

Skills of CONFLICT RESOLUTION at Work

A Skill Development Guide with Practical Exercises

DRAGANA MALEŠEVIĆ, PhD



Dragana Malešević

If we ought to be angry, let us be angry at *the right things and with the right people, and, further, as we ought, when we ought, and as long as we ought.*

(Aristotle: *Nicomachean Ethics*)

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Association for the Development of
Professional Skills PROVENS

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PREFACE

This book is a guide for the development of conflict resolution skills.

When we asked people what conflicts are, most answered that conflicts are quarrels. Conflicts can indeed escalate into quarrels, but this is not necessarily the case. Conflict is a natural way to satisfy our needs. By honing the skills of conflict resolution, we are actually mastering the method of opposing others to satisfy a need or get out of an uncomfortable situation.

This book offers descriptions and specific recommendations on what to do to avoid conflict, as well as what to do when conflict arises. By using the assessment scale, you will be able to perform a self-assessment and discover your primary style of conflict resolution. There are four styles of conflict resolution and we have all used each of them at least occasionally. In discussing conflict resolution, we start from the styles and stress the importance of getting to know them all.

Conflict resolution techniques are also very helpful. One of the techniques, Coordinates for Resolving Interpersonal Conflicts, enables us to view all our conflicts, both personal and business-related, helps us rationalize conflicts so we are clear as to who our interlocutors are (their style of conflict resolution, interests, motives), helps us analyse our own strengths and weaknesses, define our conflict resolution

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goal(s) and anticipate possible conflict resolution outcomes that prepare us to accept, propose and reject such resolutions. This technique was developed for the purposes of this edition and it is described here for the first time. It helps us achieve conflict resolution.

This book helps develop your conflict resolution skills by giving you concrete examples of how to avoid conflict, how to act when a conflict occurs and how to prevent it from flaring up, how to calm your emotions by breathing and rationalize the conflict with the help of techniques and thus be ready to resolve it.

This skill is particularly important in business. We are aware of the sheer number of people who have never mastered these skills and of how this fact, in turn, leads to the deterioration of interpersonal relationships and disturbance of the work atmosphere. This book is also used as working material in employee development training in the public and private sector, entitled Skills of Conflict Resolution.

It is our sincere hope that this book will contribute to your personal happiness and success at work, as well as to the improvement of interpersonal relationships and work productivity.

Author

Information about the author of the publication and the implementer of the training program



Dr Dragana Malešević holds a double doctorate – in didactic and methodical sciences and pedagogy. She studied and gained ample knowledge and experience in the role of educator starting from secondary school of pedagogy to her doctorate. She attended professional specialization in Scotland and Russia. She has a rich experience of

over 30 years in education, as a professor and educational advisor of the Ministry of Education. She holds an International External Evaluator Certificate. She currently works as a college teacher with students and holds adult education seminars at various specialized professional skill development training events. She authored 42 books, 14 scientific papers and 7 accredited professional development programs for employees. As a prominent methodologist, she is the author of several techniques for the improvement of education and enhancement of employee skills. She has held over 300 adult training sessions for the development of professional skills thus far.

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