduces productivity;
- you can damage your reputation and gain trust;
- often avoids encouraging and jeopardizing the valid interests of participants;
- the need to carry out sweeping changes and reforms;
- Sometimes it causes problems among those who require consolidation;
- this breast can cause an avalanche of problems (“snow breast effect”);
- weakens internal group ties, reduces cooperation and goodwill of work, increases unproductive competition;
- a combination of negative (sometimes traumatic) experiences stimulates the growth of personnel density in the organization [82];;
- Sometimes it encourages people to widely declare their positions, which they then have to follow up on, realizing that they are not constructive;
- can destroy morality, sinking values in the value systems of different people, provoking the formations and unfounded elements of other parties;
- outgrows illegal activity.

## **Negative legacy of conflicts**

Prior to the negative, dysfunctional consequences of the conflict lie people's dissatisfaction with the strong right, a solution to the rise of urgent problems, an increase in hostility in inter-socialist and inter-group relations, according to weakening the team's strength, etc.

The social destructive infusion of conflict is revealed at various levels of the social system and is reflected in specific legacies [36, p. 115].

When a conflict arises, violent methods may be used, which may result in great human casualties and material costs. Despite the fact that there are no middle participants, the conflict may cause harm to those who leave them.

The conflict can lead the opposing parties (individuals, social group, individual) to the point of destabilization and disorganization.

Conflict can lead to an increase in the pace of social, economic, political and spiritual development of disability. Moreover, stagnation and crisis may result from the development of dictatorial and totalitarian regimes.

The conflict may result from the disintegration of the company, the collapse of social communications and the sociocultural alienation of social structures in the middle of the social system.

The conflict may be accompanied by an increase in the mood of pessimism and lack of satisfaction among the spouses.

The conflict can give rise to new, more destructive conflicts.

Conflict often leads to a decrease in the level of organization of the system, a decrease in discipline and, as a result, a decrease in the efficiency of activity.

The destructive influx of conflict on the special level is reflected in the latest findings [36, p. 116]:

Negative influence on the socio-psychological climate of the group: there are signs of a negative mental state (sense of depression, pessimism and anxiety), which leads a person to stress;

disappointment in one's abilities and capabilities, deintensification of the individual;

guilt of a sense of incompetence in oneself, loss of excessive motivation, disruption of obvious valuable orientations and patterns of behavior. In the worst case of conflict, there may be disappointment, loss of faith in too many ideals, which gives rise to deviant behavior and, as an extreme case, suicide;

people's negative assessment of their partners for their active activities, disappointment with their colleagues and recent friends;

human reaction to conflict through chemical mechanisms that manifest themselves in various forms of bad behavior:

access - mobility, the presence of hoarding, the strengthening of an individual in a group; Information that comes from criticism, likes, demonstration of one's superiority over other members of the group;

solid formalism - formal attentiveness, literalism, establishment of firm norms and principles of behavior in the group, guarding against others;

remaking everything into joke;

engage in external discussions instead of business discussions of problems;

constant joke of the guilty, self-flagellation and blaming the members of the team for all the troubles.

These are the main inheritances of the conflict, which are interrelated and have a specific and relevant nature.

The limitation of resources that are distributed (poor security) causes shortcomings in the organization of work. In enterprises, resources are always exchanged, and crop care is required to completely distribute materials, equipment, human resources and finances between different groups of workers. The need for a division of resources and the possibility of a non-objective approach to the rise of the current situation create changes of mind for the emergence of conflicts. People in power are concerned with the role of the powerful to contribute to the importance of their work, in connection with which the distribution of resources on any level (possessions, bonuses, lands) can lead to conflict.

[16, p. 53]

Variation in goals (irrational organization of work) is determined by the principles of people's views, the style of their behavior, and the super-sensitive nature of the peculiar systems of transformation. The divergence of corporate goals from the control system often gives rise to tensions between them. This is due to the complexity of management structures, the fragments of which have practically independently formulated the tasks of their activities, which over time can be discussed alone, and at other times the strategy for the development of the organization.

Example: the legal department of the organization does not recommend the department of logistical and technical implementation of independent arrangement of the singing needs from high level of responsibility. There are often problems with the organization of a new marketing department, practitioners of which rely on incorrect (non-professional) criteria, which must be used by the legal department to achieve a certain level of satisfaction [16].

With the increased specialization of enterprises, there is increased opportunity for independent formulation of goals and the development of special management methods.

Example: by increasing the competitiveness of products, it is possible to make an impact on advanced and diverse products, and it is easier for the plant breeder to reach its mark, since the nomenclature is smaller varied. There is an objective reason for the conflict [16].

In military minds there is an objective interdependence of the task. However, the incorrect distribution of duties, the inadequacy of management structures, and the inadequacy of the work of a particular unit will increase the number of conflicts that disrupt the rhythmic activity of the organization as a whole.

In the minds of the rest of the world there is always a real possibility of conflict through the interdependence of activities, insufficient consistency of rights, functions, reliability, and inadequate understanding of the value of the situation. Our approvals are in control.

Example: the manufacturing workshop often produces defective products as a result of faulty installation. The workshop does not have mechanics who are responsible for the work of any specific type of installation; outside workers are involved in repairs; their

payment is not tied to the type of product that is produced. The leader of the workshop calls the head of the plot for discussion, and that one - the workers [16, p. 54].

Management failures are the result of illiterate decisions, caused by an inappropriate choice of methods for regulating industrial activity, an unobjective assessment of the results of the work of workers, an irrational division of work, not I am qualified to provide social and psychological programs to the workforce. Advancement of the professional and cultural level of kernel workers (managers) through their current knowledge, enrichment with practical skills, formation of market thinking, enrichment with methods of increasing conflicts among the team will give the opportunity to often identify “scholarly” situations and avoid the culprit of unnecessary conflicts.

The weak fragmentation of regulatory and legal procedures, the absence of objective criteria for evaluation and the emergence of inter-personal super-objectives - standard ways of protecting the interests of practitioners - conceal the guilt of super-objectives. Example: as a cerebral worker, who has sacrificed his service position, unjustifiably degrading and portraying his inferior, then he can lead to conflict, protecting his worth [16].

The shortage of goods necessary for normal life (low wages) is constantly increasing the level of conflict

in organizations. Uncontrolled, deprived people who have not realized their potential, there is more conflict with those who have similar problems.

The conglomeration of the labor collective, unsatisfactory communications, the insanity of workers, the inability of the required aggregation and catalysts of conflicts in organizations are bad.

Example: the inability to properly explain the drive to change the evaluation and payment system can lead to negative emotions among workers and become an objective cause of conflict in the team.

The cause of most conflicts is the inconsistency and twisting of information: unclear and inaccurate facts, sensitivity, change of place (accidental and intended). This leads

to an incorrect perception of the situation, inappropriate behavior, inconsistency, and then to conflicts.

Example: before the certification was carried out in the organization, information about the change in the selection criteria was not communicated to the frontline workers, about the possible shortening. The result showed that there were no feelings, tiles, the dynamic activity in the organization was consolidated during the hour of certification, and in return, the testers could be characterized as super-sensitive - a conflict promoter that one.

Objective reasons are only transformed into real conflict if they exceed the needs of the individual or the team and do not satisfy individual or group interests.

Overexposed causes can lead to conflicts from the previously considered types of conflict. However, there are reasons that are most common.

Thus, 75-80% of inter-partisan conflicts are generated by the consolidated material interests of neighboring politicians, in order to share resources that support the division, although they may appear as a division There are characters, special views, moral values. Conflicts between individuals and groups are mainly due to the divergence of individual and group norms of behavior. [3, p. 397]

Intergroup conflicts are generated by greater differences in views and interests, and such differences often lead to competition for resources.

Objective minds identify the particularities of activity for many participants in social interaction, but only for other individuals whose interests have been destroyed, they may become the cause of a specific conflict.

The entire range of objective determinants that constitute the origin of conflicts is most often superimposed by a number of subjective factors that are rooted in the social and psychological characteristics of individuals and in Their interspecific interactions [4]. Among them, the most common causes of conflict are:

- 1) disruption of management principles, which is revealed in the incorrect actions of workers (disruption of labor legislation, unfair compensation and punishment, lack of personnel potential, destructive influx on the social status and roles of subordinates,

there is insufficient attention to the psychological characteristics, special interests and needs of workers;

2) incorrect actions (frivolous attention to task, particular disorganization, selfish duties);

3) psychological insanity of practitioners, the explanation of their goals, intentions, interests, motives, needs, behavior in the process of alkalization, as well as in the process of their alkalization among the labor team;

4) the presence among the team of so-called “important people” - “aggressives”, “snarks”, “bores”, etc., whose behavior creates social tension in the nearest social circle, which leads to guilt no conflicts;

5) the infiltration of superhumans in the inter-social contacts of the medical team, which leads to the fact that some individuals, with their words, judgments, and ideas, push and lower the social status of others, their material and spiritual interests, moral worth, prestige;

6) manipulation, which involves controlling a partner, a partner against his will, at which point the manipulator gains one-sided gains for the victim's strength;

7) the lack of consistency between the words, assessments, performance of some members of the team and the benefits of other members [4, p. 197].

The subjective causes of conflicts are determined by individual psychological characteristics and the immediate interaction of people in a social group [3, p. 214]. This is mainly due to the significant costs and reversal of information in the communication process. Often, some information is conveyed through subjective confusion, unclear and misinterpretation, or defects. Another part can be devoutly captured by the virus, since it is impossible for him to inform him. A lot of information in a learned form is transmitted during education and is not acquired through disrespect or problems with obvious understandings.

The socio-psychological factors of conflicts include psychological absurdity and unbalanced interactions between people [55].

