

THE TRANSFORMATION OF THE CONFLICT

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Abstract

This article is devoted to conflict negotiation. It focuses on the interests of the parties. The article provides the structural and dynamic models of conflict negotiation.

Key words: conflict, negotiation, structure, dynamics.

The disarrangement and interference between some of the previously provided aspects of the performance of social roles in joint activities lead to the social contradictions. These social contradictions escalate conflicts. At the same time the conflict plays important role – it is the reason of changes and it lead to new forms and degrees of arrangement.

Analysis of the structure of arrangement.

To analyze the conflict, it is necessary to make clear the structure of the conflict, as well as its dynamics. The structure [1, p.32-33] of the conflict is necessary to establish the parties to the conflict, its objects, the zone of disarrangement, micro – and macro – environment of the conflict, the conflict

behavior of the parties. The dynamics [1, 36-37] of the conflict provides an opportunity to determine stage and phase the conflict.

On the basis of the analysis of structure and dynamics of the conflict it is possible to develop approximate structure of arrangement. During the analysis of the conflict we should lead to the common understanding of the object of conflict, object of arrangement, parties' common sense of its specific value. The aim is the matching interests, contributing to the achievement of the arrangement. Theoretically, this is very clearly [2, p. 37-41]. Practically it means a continuous movement between the range of interests and the scope of interests. Behind opposite positions, except conflict ones, there are common and compatible interests [3]. In the subject are common and different interests. Consequently, the subject of the conflict is part of the subject of agreement. The subject of arrangement is more common and it is a combination of divergent interests in common. In such a way we found out the contradiction from the degrees of conflict into the degree of consent. As a result, we can found out the options for subordination of difference interests, contributing to the restructuring of the rules of relationships and interactions. The points of similarity are common interests. The area of differences is the fundamentally existing conflict between the sides. The opportunities for transformation of the conflict behavior of the parties of the conflict is in the behavior of the assistance – opportunities to build the relationship on a clear understanding, appropriate emotions and a positive sense [4, p. 24-28].

The application of psychological methods; the clarification of obscure points of view; "relaxation" of each of the participants during they are lack of understanding – the creation of possible conditions for improving methods of communication. The bigger structures and stakeholders in the resolution of the conflict between the parties the bigger necessity to create the solution [5, p. 278-286]. The more interests behind each negotiating party, the greater the need to develop independent criteria. The possibility of participation of consultants, mediators, experts to formulate objective criteria and impartial support of the parties in the resolution of the conflict are all

mediators to provide qualified assistance and support the parties in achieving mutually acceptable solutions. The outside observers – they are the same as in the structure of the conflict, i.e. subjects, groups or organizations that only observe the conflict between the parties, but do not interfere in any way – directly or indirectly. However, in the structure of coordination, it is necessary to take into account the fact that these passive participants can lead the overcoming of the conflict by their behavior (even if this behavior is occasional), which can give impetus to the resolution of the conflict. The microenvironment of coordination – the direct environment in which coordination is made. The macro environment is an indirect negotiation environment.

The analysis of the dynamics of negotiation.

In temporal terms, the agreement goes through three main stages: the stage before achievement of the agreement; the stage of agreement; the stage after the agreement. Almost every stage of negotiation is not absolutely necessarily, and it is possible to avoid one of them. Still, it is assumed that the sequence of steps in each coordinate is the same [6, p. 42-47]. The stage before the beginning of the coordination is characterized by the following features: reduction of social longing, susceptibility from the point of view of the other side, restraint of emotional impulses, the desire to understand the opinions and interests of the opponent positions. In a few words, at this stage there is a transition from confrontation to joint work on developing possible options for reaching an agreement. The first phase of this phase is called the emergence of a zone of similarity. The parties to the conflict should be intrigued by the implementation of the negotiation process at this stage. Ultimately, negotiation process is a two-way communication process. In that case the participants of the negotiation must strongly believe in the necessity to find a common language. This is exactly the moment when they need to clarify the possibility of participating in negotiations as equal persons, where they can express

their views related to the problem and participate actively in its resolution. It is recommended to lay out the common interests of both parties in solving the problem and indicate the possibility of joint efforts for the mutually acceptable decision making.

