

SECTION 5. SOCIAL PEDAGOGY**5.1 Methodological fundamentals of conflict prevention**

Dynamics of the external environment, complexity of organizational and communication structures, increasing level of competition, uncertainty in many markets, increasing frequency of crises and the level of negative crisis consequences, struggle between countries for markets and resources, active political confrontation, especially in developing countries, lead to new conflicts and the growth of their number, as well as levels.

Conflict contains inherently social and psychological conditions that are acceptable in relationships between people. The procedure of communication in any organization or institution is determined by employment, but it is not limited to. Each of us had to face conflict situations. Conflicts are expressed in the activities of all social institutions, public companies, in relations between people and play a major role in the life of each individual, family, group, country, society as a whole. People working together in the same organization or institution are different. In fact, they react differently to the situation in which they are due to their own distinctive characteristics. Most conflicts arise in the absence of the will of the parties to the conflict. This is because most people have no idea about conflicts, or do not attach importance to them. Today, there is much controversy as to whether conflicts are needed or whether they really are the engine of an organization's development. After all, it is in the dispute that the truth is born. However, conflict situations are quite different. In certain situations, conflict can be prevented.

Despite the significant amount of research on conflict management, there is little scientific research on assessment and settlement, as well as conflict prevention, which is dominant and causal in any activity.

Conflict prevention is a type of management activity that consists in the early elimination or weakening of conflict factors and thus limiting the possibility of their occurrence or destructive resolution in the future. This is the organization of life of the

subjects of social interaction, which eliminates or minimizes the likelihood of conflicts between them.

Recently, most social psychologists and organizational consultants are inclined to the view that conflict is a «system of relations», «the process of development of interaction». Moreover, the development of interaction occurs precisely because of differences in interests, values or activities. In other words, conflict is the process of developing the interaction of subjects over differences. Within this approach, conflict prevention is to create conditions for crisis-free and rapid transition from one phase to another for all potentially possible conflicts. In addition, conflict management becomes a separate activity to ensure the development of conflict interaction. With this understanding, conflict becomes a natural condition for human existence.

Maintaining and strengthening cooperation, mutual aid relations is a central problem of all conflict prevention tactics. Its solution is comprehensive and contains methods of socio-psychological, organizational, managerial, moral, and ethical nature.

The most important of the socio-psychological methods aimed at correcting the thoughts, feelings and moods of people are the following:

The method of agreement involves measures aimed at involving potential conflicts in the common cause, in the process of which potential adversaries have a field of common interests, they know each other better, get used to cooperate, jointly solve existing problems.

The method of benevolence, or empathy, the development of the ability to empathize and sympathize with other people, to understand their inner state involves the expression of the necessary sympathy for a co-worker, a willingness to provide him with practical support. The use of this method is especially important in crises, when the expression of regret and sympathy, broad and up-to-date information about the events taking place, are especially important.

The method of preserving the reputation of the partner, respect for his dignity. In the event of any differences that may provoke a conflict, the most important method of preventing negative developments is to recognize the dignity of the partner, to express

due respect for his person. Recognizing the dignity and authority of the opponent, we thus stimulate his appropriate attitude to our dignity and authority.

The method of complementarity involves relying on such abilities of the partner, which we do not have ourselves. Yes, creative people are often not prone to monotonous, routine, technical work. However, both are needed for the success of the case. The method of complementarity is especially important in the formation of working groups, which in this case are very strong.

The method of preventing discrimination against people requires avoiding emphasizing the superiority of one partner over another, and even better, any differences between them. From the point of view of conflict prevention, the method has advantages, allowing avoiding the appearance of such negative emotions as feelings of resentment.

The method of psychological uplift assumes that people's moods, their feelings are regulated, need some support. For this purpose, the practice has developed many ways: anniversaries, presentations, various forms of carrying out by members of labor collectives of joint rest. These and similar measures relieve psychological tension, promote emotional relief, evoke positive feelings, mutual sympathy and create a moral and psychological atmosphere in the organization, which prevents conflicts.

Everything that ensures the preservation of normal business relations strengthens mutual respect and trust helps to prevent conflict.

In order to prevent and prevent conflicts, it is very effective to use methods of psychocorrection of behavior.

People in conflict situations usually do not behave in the best way. The practice of psycho-correctional work shows that a change in human behavior in conflict is possible.

Among the methods of psychocorrection of conflict behavior are the following:

- socio-psychological training;
- individual psychological counseling;
- autogenic training;
- mediation activity of a psychologist (social worker);

- self-analysis of conflict behavior.