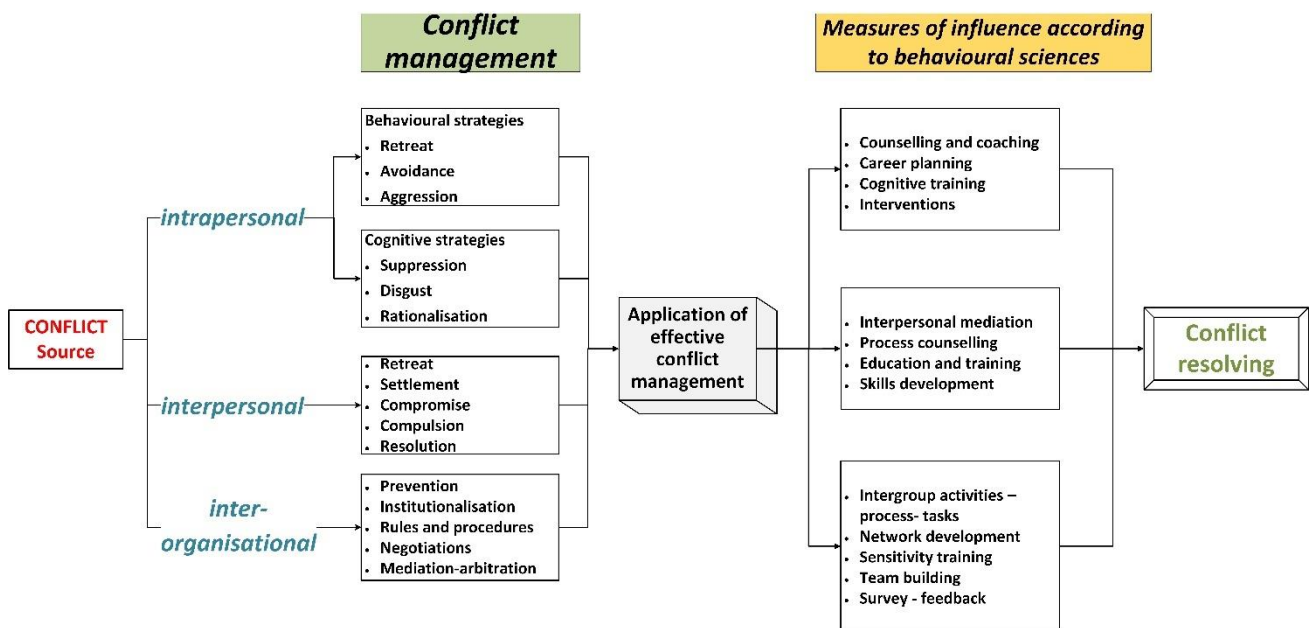
Before the emergence of socio-psychological conflicts, it is also unreasonable for people to understand that at the time of discussing the problem, the duration of the position

can be determined not by the real difference in the views of the opponents, but by the approach to this problem from different sides.

One of the main causes of conflicts that lie within this group is internal group favoritism, which gives preference to members of one's own group over representatives of other social groups.

The special factors of conflicts are determined by the peculiarities of the human psyche (restlessness, self-centrism, resistance to stress, ease of effort, self-esteem, etc.) [3, p. 225].

It is impossible not to believe in the fact that in certain situations, the main reason for the conflict is the decision itself and its actions, especially since it is wise to introduce into the principle of the struggle of thoughts richly "rubbish" and allows one to and especially the fallout, as well as the vindictive and distrustful, always publicly demonstrates his likes and dislikes.



Pic 2.2 organization conflict management

## **2.2. REASONS AND LEGACIES OF INTERPERSONAL AND INTER-GROUP CONFLICTS**

Psychology of conflicts in a managed organization

Conflicts, as a manifestation of a happy life, arise from the process of bringing people together and are characteristic of all rivals and their activities.

Preventing conflicts, analyzing them wisely and determining them is an important success for management. This will require a core knowledge [34].

Methods of conflict management (ways of behavior in conflict)

When a conflict has ended, it is important to further overcome the conflict, and then choose the method of conflict management (the method of behavior in the conflict).

Cunning - comes from conflictual interaction. This approach can be effective at times, since the subject of supernatural value is not of great value to people, it is important to save from people's "normal" hundreds of hours, daily minds for the effective resolution of conflict (as in the future you can show up) [34].

Smoothing is based on the implementation of the principle of Leopold the cat "Let's live together!" but to the principle "It is not necessary to rob the chaven!" If the problem that lies at the heart of the conflict does not exist, a momentary calm can come. Early on, negative emotions that accumulate and unresolved problems can lead to a swelling and flare-up of conflict.

Prejudice - lies in the urge to force others to accept their point of view, tempting to deny victory in a conflict [62].

Compromise is characterized by acceptance, a melodious peace, and a point of view from the other side. The positive ones are that the willingness to compromise in critical situations is valuable. However, such an approach can over time lead to dissatisfaction with "half-hearted" solutions and a renewal of the conflict.

Virtue (settlement, dissolution) – the conflict is supposed to be created on the basis of the underlying problem that lies at its core. The greatest conflict is possible only on the basis of diversity, which is based on the contribution of the parties to the conflict in the fact that differences in views are natural and the parties recognize the right of each other to have a particular thought, position and position. understand each other, which makes it possible to analyze the causes of differences and find a pleasant solution for all exits [68].

### **Methodology for increasing inter-social conflict**

Neurobiology is the basis for choosing a conflict resolution technique. Let's take a look at one of the possible and, in our opinion, effective variants of methods [29].

1. Turn to a special stand, “become yourself.” (“Remove the masks” - become aware of behavioral patterns, emotional states of a jealous person, an egoist, a dictator, a bully, aggressiveness, etc.) [47].
2. Find out the correct cause of the conflict.
3. Follow the principle of “victory at any cost.” In conflicts, do not overpower them, but overcome them.
4. Find out a number of possible options for resolving the conflict.
5. Evaluate the options and select the shortest option.
6. Convert to the other side of the conflict so that this option is the most optimal (“speak so that they feel us”, learn to listen to the other side).
7. Recognize and protect the value of relationships.

### **Viral conflicts**

It is especially important for a manager to intelligently analyze and resolve potential conflicts that arise in the organization [44].

### **Causes of violent conflicts**

Objective and subjective factors of management.

Labor conditions (technology, regime, regulation, safety etc.).

System of distribution of resources (payment of wages, disbursement of funds, division of withdrawal of profits, participation of employees in managed capital, rules of privatization, etc.) [64].

Interdependence of industrial tasks (in this case, the plan is for one sub-unit of the enterprise to lie with the work of another sub-unit).

The following are possible before the production process (the need to revise the plan and the need to save energy, increase the cost of production and reduce the cost of production, etc.).

From the perspective of the subject of our consideration – management psychology – the most significant causes of conflicts are the objective and subjective factors of management. Let's look at the reasons, methods of analysis and management conflict, from which the conflict “manager - employee” is seen [66].

Objective reasons for managerial conflict include objective factors in the management process:

rubbing between functions such as light and special rice. The subject is viewed through the prism of the functions that play a role in the organization, and the role of “specialness” comes into the background;

the existence of a clear subsection of functional bonds between the kernels, kernels and sublimes (“hibnian stakes of management”). The result of which is a situation where one subordinate is given a wealth of pottery, one nods to the other, depending on the subordinate [43];

between the obligations and rights, between the functions of people and the ways of their existence, between the stakes and rights in this management sphere;

lack of preparation of a specialist for a specific management activity.

Subjective causes of managerial conflict include factors of a socio-psychological nature (subjective aspect of the management process and specific causes):

acceptance of non-coated, non-optimal milling solutions;

custody and control especially over pre-confirmed workers;

low authority of a particular manager among his subordinates;

disruptions in the system of incentives, which is caused by the kernel to improve the efficiency of work [25].

Among the reasons for the special nature are now visible:

low level of conversation culture on both sides;

choice of kernels that is inappropriate to the style of kernels;

efforts among the leaders to confirm the power of authority for all minds, especially to confirm the power of infallibility in the decisions made;

extreme tension in the veins, emotional instability, aggressiveness [27]:.

Ignoring a conflict situation in an organization can be the greatest mercy for the bureaucrat. According to survey data conducted by psychologists, the main conflicts arise in the sphere of industrial conflicts between the kernels and the lighter ones (as stated by 80% of respondents), conflicts that arise between mutual interests, amount to 20%. In 60 - 80% of cases, workers recognize themselves as the culprits in conflicts; in other cases, they put the same distance on their workers. 75% of respondents place the blame for protracted conflicts on the leader and less than 15% place the blame on themselves. Up to 30% of all conflicts do not find their solution [67].

Therefore, an important aspect of preventing or exacerbating managerial conflict is to carefully “read” and analyze the signs of impending conflict [101].

Signs of a conflict situation:

increase in emotional stress;

a sharp change in the work set before;

facts of diminishing the perceived worthiness of specialness;

increase in local conflicts;

Please note that the team is divided into groups, the positions of which are significantly different [99];

closedness, lack of openness in special cases;

loss of trust between colleagues;

widening of ties;

spontaneous collections;

negative judgments about the situation in the organization (team), about the life and work of colleagues;

Discussion of negative factors and mutual struggle, issues become the main topics of development in the organization.

If there is a problem in a conflict, it is wise not to allow it. Conflict, like illness, is easier to overcome than to heal later.

The following are considered objective factors for the development of conflicts:

thoughts, organization and payment;

consistency and clarity in the distribution of rights and obligations;

schedule and rhythm of work [92];;

Rise of technology;

security of resources;

high level of labor and military discipline;

Environment at living space place, etc.

An important aspect of conflict-free management is the subjective factors of the management process:

inspiration and implementation in the management process, depending on the situation, of different styles of management (authoritarian, democratic, liberal);

creation of a friendly psychological and moral atmosphere;

the integrity and objectivity of people;

interest, respect and respect for people;

friendliness and kindness;

Skill of techniques of constructive criticism;

self-criticism of the potter;

put yourself wisely in the place of something else;

respectful hearing of others;

Skill of reconning methods;

Withdrawal from business activities will result in assessments that could diminish the honor and worthiness of a person [96].

In the hour of conflict, the system of values and values changes, condensing reality, and a sharp type of negative emotions arises. Its participants display increased suspicion, nervousness, and indulge in uncontrollable behavior. Resulting from the outbreak of conflict, unqualified actions and neutralization of it can cause neuroses, sickness, and discord among people [91].

To manage a conflict situation, the manager must know the psychological mechanism,

the origins and causes of guilt, the dynamics of the development of conflicts, the transmission of the anger and behavior of the participants, in order to direct the strategy and the tactics of your behavior. Trying to resolve the conflict can cause a decrease in the effectiveness of work, a deterioration in the moral and psychological climate in the team, and sometimes destructive changes, since the essence of its essence is the struggle between progressive and different changes. life, unfair actions. The direct approach to unleashing supernatural conflicts cannot be done without obvious psychological costs - the image, the experience of people, negative social attitudes, appears on business wear, paralyzes the work of the organization. Often, conflicts themselves help to resolve underlying problems, increase the self-awareness of their participants, unite like-minded people, act as a safety valve for safety and provide a constructive outlet for emotions [24]. Therefore, it is necessary to put them before the natural manifestations of objective activity, which are necessary to manage, considering both the social nature of conflicts and their psychological legacies. Conflicts in an organization arise from specific aspects of the activity, between people in the minds of supernatural beings. In a conflict situation, one side always becomes convinced, forcing changes in behavior and thoughts on the other [92].

Participants in the conflict are called opponents (lat. *opponens* - the one who opposes), rivals, adversaries. As a rule, they include individuals and the interests of the group or organization. Opponents have a great deal of “vague” and “strength” in order to occupy different ranks in the conflict, which means their chances of victory. *An opponent of the first rank* is a person who, according to his name, is intended to reach a conflict of specific goals. *An opponent of a different rank* is a person or group, which comes into play in a conflict about group meta. *An opponent of the third rank* takes into account the structure of mutually interconnected groups, as well as the person who is important in the conflict [44].