In the end, each interest usually has several possible positions that satisfy it, and the opposite positions, except for conflict ones, are based on common and divergent interests. Positions are usually specific and unambiguous, while the interests behind them can be elusive, hidden and even inconsistent. Behind each negotiator there are his "teammates", whose interests must also be taken into account. These are different interests that he takes into account. Essential is the disclosure of basic needs – specifically appeared needs of opponents and those who stand behind them [7, p. 125-131]. In reality, they are the reason that motivates them to implement a certain behavior. They are required to be investigated and evaluated for grouping and grading by importance. All this leads to the achievement of susceptibility, which means understanding the point of view, the opinion of the opponent. Unless and until we can proceed to the definition of the similarity zone. Design is the search for ideas for the reconciliation of conflicting interests, by combining inconsistent with the common interest. This is done in the second phase of coordination. Phase II – situation before the agreement. It represents the creation of mutually beneficial proposals. It is necessary to distinguish the act of generating constructive proposals from the act of their evaluation. "Evaluations trip the imagination, distinguish the creative act from the critical, make the difference between the process of imagining of the possible solutions and the process of choosing between them. First create, and then choose" [3].

Considering the problem through the prism of different professions and scientific disciplines you can consult with mediators and other experts when. These activities intensify the identification of attractive ideas for subordinating conflicting interests to the coinciding interests (combine mutual benefits). When sufficiently large number of proposals it is necessarily to make the mutual evaluation. There is a

search for an idea that in its essence is agreeable to all parties and can be put into agreement. If such an attractive idea is not found, the idea is re-generated and the phase is repeated. At the moment when such an idea is discovered, the agreement moves to the stage of the agreement and, more specifically, to its first phase – the appearance of an attractive proposal. It can be argued that in the first stage of the agreement. It is impossible to predict which of the many possible ideas about the combination of opposite interests will be accepted by the parties. Having been chosen, having supported once the relevant idea determines the transition to its further specification and formalization of an agreement.

The second stage is the agreement stage. It is characterized by the cohesion of the parties around an attractive proposal, reservations and the adoption of mutually acceptable criteria and procedures for the allocation of their possible roles in the development of the agreement and, ultimately, before the conclusion of the agreement. Phase I is an attractive proposition. This is the finally tested proposal stages. The point of intersection the divergent interests of the parties. The time to expresses a common relationship that characterizes the joint benefit. Nevertheless, it is necessary to specificate this mutually acceptable proposal approved by the parties, (to distribute specific roles, specific obligations, rights and responsibilities of the parties). In practice, this is almost always associated with the emergence of specific conflict arising from the joint persuasion of specific obligations, rights and responsibilities. Thus, the agreement moves to the next phase of the agreement – reconciliation of specific interests.

Each organizational in any legal agreement affects obligations, rights and responsibilities. For the creation of mutual acceptable results, we can use the objective criteria (independent of the will of both parties) or fair procedures to overcome conflicting interests can be applied to achieve mutually satisfactory results. This is the essence of this phase – the search for an agreement on the basis of the principle, not under pressure. It would be more fair for both parties to reach an agreement on the mutual suitable objective criteria than if each of the parties force

the other to withdraw. To find them (expert assessments, norms, market value, legal orders, scientific criteria) it is possible to use various consultants, experts, mediators and other specialists on the specifics of the disarrangement. The acceptance of objectivity of the parties, the conviction of their reality, usually leads to the conclusion of a reasonable agreement. Phase III-reaching an agreement. This stage includes documentary legal regulation of the arrangement. It is recommended in this phase to use lawyer to bring the arrangement into the appropriate legal form of agreement. The third stage is the stage before reaching an agreement. After the agreement has been approved and accepted by the two parties, formalized in the relevant legal and economic agreement, it is transferred to its application in practice. This stage is implemented in a relatively long time. Inconsistencies in the interaction of the parties has appeared during the stage again.

This stage is characterized by mutual satisfaction of the parties according to the agreement. The parties are involved in its implementation. Their relations have reached the new degree of harmonization, a new degree of coordination of their professional joint activities. It is a new form of mutual dependence in the performance of joint activities. Phase II-the emergence of new inconsistencies. Sooner or later, inconsistencies arise again in the implementation of the agreement. They are characterised by new content on the basis of the infringement or the unforeseen likelihood, determine changes to the pre-established correlations of mutual dependence. New social contradictions are being formed and reach the extent of the conflict. 1) if the social contradiction is in the pre-conflict stage, it is necessary to move to equal, autonomous coordination to resolve the social contradiction. The goal is to achieve a new degree of conformity, a new form of mutual dependence between the parties, equally acceptable to them. 2) If the contradiction is passed to the explicit stage of the conflict and, more specifically, in the phase of the "incident" or "escalation", it is necessary to carry out its settlement. The aim is to delay and blunt the destructive aspect in the development of the contradiction, then search for a new equal agreement and mutual dependence. 3) Failure of the conflict and avoid to

regulate it lead to the manifestation of the destructive nature of the conflict – the disintegration of interactions between the parties.

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