Socio-psychological training. It can be used to correct the behavior of a person in conflict. The use of socio-psychological training involves taking into account a number of principles:

- trusting communication, which consists in creating an atmosphere of trust, a sense of community during socio-psychological training;
- «here and now», which consists in the analysis of communication situations that arise in the process of joint work of participants;
- personification of statements, which requires participants to openly express their own opinions, remove defensive reactions, willingness to take responsibility for their position;
- activity implemented in involving all participants in work, discussion, exercises, games, etc.;
- emphasizing the language of feelings, offering free expression of their feelings that arise in communication, and open transmission of them to those who caused these feelings;
- confidentiality, which requires participants to keep confidential information received from other participants.

Basic methods of socio-psychological training – group discussion and game methods.

Group discussion as a method of socio-psychological training is a collective discussion of a problem in order to come to a common opinion about it. In the course of the discussion, there is a comparison of opinions on the discussed problem. Its value lies in the fact that thanks to the principle of feedback and the skill of the discussion leader, each participant has the opportunity to see how great the individual differences of people in the perception and explanation of the same conflict situations.

Among the game methods of socio-psychological training the most widespread method of business game and the method of role-play. In the business game, most attention is paid to working out the interaction of game participants in conflict situations, and much less – the analysis of interpersonal relationships, causes and

motives of the participants of the conflict situation. According to psychologists, the main emphasis here is on the instrumental aspect of learning.

In the role-playing game the subject of study are the laws of interpersonal communication, which is understood in the unity of its three sides: communicative, perceptual and interactive. Role-play is a group discussion, but «in person», where each of the participants is asked to play a role in accordance with his ideas about the nature of the behavior of the participant in the conflict, as well as the situation to be played by the roles. Other participants in the training act as viewers-experts, who should discuss whose course of action was the most correct.

With the help of socio-psychological training, a formative influence on the choice of optimal behaviors in conflict is possible – reduction of strategies of open rivalry and focus on compromise and avoidance of conflicts, as well as the choice of cooperation.

Individual psycho counseling is used to correct communication. Psychological counseling is seen as a way to provide psychological assistance aimed at changing the worldview and behavior of the individual. In the counseling process, the psychologist creates the conditions to change the person being counseled. The key to this change is the therapeutic relationship between the counselor and the person who approached him. Psychological counseling often provides positive changes in the conflicting behavior of people who seek help.

Autogenic training involves the development of human techniques of muscle relaxation, self-suggestion and the development of concentration and strength of imagination, the ability to control their behavior. With the help of autogenic training, it is possible to control one's own mental state, reduce situational anxiety and aggression.

Mediation of a psychologist (social worker) to assist in resolving real conflicts helps to choose the best ways to interact with the opponent. Individual conversations with a psychologist, preparation for a joint meeting with an opponent, joint work in a triad («I» – «he» – «psychologist») help a person realize the irrationality of their behavior, contribute to the constructive resolution of interpersonal conflicts.

Self-analysis of one's own behavior in a conflict situation is used during the conflict or after its end. In the self-analysis of the conflict, it is important to adhere to certain principles: objectivity, neutrality, impartiality, equality of criteria, absence of «double standard». Self-analysis, supported by self-observation, self-control and self-control, allows improving relationships with people.

For conflict management the most rational is the use of a full range of methods to influence the conflict situation and the behavior of conflict participants.

The inability to defuse a conflict situation, to understand and correct mistakes and miscalculations can cause constant tension. We must remember that the conflict must be able to manage before it becomes so strong that it acquires destructive properties. The main reason for the conflict is that people depend on each other, everyone needs compassion and understanding, commitment and support of the other and you need someone to share his beliefs. Conflict is a signal that something negative has happened in the process of communication between people or there are some significant differences of opinion.

Many people do not have special conflict management skills, they need advice and practice. In the application of the basic recommendations for behavior in conflict situations, you can point to such guidelines as:

- Ability to distinguish the main from the secondary. It would seem that everything is very simple, but life shows that it is not easy to do. Virtually nothing but intuition can help a person. Nevertheless, if you regularly analyze conflict situations, motives for your behavior, if you try to understand what «a matter of life and death» is really and what is just your own ambitions, and learn to reject the insignificant, you can follow the advice of D. Carnegie: «Do not allow yourself to be upset. Because of trifles that should be neglected and forgotten. Remember, life is too short to waste it on little things!» The ability to distinguish the main from the secondary should help everyone find the right course of action in conflicts;

- Inner peace. This is a principle of attitude to life that does not preclude energy and human activity. On the contrary, it allows you to become even more active, to respond to the slightest nuances of events and problems, without losing self-control,

even in critical moments. Inner peace is a kind of protection from all unpleasant life situations, it allows a person to choose the right style of behavior;