Any conflict begins with a *conflict situation*, which includes *the participants in the conflict (opponents)* and *the object of the conflict* - the objective reason through which the opponents enter into a “fight”. The beginning of a conflict is *an incident* - an action that

is directly attributable to the conflict. Between the object of the conflict and the incident there is such a connection as between the cause and the drive. For example, the cause of the conflict may be an incorrect style of management by the team, and the result may be an incident that manifests itself in the lack of tact, rudeness of the worker(s), or in a sharp emotional reaction to criticism. A conflict situation and an incident are entirely independent: a conflict situation can arise as a result of objective circumstances, and the incident can arise spontaneously [52]; a conflict situation can be provoked, escalated on purpose, in order to achieve specific goals, and the incident does not require any direct preparation, the change of mind being psychological insanity. Any conflict situation can arise and be avoided by any kind of incident. At the hour of the incident, one of the parties begins to act in the interests of the other. As they themselves suggest, the conflict from potential develops into actual. *The subject of the conflict* is the internal reason (for example, a particular hostility) that motivates the skin opponent who enters into conflict. The understanding of the nature of psychological mechanisms of specific conflicts is significantly related to classification under different signs [52]. The diversity of forms of manifestation, peculiarities of transition, and inheritance of conflicts does not allow us to formulate a single classification of them. Most of them are based on one characteristic sign as a criterion. *Behind the sign "objectivity - subjectivity of causes"* there are:

1. Business conflicts. It is caused by specific objective reasons related to labor activity in the organization (superemphasis in the organization of work, style of care, etc.). Any business conflict can turn into an emotional one if the object of the conflict loses its significance for the opponents. The risk of escalating into emotions is the greatest danger of business conflicts.
2. Emotional conflicts. There are stinks in the form of permanently hostile conditions of its participants, which periodically arise from various drives [62].

The origin of such conflicts lies in the peculiarities of the opponents, which are reflected in their psychological insanity. *Behind their form they are clearly* divided into:

1. Internal conflicts. These are conflicts among people. There is a legacy of inconvenience in organizing with special needs, the values of a sports product, super-humanity, as well as various changes. In such situations before the conflict, equal components of the spiritual structure of the individual are involved (for example, the development of living principles). Internal conflict is possible even when there are multiple different components [77]. They were interpreted directly by representatives of psychoanalysis (S. Freud, C.-G. Jung, K. Adler, K. Horny). Such conflicts are a very important problem for the vitality of the organization; they are usually associated with significant differences between the interests of the government (as expressed in the position of the manager) and the motives other orientations that are realized in everyday life, poses and boundaries [71].

The types of internal conflicts were described by the famous American psychologist K. Levine: “*proximity - proximity*.” A situation where an individual is hesitant to choose between two but more attractive alternatives that result in protracted actions; “*nearness - distance*”. It’s a shame if the same goal is both advantageous and unattractive for the individual;

“*remote - remote*”. In such circumstances, the individual is constrained to choose between two but unattractive alternatives, since there are not many others.

2. Inter-personal conflicts. In the sphere of management and production, it is due to the connection with pressures on the exchange of resources, capital, labor force, vacancies, vacant positions, and through character traits. The most widespread type of conflicts are *dyadic conflicts* that involve two individuals who have different values, interests, and thoughts. These are emotionally incendiary, intense conflicts, which may lead to an open form of abuse. One of the most widespread reasons for their occurrence in organizations is a violation of the norms of status-role behavior (“role recognition conflict”). Most often it arises on the basis of special likes and dislikes, which are closely intertwined with business, career and other interests. If a particular antipathy is wrongly transferred to business life, and viral supernatural tendencies flare up the particular environment [64].

3. Conflicts between the individual and the group. The stench appears as a result of rubbing between the cleansing, the effects of the particularity and the norms of behavior and practice formed in the group. Their inadequacy to the custodial style is due to the maturity of the team, the inconsistency between the custodian's competence and the competence of the custodian's team, the incompatibility with the group's moral position and the custodian's character [53]. 4. Intragroup conflicts. A characteristic sign of this is the involvement of all groups in the conflict, the creation of micro-groups that begin to act as subjects. Intragroup conflicts are often a continuation of dyadic inter-social conflict, which the whole group gradually enters into, creating an unbearable psychological atmosphere. There may be stench and there may be a difference between two views on the drive of the highest level of business nutrition. In such circumstances, the conflict is catalyzed by new ideas and solutions.

5. Intergroup conflicts. In this category, there are conflicts among formal groups (for example, between the administration and professional bodies), among informal groups, between formal and informal groups [29]. They appear to be the result of ineffective care, when the functions of two or more structural subdivisions either fluctuate or diverge from the results, which inevitably ends the interests of the subdivisions.

Sports workers, forgetting about their interpersonal problems, join a monolithic group that meets their needs. For the ceremonial worker, this situation is extremely unsafe, as there is a lot of confusion in either presenting the interests of the team to the larger kerivnits and thereby entering into conflict with them, or being tempted to represent the interests of the team, Ridiculous ones will succumb to group hostility and obstruction. 6. Inter-organizational conflicts. Here, the stinks of competition between organizations are growing stronger, their representatives include Owner, CEO, and ordinary military personnel are becoming participants in inter-organizational conflicts. *For the troublesomeness of the interruption, note:*

1. Short-term conflicts. Most often, the stench is the result of mutual incomprehension and mercy, which are quickly appreciative. 2. Protracted conflicts. Associated with deep moral and psychological traumas or with objective difficulties. The triviality of

the conflict lies in the subject of supernaturalities, the characters of the people who have come together in the new. Long terms conflicts are even dangerous, the remains of the stench permanently fix the negative attitude of their participants. Parts of the conflict can be caused by deep tension and stress. *Step by step, they infuse the team* with the following:

1. Conflicts that disrupt the organization. As a rule, there is a stench like other arguments based on the psychological stupidity of the individuals that lie before the organization.
2. Ruin conflicts. They are based on deep principles of differences in the views of the security organizations [82].

*Following the flow of life and developments of the organization, they are divided into:*

1. Conflicts that cause complexity. The symptoms of this include negative behavior, a feeling of dissatisfaction with the results of their relationship. There are a lot of concerns about methods, procedures that may infringe on the dignity of the parties, and results that unfairly record the post-conflict situation. The same is true of psychological and behavioral officials: the difficulty of identifying the culprit, having accepted the wrongdoing; disbursement for one-sided benefit; lack of ability to “save exposure”; feel the pressure and the stove; changing the balance of power between the parties to the conflict.
2. Conflicts that do not leave negative consequences. The main goal of this is to maintain a balance of interests of the parties, clear, correct procedures for dissolving them. *Behind the dzherel* there are blames:

1. Objectively reasoning. Such are the importance of conflicts generated by complex situations in which people find themselves: unsatisfied minds, unclear division of functions and subdivisions. Such problems themselves are potentially conflictual, such that they can cause a tense situation if the conflict is imminent. Only by changing the situation can such conflicts be extinguished. Objectively, the concept of conflict is associated with a signaling function, indicating problems in the life of the organization.
2. Subjective understanding of the conflict. These actions give rise to the peculiarities

of the conflicting parties, which they quickly manifest to themselves when they encounter a change in their satisfaction, desires, and interests. Whenever you make a decision, your assessment of your work will seem incorrect, and your colleagues' behavior will seem unpleasant.

*The service-communicative lines of interaction between hierarchical levels are classified as:*

1. "Vertical" conflicts. There is stench in mutual relations such as "clerk - cleaver" and "cleaver – cleaver", which depend on the status of the individual - the initiator of the conflict. 2. "Horizontal" conflicts. The situation in such conflicts flares up along the line of "medical worker - medicinal worker," and the initiator can be one or the immediate offense of the medicinal workers. This is far from a new change in the classification of conflicts, but how much of their richness and psychological complexity make it possible to select different criteria for analysis [86].

## **2.2. Analysis of current corporate policies and systems of decreasing conflicts in Ukrainian and foreign companies with special communication.**

Policy of the most controversial policy in uber carshare remaining change: 8 leaf fall 2022 POLICY GOAL Uber Carshare for a very consistent, honest and confidential review of the money and the superface of the participants, as well as their most obvious. We are pleased to make it easier for the participants in the presenting of compliance, since they are dissatisfied. with the Uber Carshare service or destroy a participant's super-choke, if they were harmed by another participant's actions [74]:

The value of the compliances and the disputes of the participants. Compliances appear as a result of dissatisfaction or complaints to the staff of the Participant for the service provided by Uber Carshare. Disputes between the Participants are defined as claims between two or more Participants based on their respective services.

Compliance procedure: Members can compline by calling the number (02) 8035 8000 or by emailing [tomember@ubercarshare.com](mailto:tomember@ubercarshare.com).

REGISTRATION OF DISPUTES AND ACCOUNTS OF PARTICIPANTS All damaged superstructures or submission of scams, including letters, will be registered in the Uber Carshare Customer Service Log before the hour of submission of scams or as soon as thereafter. When looking at the participant's compliance and argue, students write down their names, the participant's identification number and the participant's contact information, as well as further information about the participant's compliance and argue, including the date. Details of all communications from the recruited Participants and any actions of the Supreme compliance or argue of the Participants will be recorded in that same place. Recordings of money and disputes Participants are also monitored for any current trends on the side of management and efforts, reports for the most current problems.

INFORMATION OF DEPUTY ABOUT PROGRESS We will try to solve all compliance as fast as possible. Letters will be urgently confirmed. If a Participant submits money or destroys a supercharger, he will be given an approximate one-hour period for our solution or response to the problem. We regularly inform the Participants about the progress of their review of compliance and Superechkas, especially in case of any delays or changes in the convenient time frame. Participants will be informed of any changes in our services as a result of their compliance. In recent cases, the client with whom the compliance has been identified, we will contact him later to find out that they are satisfied with the look of their compliance.

Replay to compliance. With all the people who serve compliance, they are treated with respect. As it is possible, the scars can be seen at the first point of contact.

compliance for servicing Since money is a problem, front-line staff can apply for a credit for water or sewerage in order to safely deal with money. compliance are still being registered. If it is impossible for the compliance to be hidden, the participant will be given a time frame, a contact person and details of our process for reviewing the compliance. If possible, the contact person will be a parties, which is a selectable part of the compliance.

