

and productive work environment, which will ultimately benefit both educators and students.

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### THE KEY TO CONFLICT RESOLUTION: CONFLICT MANAGEMENT

Conflict management is a critical skill for any teaching team, as it enables members to navigate disagreements and maintain a functional and cohesive working relationship. Our study explores the principles and practices of conflict management, highlighting its importance in resolving conflicts within teaching teams.

Conflict resolution models provide frameworks for addressing conflicts effectively. Models such as the Competitive, Collaborative, Accommodating, Avoiding, and Compromising approaches (Thomas-Kilmann Conflict Mode Instrument) offer different strategies for managing conflicts. Understanding these models allows team members to choose the most appropriate response based on the nature and severity of the conflict. For instance, in a teaching team, a collaborative approach may be most effective in resolving disagreements about curriculum design, as it encourages open dialogue and a shared commitment to finding solutions.

Effective communication is the keystone of conflict resolution. Teaching team members must develop skills such as active listening, empathy, and clear articulation of their positions and concerns. Active listening involves fully engaging with the speaker, understanding their perspective, and acknowledging their feelings. Empathy allows team members to see the conflict from the other's perspective, fostering mutual understanding and respect. Clear articulation ensures that all parties understand the nature of the conflict and the potential solutions being discussed.

Mediation and negotiation are essential tools in conflict management. A mediator, who can be a neutral third party or a team member with strong conflict resolution skills, can facilitate dialogue between conflicting parties. The mediator's role is to ensure that all parties have an opportunity to express their views, guide the conversation towards finding solutions, and help the team reach a mutually acceptable agreement. Negotiation skills, such as identifying common ground,

brainstorming solutions, and compromising, are crucial for resolving conflicts amicably [2, 39].

To prevent conflicts from escalating, teaching teams should establish clear boundaries and protocols for addressing disagreements. This includes setting ground rules for team meetings, defining roles and responsibilities, and establishing clear channels for communication. By doing so, team members are more likely to adhere to these guidelines, reducing the potential for misunderstandings and conflicts.

Finally, fostering a culture of collaboration and openness within the teaching team is essential for conflict management. This involves creating an environment where team members feel valued, respected, and encouraged to share their ideas and concerns. Regular team-building activities, professional development opportunities, and recognition for contributions can help cultivate such a culture. When team members trust and respect each other, they are more likely to engage in constructive dialogue and work together to resolve conflicts.

In conclusion, conflict management is a vital skill for teaching teams, as it enables them to navigate disagreements and maintain a functional working relationship. By understanding conflict resolution models, developing effective communication skills, utilizing mediation and negotiation, establishing clear boundaries, and fostering a culture of collaboration and openness, teaching teams can resolve conflicts amicably and create a more harmonious and productive work environment. By prioritizing conflict management, teaching teams can enhance their effectiveness and contribute to the overall success of the educational institution.

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### **FORMATION OF THE CREATIVE PERSONALITY OF STUDENTS BY MEANS OF INFORMATION AND COMMUNICATION TECHNOLOGIES IN THE MODERN HIGHER EDUCATION SYSTEM**

In an era marked by rapid technological advancements and a growing emphasis on innovation, understanding how ICT can facilitate the development of creativity is paramount for educators and policymakers alike. This exploration delves into the