– Emotional maturity and resilience – this is, in fact, the ability and willingness to take worthy action in any life situation;

– Knowledge of the means of influencing events, which means the ability to stop yourself and not to press or, conversely, to accelerate events in order to master the situation and be able to adequately respond to it;

– The ability to approach the problem from different points of view, due to the fact that the same event can be evaluated differently, depending on the position you take. If you look at the conflict from the standpoint of your «I», there will be one assessment, and if you try to look at the same situation from the standpoint of your opponent – it may seem different. It is important to be able to evaluate, compare, combine different positions;

– Readiness for any surprises, absence (or restraint) of biased behavior will allow to be rebuilt faster, to react in due time and adequately to change of a situation;

– The ability to perceive reality as it is, not as one would like to see it. This principle is closely related to the previous one, taking into account it helps to maintain mental stability even in cases where everything seems to be devoid of internal logic and meaning;

– The desire to go beyond the problem situation. As a rule, you can find a way out of all hopeless situations, because there are no hopeless situations at all;

– Observation, necessary not only to evaluate the people around and their actions. Many unnecessary reactions, emotions and actions will disappear if you learn to observe yourself impartially. It is much easier for a person who is able to objectively assess his desires, motives as if from the outside, to control his behavior, especially in critical situations;

– Foresight as the ability not only to understand the internal logic of events, but also to see the prospects for their development. Knowing what will lead to what protects from mistakes and wrong behavior, prevents conflicts;

– The desire to understand others, their thoughts and actions. In some cases, this means reconciling with them, in others – to correctly define their behavior. Many misunderstandings in everyday life arise only because not all people know how or do not want to overload themselves by consciously putting themselves in the place of others. The ability to understand (even without accepting) the opposite point of view helps to predict people's behavior in a given situation;

– Ability to learn from mistakes, and not only on their own. This ability to consider the causes of past mistakes and failures helps to avoid new ones.

Without knowing the causes and development of conflicts, it is difficult to count on their effective settlement. The main objective causes of conflicts are: the natural conflict of interests of people; weak development and unproductive use of normative procedures for resolving social contradictions; insufficiency and unfair distribution of material and spiritual goods; the very way of life of Ukrainians is connected with material insecurity and rapid radical changes in society; traditional for us stereotypes of conflict resolution of social contradictions, etc. The impact of the conflict on its participants and the social environment is twofold, contradictory. This is due to the lack of clear criteria for distinguishing between constructive and destructive conflicts. It is difficult to give a generalized assessment of the results of the conflict. It is also necessary to take into account for which of the participants it is constructive and for which it is destructive. Among the constructive functions of the conflict can be distinguished: elimination of contradictions in the functioning of the team; deeper knowledge of the parties to the conflict; relief of mental stress; promoting personal development; improving the quality of activities; increasing the authority of the participant in case of his victory. The negative impact of the conflict is that it: significantly worsens the mood; leads to violence and death; destroys interpersonal relationships, causes disease; may impair the quality of individual activities; contributes to the consolidation of social passivity of the individual. The positive impact of the conflict on the social environment is that it: intensifies social life, highlights unresolved issues, actualizes humanistic values, can help unite the group. The negative impact of the conflict is the disruption of the system of relations, the

deterioration of the socio-psychological climate, the quality of joint activities, reducing the cohesion of the group. There are a number of conditions for preventing interpersonal conflicts. Among them are such as: the presence of a stable system of values and motives of the individual; adaptability and flexibility; optimistic attitude to life; ability to control their desires and emotions; development of volitional qualities; clarification of the hierarchy of roles; adequacy of self-esteem; timely resolution of emerging problems; truthfulness in relations, etc. Under the resolution of internal conflict means the restoration of coherence of the components of the inner world of the individual, the restoration of the unity of the psyche, reducing the severity of contradictions in life relationships. The resolution of internal conflicts is influenced by worldviews, volitional qualities, temperament, gender and age characteristics of the individual, etc. Mechanisms for resolving intrapersonal conflicts are mechanisms of psychological protection: denial, projection, regression, substitution, suppression, isolation, introjection, intellectualization, annulment, sublimation, rationalization, compensation, identification and fantasy.

Successful resolution of conflict situations, their prevention requires awareness of the nature of the conflict, knowledge and mastery of effective ways of communication, the ability to choose the appropriate behavior in a conflict situation that arises in long-term relationships. Conflict control is a tool that everyone can master, and it will help solve almost any problem.