**SUPERCHECKS OF THE PARTICIPANTS** There are super marks between the participants:

- Participants are encouraged to discuss the problem directly one by one and try to work it out so that both are satisfied. Participants can find the email address and phone number of the owner whose car they booked, or the landlord who booked their car, on [ubercarshare.com](http://ubercarshare.com).
- Participants cannot solve the problem for a long time, even if any of them can tell Uber Carshare. Uber Carshare will contact both Participants to hear the grievances of the story and gather information about the circumstances that led to the super accident;
- Uber Carshare will try to help participating Participants reach a fair resolution of the dispute; that
- As received Members are still unable to reach the top of the list for a reasonable hour or are not satisfied with the decisions made 2Lvl 30, 580 George St, Sydney NSW 200002 8035 8000members@ubercarshare.com Uber Carshare, Then Uber Carshare transfers Participants to Community JusticeCentres ( at New Wales) or to the Center for Superregulatory Regulation of the State of Victoria (at Viku) for mediation of the dispute.

**ADVANCED SKARG** If the money cannot be followed through an emergency process, the trace will be sent to the manager who will work with the participants, and the client will be informed and given changes in terms for improvement. Since we cannot make money to please the participant, we:

- it is possible to transfer the problem to the major justice centers in New Wales or the Victoria Dispute Settlement Center (at Viku); that
- inform the Participant about where they can get further access (for example, the New South West Fair Trade Office, AFCA or the Victoria Residential Rights Service.

REVIEW OF POLICIES AND PROCEDURES I WILL LOOK AT SKARG SUber Carshare. This policy will be regularly reviewed for effectiveness and updated as needed, as long as service is provided in other states and territories. This policy is strictly supported by the Uber Carshare team. We are required to provide this policy to all volunteers and display it on our website for Members.

Policy of the highest level of conflict This policy aims to give workers the ability to detect any conflicts in the workplace or food dissatisfaction associated with them. In no case are workers to be afraid of discrimination or of being placed in the workplace through financial swindlers. Scope of coverage This policy is expanded to all active-duty workers from now on and without guilt. Negotiating participants are encouraged to familiarize themselves with the current collective bargaining agreement for the procedures and terms of this policy. Since there is nothing in the Collective Agreement, the participants in the negotiations may settle for this policy change. In situations where these politicians are directly concerned with the Collective Agreement, the Collective will be the residual authority. Instruct the Robot Seller to ensure a work environment without conflicts, where employees are treated fairly and properly. and respect. When conflicts arise, please inform the management team so that they can be promptly sorted out in order with reasonable solutions:

- Argue with colleagues or management with unfavorable or unfavorable inheritances.
- Respect for unjust or unjust positions.
- Harassment of a sexual, discriminatory or special nature.
- Sinister power [83].
- Be careful when performing any real work activities, such as:
  - Salary
  - Labor conditions

- Management company policy
- Respect for unjust or unjust positions
- Letters or residual messages
- Reduction in position
- Cancellation

Please note that conflicts related to harassment at work (sexual and racial) should be reported as stated in the Anti-Harassment Policy at Work. They will want to discuss the unwanted behavior with the offending party appropriately depending on the situation. If the manager does not feel comfortable talking directly about a particular problem, but if their staff is right, then they are asked to go to another member of the management team for instructions. If the negotiation is impossible or does not reach an acceptable resolution, an official complaint can be submitted to the general manager, and a formal process for resolving the conflict will be initiated, as described below. Investigators are responsible for recording details of unimportant situations, the names of any supporting evidence, and any attempts to resolve the problem. Official scams may be filed within 10 business days from the date of the actual incident(s) and will be reviewed and monitored by email provided to the scammer within a reasonable line (length tea 10 working days from the moment the official money is lifted). The letter type will have a process assigned to it that will resolve the problem. In all cases where official information has been submitted, it is important to adhere to our strict confidentiality policy. Spurs • From them, the policy of increasing conflicts/super-intensity emerges. • Those responsible for him are treated fairly throughout this process, as if he were a thief or a real thief. • Be responsible for maintaining confidentiality to the fullest extent of your responsibility. • It is possible to follow any investigations related to money. Management • Responsible for taking preventative measures to ensure a fair and just workplace, as well as maintaining awareness of policies and procedures, and maintaining productivity.

- It is safe to review all official swindles before reinvestigation or discrimination in accordance with the Company Policy to combat reexamination/discrimination in the work place.
- If the complainer and the side-breaker are at the drains of the manager, the manager is physically worn on the side of the work on a time-hour basis, you may need a more trivial term for changing the drain. Information.
- Investigates any money, claims and documentation that goes into them.
- Tries to reach a reasonable resolution to the conflict.
- Informs the thief and the burglar party about possible solutions. Since the scarga is surrounded, and reasonable progress through the mediation is impossible, the onset of disciplinary pressure to the fault side can be handled carefully depending on the particularities of the situation:
  - Rebuke
  - Rebuke letter. Transfer or reduction in position, and in some cases both transfer and reduction in position.
  - Implementation of the Productivity Improvement Plan (PIP).
  - Illumination and knowledge.
  - Suspension.
  - Applying for labor wages. If the swindle is not settled through the preponderance of evidence or for other reasons, the offending parties are informed about the settlement, in order to make a decision. Complainer is guilty of have to be notifications from the beginning. The swindler can be brought forward so that the investigation can be renewed, as conclusive new evidence can be produced, or punishment will be imposed for those found guilty. The employer is obliged to save all service documents in a special employee certificate

If the swindle is not settled through the preponderance of evidence or for other reasons, the offending parties are informed about the settlement, in order to make a decision. Complainer is guilty of have to be notifications from the beginning. The swindler can be brought forward so that the investigation can be renewed, as conclusive new evidence can be produced, or punishment will be imposed for those found guilty. The employer is responsible for keeping all official records, supporting documentation and records of any investigation in a special worker's document. Specialists must be aware of the fact that official squeamishness on other workers has a serious potential for succession. If the scammer is found to be untruthful and frivolous, and as evidenced by the documentation for the scammer has been fragmented, the scammer and/or certificates can be brought to the disciplinary level even before the application of employment certificates. Anonymous scams will not be considered, as well as scams submitted in the name of an injured worker. Doctors are responsible for taking responsibility for problems at work. The employer cannot guarantee that a particular worker's money will be successful in the manner that he does, or that they will be satisfied with the resolution; However, care can ensure a fair and ethical process.

### **2.3. The emergence of inter-social conflicts in the corporate environment investigation results.**

#### **Training for business representatives. Top-managers, CEO, owners**

*63 Ukrainian companies were asked, including with foreign capital.*

#### **1. You are represented:**

- A. Big business 7 (11%)
- B. Average business 24 (38%)
- C. Small business or self-employed individual 32 (51%)

#### **2. How often in 2023 did my business/branch experience internal conflicts caused by the war between employees, clients, and employees?**

- A. Often 15 (24%)
- B. Not so often 12 (19%)
- C. Sometimes 22 (35%)
- D. Seldom 11 (17%)
- E. Never 3 (5%)



**3. Do you care interpersonal conflicts may have a significant negative impact on business results?**

- A. Full agree 6 (10%)
- B. Sooner so 17 (27%)
- C. Sometimes 20 (32%)
- D. Almost no 18 (29%)
- E. Defiantly no 2 (3%)

**4. As interpersonal conflicts arise, who can help resolve them?**

- A. Nobody, it seems to be lying 3 (5%)

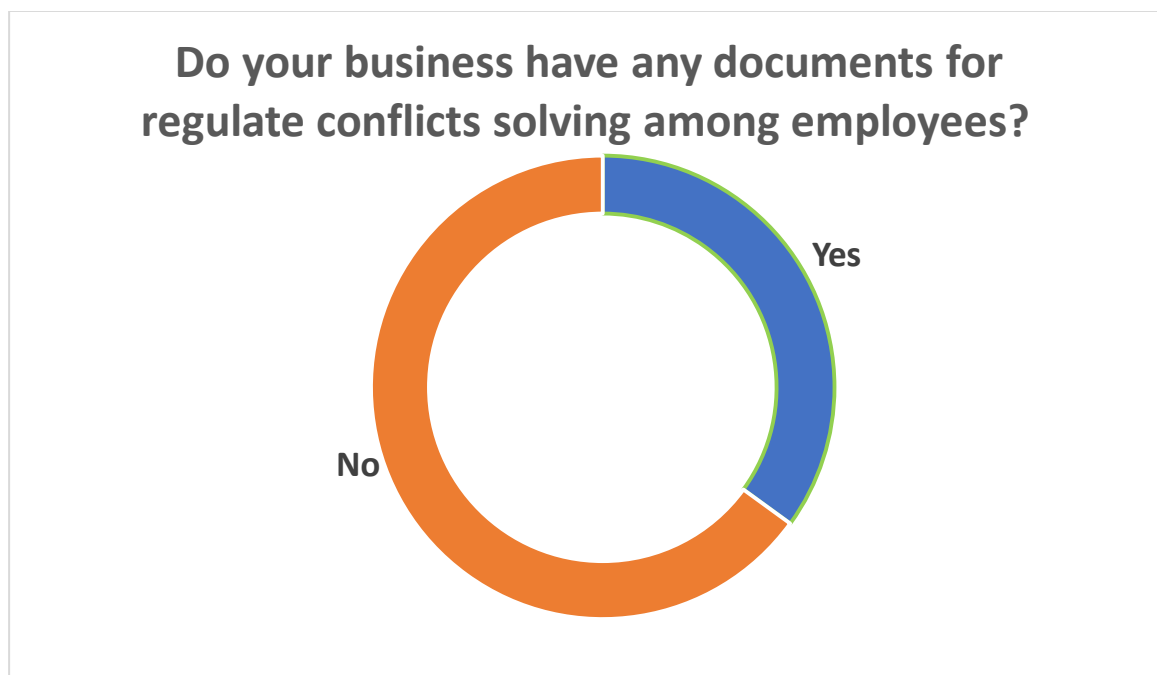
- B. People themselves, this percentage is 13 (21%)
- C. Manager 12 (19%)
- D. HR or middle manager 20 (32%)
- E. We have a creation department with the highest level of conflicts 10 (16%)
- F. We have no conflicts 3 (8%)

**5. Do you know what mediation is?**

- A. Yes 15 (24%)
- B. I feel like I can't remember for sure 22 (35%)
- C. No, I hear it first 26 (41%)

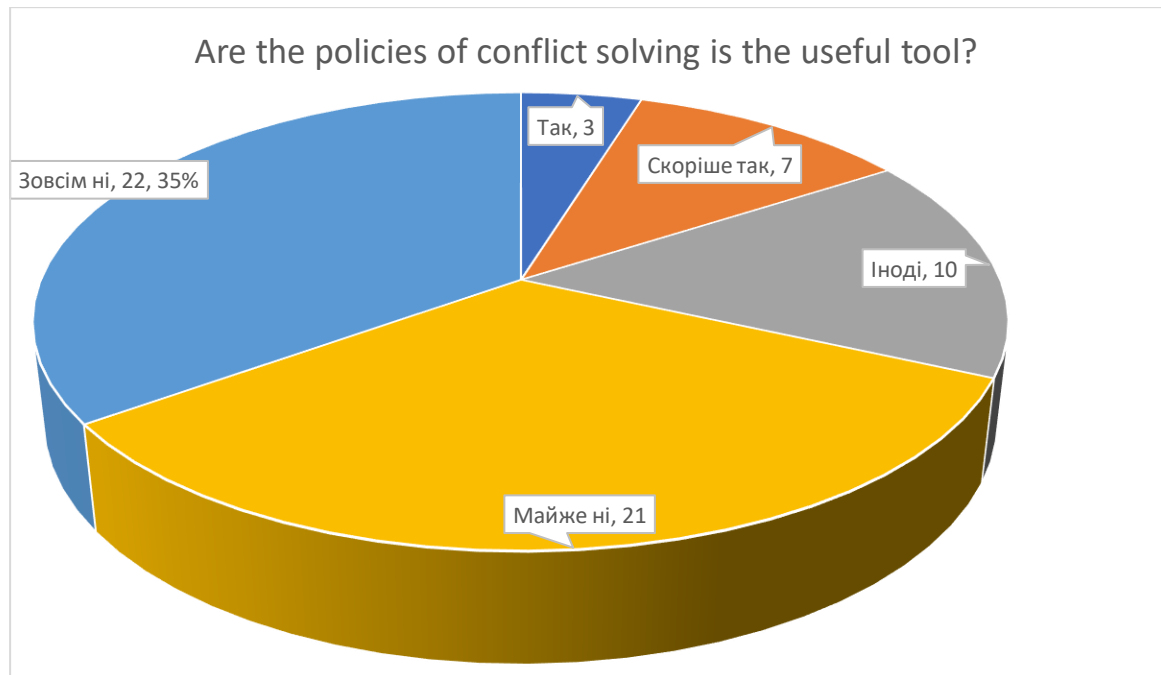
**6. Do your business have any documents for regulate conflicts solving among employees?**

- A. Yes 22 (35%)
- B. No 41 (65%)



**7. In your opinion, are the policies and instructions for dealing with conflicts is a useful tool?**

- A. Yes 3 (5%)
- B. Sooner so 7 (11%)
- C. Sometimes 10 (16%)
- D. Almost no 21 (33%)
- F. Defiantly no 22 (35%)



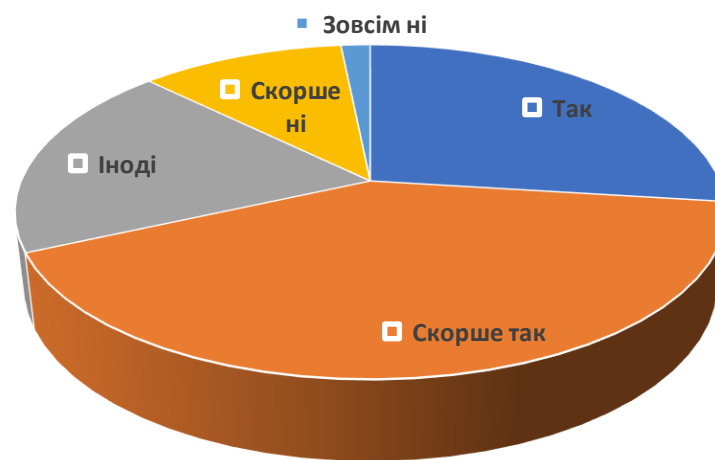
**8. What do you think could have prevent interpersonal conflicts?**

- A. Prohibition conflict at office 9 (14%)
- B. Fines for conflicts and dismiss conflict-related employees 15 (24%)
- C. Specialist, who can help resolve conflicts 28 (44%)
- D. Corporate system of protection and prevention of conflicts 11 (17%)

**9. I believe that the organization can help military personnel anticipate and resolve inter-personal conflicts.**

- A. So 17 (27%)
- B. Sooner so 26 (41%)
- C. Sometimes 12 (19%)
- D. Almost no 7 (11%)
- E. Defiantly no 1 (2%)

Reconnaissance that the organization can help resolve inter-personal conflicts



**10. I respected the deepest system of the highest level of inter-social conflicts and qualified military personnel, to the extent that, given the right opportunity, they could be used to increase the level of inter-social conflicts**

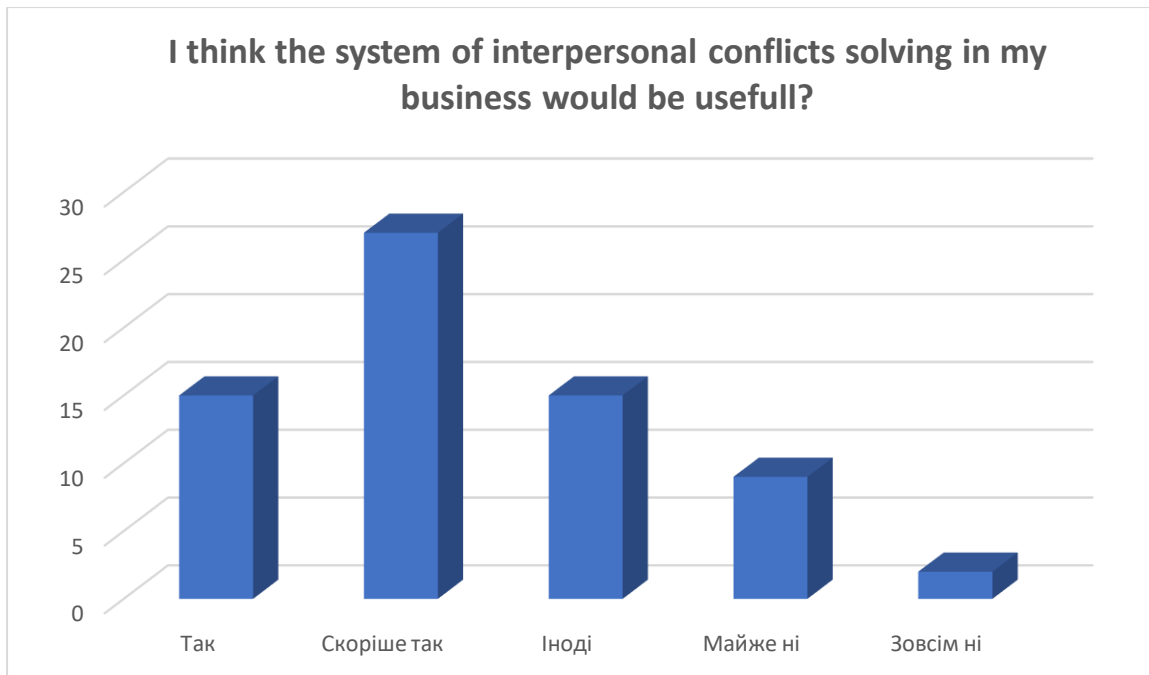
A. So 15 (24%)

B. Sooner so 27 (35%)

C. Sometimes 15 (24%)

D. Almost no 9 (14%)

E. Defiantly no 2 (3%)



## **Section 2 conclusions.**

The reasons for interpersonal conflict in the corporate environment may be due to many different factors. Beginning with the special rice of people who are working, in the dark conditions under the hour of ending their obligations, the dangers of care and the visibility and effectiveness of the system of corporate disputes. The consequences of an untimely identified and resolved conflict can be catastrophic for the company. The expenses may be direct financial, as, for example, a case from French legislation and legal action from mobing. Also indirect, reputational. With the development of social measures and other communication methods, the importance of customer and partner loyalty can hardly be overestimated. The spending can be either mitigated or extended over the course of an hour.

Corporate policies of the highest argues have to avoid the conflicts from the corporate middle ground and as a result of the rapid resolution of those that have already been solved. Many companies have prescribed basil with high liquidity and cherries. In many cases, the principle of arbitration is used - the topping of the super-check by a directive method based on corporate rules. For folding dishes, which cannot be replaced with beatniks, the first line supports are special person, which can carefully add

details and furnishings to the right and enter a proposition, to match the sides of the super-sink. The elements of mediation and non-violent communication are widely recognized.

The study, conducted among Ukrainian business, was to inform business about understanding the importance of conflict resolution, about preventing the negative impact of inter-social conflicts on business results and the need to systematically deal with them. over the prevention of conflicts and the improvement of them in your business. At the same time, business is rejecting business tools to increase conflicts. For food, if your business has documents that regulate the most serious conflicts, 65% answered “No”.

### **3. DIRECTLY INTRODUCING REGULATION AND AVOIDING INTERPRETAL CONFLICTS IN THE CORPORATE ENVIRONMENT**

#### **3.1. The main problem is the rise of inter-social conflicts in the corporate environment.**

Conflict is a natural result of any management system. Conflicts constantly arise in any organization: between members and light, between different types, between formal and informal different groups within the organization itself, as well as between people such as operate in conjunction with other organizations [43]. Having resolved the conflict, it turns the situation into a squabble. Skin side the conflict is due to recognition and obvious differences in views. Real the problem should be understood, recognized and solved. For cherries conflict, it is important to know all its reasons and obvious reasons, to carry out analysis of different positions and interests of the parties 1 concentrate on your own on interests, there are major problems in them. Need justice direct contact with the initiator of the conflict, reducing the number of claims, awareness 1 control by the top manager of his actions [23].

In other words, the possibility of a constructive solution to the conflict is live in line with the organization of the parties. The greater the greater, the easier it is to reach. Mutually acceptable housekeeping and security and maintenance.

Thirdly, the offending parties at fault will need to settle down. They were ruled mutually. Such understanding of basic minds came from diplomatic practice.

Ralf Dahrendorf warned them of any conflict. As in business, so in the country and in international politics it is effective. The instrument of maximum conflict is the corruption of systems. Wine town award may be addressed only to such parties as achieved positive results.

The height of the conflict can often be reached through the establishment of common goals for the conflicting parties. New goals, especially high one's moral goals, require a unified effort that leads to victory. Conflict, replace it with medicine [17].

When there is a problem between two sections of a business or between two businesses, it is often necessary to unscrew and top up.

The conflict may result from a simple change in the information situation, rationalization of the problem, or formulation. Consider the very presence of information as the cause of conflicts that give rise to speculation and guesses. On their basis, there is an inadequate understanding of their interests by groups, subgroups or people. For example, the reason for the conflict in the company may be the lack of information about its underlying problems in the subdivisions. Here the way out of the situation can be revealed simply by clarifying the situation [31].

Management is responsible for organizing the effective functioning of information. It is the responsibility of the skin care professional to find out exactly what is going on in the organization. If every member of the organization knows his rights and obligations, clearly represents the organization's policies, procedures and rules of work of the organization, including the rules for the payment of payments, divisions, material goods, the ground for conflict is often simple known or sounds significant. Managing the flow of conflict requires awareness and rationalization of its nature by the applicant for such management. There are no universal ways to deal with conflict. For this "virtue" it is necessary to obtain outside knowledge of the situation. Only having "gotten comfortable"

with the situation that has developed in the organization, you can consider the problem of conflict and make recommendations on the most optimal strategy of behavior and methods of doing so [64].

It is necessary for us to clearly identify who is a participant in the conflict. It is necessary to clearly identify who is supporting the participants in the conflict, who is behind them, and what interests are being shared. In some cases, this situation calls for a different attitude towards those who are parties to the conflict.

It is important to determine exactly what kind of drive the conflict is flaring up, and that the parties claim a sufficient description of the drive.

It is important to note what the subject of the conflict is - values, material resources, information resources, division of power. It is necessary to precisely formulate what separates the conflicting parties, the subject of their disputes, and what claims the parties make on a one-to-one basis [84].

Find out, you need to figure out what stage the conflict is at. In order to resolve the conflict, it is necessary to identify the problem in categories there are plans, not solutions. Choose the best effective decision, grounding their choice with arguments derived from both sides [67].

In the event of a serious conflict, it is necessary to focus attention on the problem and only on it, and not fixate on the special features of the other side. You are kindly obliged to inform us that the stench does not linger beforehand. And to your interests. In order to create a controlled situation, you need to create atmosphere of trust for strengthening mutual flow and exchange of information format. Try to be more kind or if you want to be accepted not one to one, show all the time, demonstrate sympathy, listen to the thoughts of the other side with respect and understanding. We will look at the causes of

inter-social conflicts not only as a result of viral activity, but also for other reasons conflicts between people in the process of their life [65]. The reasons for them are mentioned are quite different, but may also be described as antagonism, anti the laziness of the mark, how to put conflicting individuals in front of oneself, or how wiping the trails with a sleeping brush. In the end of the year the conflict is resolved in a simpler way. Interpersonal conflicts may arise as a result of particular antipathies as a manifestation of the psychological stupidity of two people [73]. Most of the money on the psychological absurdity of the sickness workers is even often deceptive: the initiator is clever (knowingly or unwittingly) masked. The main reasons for the loss are sweet-sounding, rather than non-specific terms. Nom "psychological insanity." Often the reason for divorce is significant prosaic (for example, the same Fach incompetence, caught for age until the present day, etc.) is at the root of the internal specifically or in other types of conflicts. As the minister neither wants nor has the mind to unleash inter-social relations conflict, then the remaining may inevitably transform in the intergroup Viy. Skin from participants in the primary inter-social conflict in the hall [54].

Based on its number of associates and sympathizers, the team splits into two days of camps, or informal groups. Intergroup conference, sinking hour and energy of its participants, created seriously. You need to have a well-organized activity of team members. When you see the nature of the action reaction of the management to the overcoming of the situation, the conflict becomes clear the prospect of outgrowing the collective collectives. Ceremony position obvious: do not allow the conflict to degenerate from the inter-socialist intergroup, steadily work on the advancements of the level of development team, to unleash such a conflict urgently, rather than resolutely diagnosing its causes and establishing relevant marks and positions sides that conflict [76].

Deterioration of the psychological climate, problems among socialists' centuries of people, which are divided into "clans", re-examined diametrically protracted interests - all this can lead to the degradation of the team to the level of a group, or more precisely, two conflicting groups [14].

The psychological tradition of investigating conflicts is the most advanced of all scientific disciplines and has a number of scientific approaches:

- psychodynamic approach – intrapsychic interpretation of conflict (A. Adler, E. Erikson, Z. Freud, K. Horny);
- situational approach - investigation of the conflict as a reaction to the current situation (A. Bandura, J. Dollard, M. Deutsch, L. Dub, N. Miller, M. Sheriff);
- cognitive approach – conflict as a cognitive phenomenon (K. Levine, F. Haider, U. Klar, V. Myasishchev, V. Merlin).

From the classical approaches of psychological science, we have instituted the idea of phenomenology, which corresponds to theoretical phenomena and by obtaining input from the understanding and description of emotional, behavioral and cognitive conflicts [19].

Current trends in the approach to conflict are oriented towards the practical stagnation and shift of a number of practical developments in the following areas: preventive approaches (transfer), ways of increasing and eliminating conflict, eliminating the legacy of conflict literal interaction [73].

The main preventive measure in interpersonal interaction is the elimination of conflictogens that manifest themselves in words, actions (or any number of actions) that can lead to conflict. Well known sociologist and psychologist V.P. Sheinov reinforces three types of conflictogens: anger to the point of superiority, showing aggressiveness and egoism [3]. In an interprofessional relationship, the following signs may appear before one of the partners overcomes them: openness (punishment, threats, criticism, blame, mockery, sarcasm), condescending attitude, boastfulness, categoricalness, imposition of power, acquisition of information, destruction of ethics, deception, shifting responsibility to another person, trying to count the pennies [87].

Due to the fact that there is a high level of conflict in relationships, today the Thomas-Keelman method is gaining popularity among practical psychologists. The system they created makes it possible for every person to overcome conflict: uniqueness, continuity, compromise, competition, innovation [2]. The style of behavior in a skin conflict is determined by two bipolar parameters: 1) active – passive; 2) bedrooms - individual activities in high conflict. If a person's reaction to a conflict is passive, they will try to get out of such a situation (uniqueness and persistence styles). In the event of an active reaction, there will be more and more attempts at conflict (competition and competition). If a person gives priority to sexual activities with another participant in the conflict, there is a style of coordination and adherence. For a person who has the will to act individually, there are two paths: to discover the powerful way of dealing with a serious problem (competition), or to escape from it (the style of uniqueness). The skin of a person can in the singing world vikorist all these styles, if you want to respect your power priorities. In addition, singing styles may be more effective in resolving singing-type conflicts [40].

The work of R. and K. Verderberov, D. Dena, M. Deutsch and E. was devoted to the study of methods for improving the adhesive properties and preserving harmful interstitial components. Melibrudi.

D. Dena proposes a short-term method of reducing mutual relations in the form of step-by-step creation of home ownership between conflicting ones. This method is harmful both for psychologists, psychologists, mediators, and for cross-border citizens. At the first stage, the offending parties are obliged to enter into a constructive dialogue in the face of a conflict situation. In this case, the rules of effective negotiation are broken down and accepted, so as to satisfy the offending parties. The other stage is preparing minds for successful interaction, which includes choosing the right time, a comfortable atmosphere, the presence of outsiders, and preserving privacy. The third period of commitment to the dialogue will be based on the following scheme: 1) the

beginning of the part (the mediator determines the responsibility of the parties to successfully resolve the conflict, indicating that the rules have been accepted); 2) requested before the meeting (the mediator asks the parties to clarify the essence of the conflict situation through the mediator); 3) dialogue; 4) “breakthrough” (a rich sound of decision). At the next stage, the parties formulate an agreement in written or written form, which includes decisions to be made before the “breakthrough” [1].

The important thing to ensure that the four-year model is effective is that the parties to the conflict adhere to two basic rules: do not interrupt one another and do not go beyond the understanding, as such misfortunes arise.

Also, regardless of the sufficiently elucidated conflictology in the scientific literature, they are still deprived of discovering the importance of conflicts in life especially, ways of improving the overcoming of a problem situation and the inheritance of the inheritance[83].

#### **Characteristics of the most extensive ways of intensifying inter-personal conflicts.**

Methods for developing interpersonal conflicts are the totality of techniques and actions that are developed in conflictology, which promote stagnation in practice using the method of the most rapid and effective removal this social tension and the rise of inter-social conflicts [82].

Among the widest range of ways of growing social conflicts that are described in the literature and are actively involved in the process of participation in communal conflicts (including in the intuitive sense outside), may be named:

- The tactic of “smoothing out hot spots” is a model that does not demonstrate sufficient effectiveness of behavior in a conflict, in which it is not actually possible to elucidate or determine the root cause of the inter-social conflict, but to

eliminate are driven by mechanisms that eliminate key manifestations of conflictual interaction. As a result, there may be no obvious way out of the situation, and the emotional tension between the participants will eventually develop into a new, more intense inter-personal conflict;

- A method of searching for a compromise solution by way of partial acceptance of minds that are opponents in an inter-social conflict. This method of conflict resolution is likely to be highly effective, but may be accompanied by a saving in tension, due to the fact that the skin on both sides of the conflict is afraid to go to song. And actions, and, obviously, do not completely take away what the conflict claimed;
- Acceptance of all respect for the opponent and mutual claims by the parties to the inter-community conflict is the best way to resolve inter-professional conflicts, which rarely come together in a practical way, between individuals Individual people rarely understand the interests and motivations of the other side;
- The tactics of strangulation are largely characteristic of vertical inter-community conflicts, in which there are lines of control and order between its participants. For example, in work teams, if there is a simple worker who does not care about the obvious differences, they are hesitant to accept the opponent's idea [93].

As was noted in another section of the company, the transfer of the main causes of inter-personal conflicts to the corporate environment consists of 7 main points. According to the skin point, you can indicate your specificity and foldability in the highest:

- 1) disruption of management principles, which is manifested in the incorrect actions of workers (violation of labor legislation, unfair or unreasonable abuse of desire and punishment, shortfall in personnel potential, destructive influx on social status and the role of subordinates, there is insufficient consideration of the psychological characteristics, special interests and needs of healthcare workers [82];

The main problem on this point lies in the psychological development of the kernel and the availability of special education. It is important to convey the gentleness of your

actions and pictures to the world. Please note that I have sought professional advice. A great number of ceremonies are difficult to criticize and are reluctant to reconsider the government's value system. Also, the large number of core workers in Ukrainian business does not pay attention to the development of soft skills - a newbie is not employed on staff or is outsourced to a professional HR service. As a result, the problem of causing such a conflict lies with those who

- 2) incorrect actions of minors (frivolous attention to duty, particular disorganization, selfish duties);
- 3) psychological insanity of workers, the content of their goals, intentions, interests, motives, needs, behavior in the process of work result, as well as in the process of their work in labor team;
- 4) the presence of so-called "important people" among the team - "aggressives", "scares", "bores", etc., who through their behavior create in the nearest social situation a level of social tension, which leads to a conflict lectiv;
- 5) guilt in the inter-social contacts of the clinical team of super-humans , which leads to the fact that some individuals, with their words, judgments, arguments, push and lower the social status of others, their material spiritual interests, moral worth, prestige [85];
- 6) manipulation, which involves controlling a partner, a partner against one's will, at which point the manipulator gains unilateral advantages for the victim's strength;
- 7) the lack of consistency between the words, assessments, performance of some members of the team and the benefits of other members [4, p. 197].

**3.2. Priority direct and propositions should increase the level of inter-social conflicts in the corporate environment on the basis of mediation skills.**

The process of psychological mediation to bridge the stages of separate work with other participants in the conflict and in their private discussion of the conflict. The intermediary's relationship with the client means that the mediator's neutral position is unnecessary. This means non-involvement in the transfer of one or the other side of the conflict, the transfer of one position, the implementation of broader interests [84], etc. This is without the evaluative position of a specialist focused on the visibility of the participants in the conflict. At the same time, the mediator works with the images of a conflict situation, which is in fact the main regulator of their behavior. Developmental work with participants in the conflict is aimed at positively re-imagining their mutual situation, the most important component of which is re-imagining oneself visibility for those who appear, which means a change in position is visible to the partner, a transformation in the future, readiness to change oneself [15], going to resolve problems and conflict as a place of worship for the yoga student. Sleeping discussion and discussion of the conflict as a stage of psychological mediation directly in the sleeping room, re-identification by the participants of the conflict situation and thereby themselves creation in the situation of sleep work of its participants, their collaboration. During a joint negotiation, the mediator's work simultaneously develops into two plans - organizing a constructive dialogue on various aspects of the subject of negotiations. to ensure such a psychological atmosphere of discussion that would accept a weakened simple [86] story and search please. The psychological plan for the mediation process lies in the creation and promotion of a constructive atmosphere, stronger sides, weakened current confrontations, We are happy to work on a hidden problem [68].

With this orientation in the conflict, in order to create the basis for his further activity for his unraveling, the mediator can establish techniques of reflexive giving, among whom K. Kressel and D. G. Pruitt proposed such sequences Last steps: withdrawal from time or permission to mediate the conflict; Establishing contact with the parties to the conflict to fully trust the professional knowledge and motives of the mediator; diagnostics of the motivation of opponents when the conflict is intensifying, the obviousness of their external (material) and internal (special) resources for this, and, carefully, from the

removed information of mediation tactics [3]. By normalizing tensions between the parties to the conflict, easing the conflict, and minimizing the role of the mediator in the negotiation process, the techniques of contextual delivery (structure of the negotiation, reinforcement of the Their food is too). At the final stage of negotiations, if the mediator has a clear understanding of the causes of the conflict and possible options for its outcome, it is important to emphasize techniques for the independent delivery of nutritional substances that are involved in the discussed matter. important areas of compromise, proposals for possible benefits and sophisticated solutions. There are a variety of tactics that a mediator can use during the negotiation process. L.V. Dolinska and L.P. Matyash-Hare teach the following: tactics of stage-by-word listening during the hour of sleep with the method of clarifying the situation; please, at a time when the importance of accepting a compromise solution is first emphasized; official diplomacy – separating the parties to the conflict and cultivating aspects of satisfaction; pressure on one of the opponents; The directive infusion conveys an emphasis on respect for the weak points in the positions of the negotiators, the complacent nature of their actions, which provokes their reconciliation; facilitation as a method of group work [1]. One of the keys to the successful activity of any mediator in the negotiation process is the adherence to the principle of neutrality, which is the principle of the psychologist, and the neutral position of the third party creates a substitute for trust in the participants of the conflict. But neutrality of the mediator's position is not the same as fairness. N. V. Grishina advocates implementing the principle of neutrality through specific techniques, which she called “balanced behavior,” which allows you to always follow the rules, and itself: placing the participants in the negotiations symmetrically in the middle Nika, the mediator’s brutality to both sides, verification due to the hour robots with participants in the conflict [2]. The scientist expressed respect for the importance of choosing such parameters, such as the time and space in the negotiation process. In search of options for the ultimate conflict situation that would satisfy both sides of the negotiations, it is necessary to fully establish the principle of dialectical discourse, which is the basic norm of rhetorical polemics. Before them, in the opinion of Yu. V. Shatin, lies: the principle of

protective security - lies in the unexpected psychological or other harm to the partner. Don't say anything you don't want to say to yourself; the principle of decentral directness underlies the need to analyze the situation from the point of view of the other side of the conflict; The principle of adequacy applies to both the unknown and unknown means of harm to the opponent in the way of preventing the replacement of his argumentation [4]. In addition to these names, it is important to adhere to the following ethical principles in the negotiation process: goodwill, confidentiality, value-added to the position of the participants in the negotiations, stimulation of conflicting parties to agreement, procedural nature fairness, as well as work from the process of negotiations, and not from the result, and the mediator bears responsibility for effective organization of the negotiation process, and its participants - for the alternative they have chosen to the worst conflict situation and ultimately for its result. On the effectiveness of the activity of a third party in a conflict, according to the thoughts of A. Ya. Antsupov and A. I. Shipilova, infuses low officials: the world of conflict tension; triviality of conflict (protracted conflicts are more important, lower ones are subject to regulation); the nature of the mutual parties (the effectiveness of the mediation is directly proportional to the tension between each other); motivation of both sides to work together, readiness to understand the mediator's thoughts and consider the solutions proposed by him; the particularity and nature of the third party's activities: their importance in conflict management, the evidence of knowledge and professional skills in carrying out the regulatory process, the importance of re-construction, the evidence of a successful threat resolution of conflicts in the past, knowledge of the situation, the circumstances of the particularities of the conflict [5]. The mediator immediately senses the moment of increased tension. This kind of situation can be avoided by one of the methods proposed by W. Mastenbrook to relieve the emotional stress of the negotiators: use careful wording; positively evaluate the other side for the least benefit; it is important to place before the argumentation of the participants, as if you are not suitable for it; show a hint of humor; create a friendly atmosphere, enjoy the latest news and food of a more special nature [6]. M. Deitch and S. Shikman paid tribute to the idea that is important for the

professional activity of the psychologist-mediator, and that the conflict cannot be resolved as a result of the destruction of interests, where one participant wins, and the other obligatory program [7]. The mediator's responsibility is to direct, first of all, to help the conflicting parties become aware of their strong interests in order to reveal their underlying interests, which will therefore increase the range of possible alternative options. The target for unleashing whatever super-chick. Back in the 70s of the last century, J.M. Gardner created a school for the training of mediators, which was based on the idea that the new theory would simultaneously carry out practical activities (analysis of applications, review of video materials, filling out surveillance protocols, group discussions). talking about possible ways to solve problems etc [3].). To conduct negotiations, the mediator was trained to use the role-playing method. The head of the mind to the particularity of the mediator of thoughts called the high level of development of the skills of emotional self-regulation [8]. These are the recommendations for regulating the behavior of the conflicting parties and the mediator: the conflicting parties are guilty of viewing the mediator they have chosen as such implies justice; the mediator is particularly neutral, not involved in the conflict; the conflicting parties should wait for the presence of the mediator and his recommendations if there is any residual decision; the mediator can be on top of the brown skin, as it helps the skin on the other side [4]; The main job of the mediator is to collect information and solve problems, rather than to appreciate the decision; Since, through his official status, the mediator agrees with one or two conflicting parties, there is no need to make guarantees about the situation in a particular oment or the current one will not see any conflict in the world; The mediator is responsible for nurturing the skin side at the different points of view and feeling, accepting the integration of the visual aspects of the points of view and discussed o problems; Mediators can help the conflicting parties to the conflict, from whom they can give in to one another. It is unnecessary to reconcile so that once their action is not threatened by "waste of exposure." Thus, the role of the mediator involves serious psychological preparation. A corporate mediator needs special knowledge that can be applied to special training programs and trainings. It is unnecessary for mediators and

negotiators to focus on a constructive form of negotiations. Constructive negotiations are a process of communication between equal and independent partners in order to inform one another about their main interests and options. we reach each other throughout the year. Given specific propositions on specific problems, the negotiating partners make it a point to find a solution that will simultaneously satisfy the maximum of their interests and the interests of others. The negotiation process will result in narrow positions. The result of the negotiations is a plan for the main problem, taking into account the share of participation of the partners in it and mutually agreeing on specific actions. The final agreement may undergo a check for realism as a mediator works. [9–10].

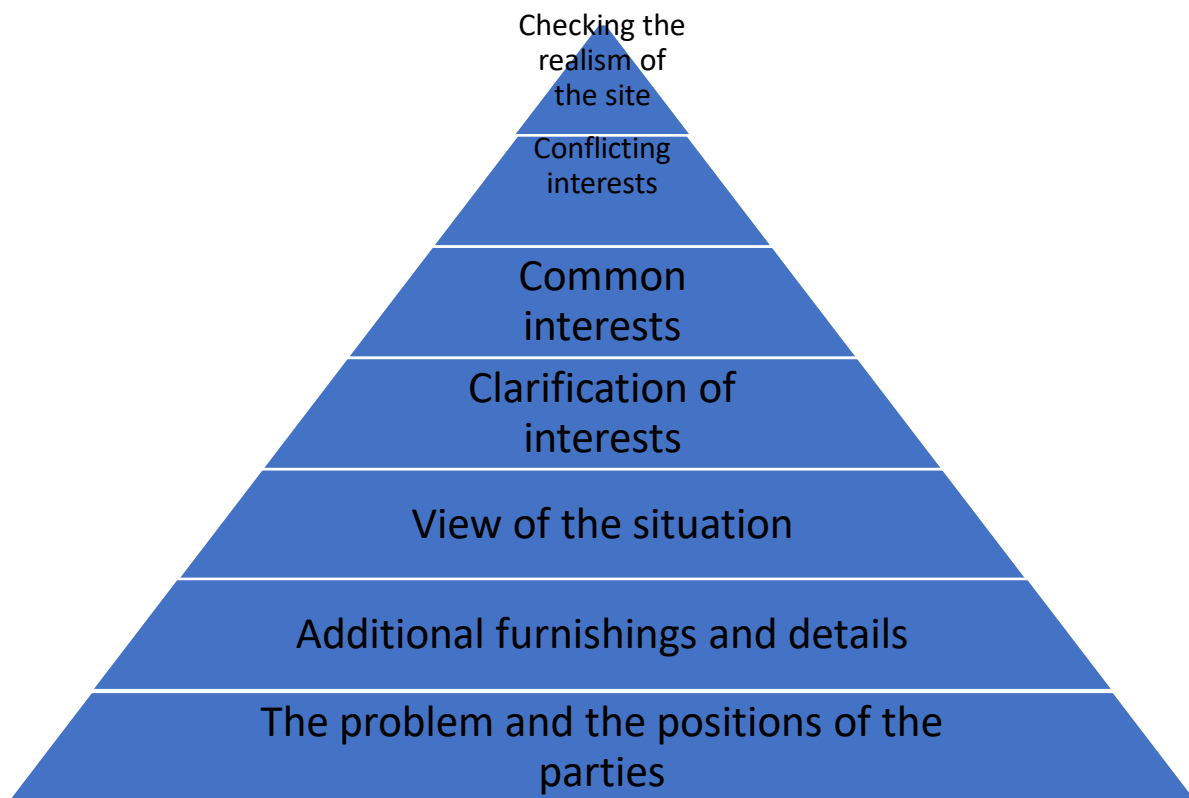
Fuzzy	Structural features	Non-structural features
First stage – preparation of negotiations		
1. Awareness of the tension between the parties and the need for negotiations.	Knowing your interests Meta – reach please. Openness to the other side, publicity.	Become aware of your position Meta – win, overcome. Closeness, secrecy.
2. Awareness of the negotiations.	Understanding the possibilities of the other side and the significance of their goals.	Disorientation on the other side of one's capabilities. Harshness is possible.
3. Investigation of goals, interests, positions, benefits of other parties.	A package of propositions to address your interests and the interests of the other party.	The package could only protect its own interests. His position is central.
4. Orientation in the interests and positions of the other side.	Installation on collaboration.	Installation on the competitor of yours, competition, oppression.
5. Expanding the package with propositions.		Revealing witchcraft,
6. Formation of the attitude towards negotiations.		closedness, tension.

Another stage – negotiations

<p>1. Establishing contact</p> <p>2. Organization of space for negotiations</p> <p>3. Orientation in the problem of negotiations</p> <p>4. Search for nobles for the ultimate solution to the problem.</p> <p>5. Praise for decision, promotion of bags.</p>	<p>Round table, business distance between partners.</p> <p>Catering for a range of interests.</p> <p>Verbalization of statements. Interest analysis.</p> <p>Argumentation.</p> <p>Assessing the significance of interests.</p> <p>I will show friendliness, openness, and verbalization.</p> <p>Finding common interests and their convenience.</p> <p>Exploration of solution options.</p> <p>Finding a mutually beneficial solution.</p> <p>Reliance on objective, legal and fair criteria.</p> <p>Accuracy of formulation, trust in people, products, pouches.</p> <p>Friendliness.</p> <p>Satisfaction with the results of the negotiations.</p>	<p>Straight-cut table, great distance between partners.</p> <p>Disinformation, disorientation, hospitality, egocentrism.</p> <p>Manipulation of feelings, interests and positions of a negotiating partner.</p> <p>Blackmail, threat, pressure, pressure, extortion, payment for one-sided expenses.</p> <p>Proposition of a single solution option.</p> <p>No rules. Reliance on illegal and unfair criteria.</p> <p>Protracted negotiations.</p> <p>Promises.</p> <p>Inaccuracy of formulation, blurriness.</p> <p>Distrust of people, money, bags. Enchantment. Dissatisfaction with the results of negotiations.</p>
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### **3.3. Recommendations for promoting and promoting the algorithm for increasing inter-partisan conflicts in the corporate environment.**

The negotiation process mainly consists of two stages: the stage of preparing negotiations and the stage of conducting negotiations. R. Fisher and W. Yura demonstrate constructive and non-constructive negotiations, getting used to negotiations [11] (div. table). Today in Ukraine the training of professional mediators has also begun to actively develop. It is clear that the provision about the mediator, confirmed by the order of the NSPP (National Service for Mediation of Reconciliation), is stated that the mediator can be a person like and I see a lack of education, work experience of no less than three jobs in the authorities of Vikonovich, miscellaneous self-employment, both work providers and professional staff, and also on other work related to the regulation of social and labor issues, the virulence of collective conflicts, is recognized by current social and labor problems, in With the knowledge of labor law and practice, the prevalence of labor conflicts has successfully passed certification and recertification at the NSPP [12]. So at the national level, the main function of mediators is the regulation of various labor conflicts, which does not depend on the type of mediator of professional psychology Basic knowledge and beginners. Also, there is a difference between private mediation courses. A. M. Girnik means that the current mediator training programs can ensure knowledge of the stage of conflict development, the basic principles of mediation, and communication. Nya, basics of emotional self-regulation, basics of formatting, as well as reasonable professional norms of mediator behavior and the interconnection of ethical and legal problems. This starts with listening to lectures, group discussions, games, and internships [13].



Pic 3.1 Mediation procedure

The process of mediation consists of stages, each of which has its own purpose and place. For successful mediation, it is necessary that the transition to the next stage be achieved after all the goals in the next stage have been achieved.

#### Stage 1. Preparation before mediation

Preparation is the final step in the mediation process. The stage of preparation before the final meeting involves the work with two important components: establishing contacts between the parties and organizing space for mediation [5].

The mediator first negotiates with each participant in the conflict side by side. This is how negotiations will be carried out in this way:

inform the participants about the mediation procedure, the role of the mediator and the participants in it and take away the benefit of the mediation;

explain the principles and rules of mediation and exclude the parties to these rules;

learn, what is the hour, the meanings for the meeting, useful for everyone;

nutritional reports for participants in the conflict.

Before carrying out the mediation, it is necessary to prepare the premises for the sleeping party: arrange the columns (or rather, stakes), bring all the documents necessary for the work and arrange in writing [88].

Stage 2. Part of the mediation is entered (the word of the mediator is entered)

At this stage, the mediator familiarizes the participants with the mediation procedure and principles, discusses the rules of mediation with the parties, and informs the parties. First of all, we must go straight to the point of discussing the conflict situation, it is necessary to ensure that the parties understand the essence of the procedure, its principles and adherence to the rules and take part in the mediation. For this purpose, the mediator asks the participants that everything, having said about mediation, made it clear to them that their nutrition is completely out of the sleeping bud. As the participants finish their meals, the mediator explains the unclear points once again, as he encourages the parties to sign an agreement to participate in the mediation.

Stage 3. Tales sides [71] This stage begins with the mediator's attempt to describe the conflict situation and explain what happened. The mediator can contact one of the participants or inform the parties to determine who is in the middle of a conversation. The task of this stage is to give the parties the possibility of developing a completely conflictual situation and their situation before it. It is important, first of all, to move to the height of the conflict, to identify in detail and agree between the parties the essence of the problem and the key points that require resolution. If this stage will be skipped or the main points for negotiation will not be formulated, it is clear that the further process of negotiations will drag on for hours or, in the worst case, the conflict will not have the prospect of being regulated [37].

I mean, at this stage, it is necessary to pay attention to the emotions and experiences of the sides of a completely conflictual situation and the consequences that have resulted.

The importance of this stage also lies in the fact that it is basic in inducing dialogue between the parties, as it affects the main subjects of communication, and the role of the mediator lies inclusively in facilitating the process of aggregation between watch-makers. To effectively work as a mediator, you will need to develop active listening skills [49].

The “Parties Review” stage will end once all the problems and interests identified by the parties have been identified, and the parties are completely satisfied with the results.

#### Stage 4. Solving the problem

The goal of this stage is to identify the ways of solving the problem and find an option to satisfy the grievances of both sides of the conflict. For which the mediator is obliged to help the parties:

This means that food needs to be broken down into pieces in order to create the basis for future decisions [39].

Look at the food from the most important to the least nutritious, if the atmosphere is not too tense. If tension is significant, remove the lightest points first before processing [95].

An important element of the problem-solving stage is the identification of the spillover of problems. It is important to remember that the parties at fault should first come to an understanding of the problems at hand, and then try to develop solutions. It's not right to immediately “get hung up” on any one solution. Before making a decision, exercise a variety of possibilities - for this you can use the [“brainstorming” method](#) [43]. It is best to evaluate possible options for the current situation only if the decal has been identified. The negotiated way to resolve the conflict conveys significant benefits and shortcomings of the skin from the proposed options. In addition, it is important to evaluate the realism of the proposed methods of exiting the conflict situation for both

participants, and also in order to lay down the future success of the “renewal” of centuries. It is also important to discuss until any succession will result in the conclusion of one or another plan for the parties. Inheritances may include financial records, time, relationships with friends, homeland, self-esteem, etc. Finally, it is advisable to help the parties identify fair criteria that will be considered in making a decision [72].

#### Stage 5. Laying and signing the site

The remaining stage of the mediation procedure is dedicated to the signing of the document, which officially confirms that it has reached the previous stage of negotiation. The understanding in itself is always good, however, while it is devoid of a verbal declaration, there is no guarantee that the parties have effectively understood how specifically (down to the details) they will come up with a comprehensive plan for exiting the conflict situation ii. I would like to say that, in practical terms, the differences in the arrangement between the parties are not rejected, since, however, the lower status (especially for schoolchildren) is always equaled by the written agreement [86].

It is important to have a clear plan for exiting a conflict situation within the specified time frame and the distribution of responsibilities between the participants in the conflict. The formulation should be clear and reasonable for the participants, as well as a firm, positive form of the report [67].

#### Updates to the section "Validity of inter-social conflicts in the corporate environment"

Analyzing the main problem of increasing inter-partisan conflicts in the corporate environment, it is revealed that this problem is an invisible part of corporate activity. The main factors include misunderstandings, conflicts of interest, as well as the influx of external officials, terrorism, and military conflict.

It is recommended to emphasize respect for advanced mediation skills as an effective tool for solving inter-personal conflicts. Systematically teaching media skills to staff can help reduce stress, promote mutual understanding, and identify constructive solutions for corporate performance [68].

To effectively resolve inter-social conflicts in the corporate environment, it is recommended to develop and implement a clear algorithm of actions. This algorithm must

include the stages of conflict identification, analysis of its causes, identification of mediation goals and development of a regulation strategy.

Further, the implementation of mediation skills and the promotion of the algorithm for increasing conflicts can significantly improve the working climate in the corporate environment and promote positive inter-social relations [52].

### **Final summary:**

In this thesis, a detailed analysis of the problem of inter-social conflicts in the corporate environment, caused by the complex socio-political context, following the war in Ukraine, was carried out. The main factors that lead to conflicts are identified, and their influence on the psychological state of practitioners and the effectiveness of the organization as a whole are strengthened.

The priority was to promote mediation skills among staff, which would facilitate constructive interaction and ease conflicts. Recommendations on how to use the algorithm for maximum conflicts to create a systematic approach and help managers respond effectively to emerging situations.

The main idea behind the work lies in the fact that the increase in inter-social conflicts in the corporate environment will require an integrated approach, addressing both internal and external factors. Promoting mediation practices and clear action algorithms can be a key element of successful conflict management.

Additionally, it is important to note that the successful resolution of inter-social conflicts will not only ensure harmonious work among workers, but will also result in increased productivity and conservation of organ resources. Addressing the individual characteristics of workers, encouraging communication and developing leadership skills may be key factors in ensuring resilience to conflict.

The strategies and recommendations developed in the work can be used in organizations of varying sizes and can directly ensure a long-term positive impact on the organizational culture. Based on the developed approaches, it is possible to develop individual programs for specific business structures, taking into account their particularities and tasks.

In general, the key aspects of the growing inter-communal conflicts in the corporate environment can be confirmed that this graduate work serves as an important source of knowledge for managers, personnel officers and all employees. There are a number of aspects that need to be addressed to paint the internal panels and the effectiveness of the organization in the minds of conflicts and conflicts.

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