**Unit III: [Life Skills]**

**1. Importance of Time Management for Media**

**2. Significance of Team Work and Leadership**

**3. Decision-Making, Problem-Solving Techniques and Supportive Supervision**

**4. Managing Peer Relationships and Non-Violent Conflict Resolution**

**1.Importance of Time Management for Media**

It is rightly said “Time and Tide wait for none”. An individual should understand the value of time for him to succeed in all aspects of life. People who waste time are the ones who fail to create an identity of their own.

**What is Time Management?**

* Time Management refers to managing time effectively so that the right time is allocated to the right activity.
* Effective time management allows individuals to assign specific time slots to activities as per their importance.
* Time Management refers to making the best use of time as time is always limited.

Ask yourself which activity is more important and how much time should be allocated to the same? Know which work should be done earlier and which can be done a little later.

Time Management plays a very important role not only in organizations but also in our personal lives.

**Time Management includes:**

1. Effective Planning
2. Setting goals and objectives
3. Setting deadlines
4. Delegation of responsibilities
5. Prioritizing activities as per their importance
6. Spending the right time on the right activity
* **Effective Planning**

Plan your day well in advance. Prepare a To Do List or a “TASK PLAN”. Jot down the important activities that need to be done in a single day against the time that should be allocated to each activity. High Priority work should come on top followed by those which do not need much of your importance at the moment. Complete pending tasks one by one. Do not begin fresh work unless you have finished your previous task. Tick the ones you have already completed. Ensure you finish the tasks within the stipulated time frame.

* **Setting Goals and Objectives**

Working without goals and targets in an organization would be similar to a situation where the captain of the ship loses his way in the sea. Yes, you would be lost. Set targets for yourself and make sure they are realistic ones and achievable.

* **Setting Deadlines**

Set deadlines for yourself and strive hard to complete tasks ahead of the deadlines. Do not wait for your superiors to ask you everytime. Learn to take ownership of work. One person who can best set the deadlines is you yourself. Ask yourself how much time needs to be devoted to a particular task and for how many days. Use a planner to mark the important dates against the set deadlines.

* **Delegation of Responsibilities**

Learn to say “NO” at workplace. Don’t do everything on your own. There are other people as well. One should not accept something which he knows is difficult for him. The roles and responsibilities must be delegated as per interest and specialization of employees for them to finish tasks within deadlines. A person who does not have knowledge about something needs more time than someone who knows the work well.

* **Prioritizing Tasks**

Prioritize the tasks as per their importance and urgency. Know the difference between important and urgent work. Identify which tasks should be done within a day, which all should be done within a month and so on. Tasks which are most important should be done earlier.

* **Spending the right time on right activity**

Develop the habit of doing the right thing at the right time. Work done at the wrong time is not of much use. Don’t waste a complete day on something which can be done in an hour or so. Also keep some time separate for your personal calls or checking updates on Facebook or Twitter. After all human being is not a machine.

**For Effective Time Management one needs to be:**

**Organized -** Avoid keeping stacks of file and heaps of paper at your workstation. Throw what all you don’t need. Put important documents in folders. Keep the files in their respective drawers with labels on top of each file. It saves time which goes on unnecessary searching.

**Don’t misuse time -** Do not kill time by loitering or gossiping around. Concentrate on your work and finish assignments on time. Remember your organization is not paying you for playing games on computer or peeping into other’s cubicles. First complete your work and then do whatever you feel like doing. Don’t wait till the last moment.

**Be Focussed -** One needs to be focused for effective time management.

Develop the habit of using planners, organizers, table top calendars for better time management. Set reminders on phones or your personal computers.

**Benefits of Time Management**

Time Management refers to making the best possible use of available time. Managing time well enables an individual to do the right thing at the right time. Time Management plays a pivotal role in one's personal as well as professional life.

**Let us go through some benefits of Time Management:**

• Time Management makes an individual punctual and disciplined. One learns to work when it is actually required as a result of effective time management. To make the judicious use of time, individuals should prepare a “TASK PLAN“ or a “TO DO“ List at the start of the day to jot down activities which need to be done in a particular day as per their importance and urgency against the specific time slots assigned to each activity. A Task Plan gives individuals a sense of direction at the workplace. An individual knows how his day looks like and eventually works accordingly leading to an increased output.

• One becomes more organized as a result of effective Time Management. Keeping the things at their proper places minimizes the time which goes on unnecessary searching of documents, important files, folders, stationery items and so on. For better time management, individuals keep their workstations, study zones, cubicles, meeting areas clean and organized. People learn to manage things well as a result of Time Management.

• Effective Time Management boosts an individual’s morale and makes him confident. As a result of Time Management, individuals accomplish tasks within the stipulated time frame, making them popular in their organization as well as amongst their peers. People who understand the value of time are the ones who manage to stand apart from the crowd. Individuals who finish off work on time are looked up to by others and are always the centre of attention everywhere.

• Individuals who stick to a time plan are the ones who realize their goals and objectives within the shortest possible time span. Managing time effectively helps employees to meet targets way ahead of deadlines and finish off task just when it is required.

• Effective Time Management helps an employee to reach the pinnacle of success quickly and stay firm at the top for a longer duration. An employee who works just for the sake of working fails to create an impression and is never taken seriously at work. Effective time management plays a pivotal role in increasing an individual's productivity. Output increases substantially when people manage their time well.

• Better Time Management helps in better planning and eventually better forecasting. Individuals learn to plan things well and know where exactly they stand five years from now.

• Research says that individuals who accomplish tasks on time are less prone to stress and anxiety. Remember there is no point in wasting time and cribbing later. Finish off pending work on time and then you would have ample time for your friends, relatives and family members.

• Time Management enables an individual to prioritize tasks and activities at workplace. It is foolish to stay overburdened. Do not accept anything and everything that comes your way.

• Time Management helps an individual to adopt a planned approach in life.

**Time Management Skills**

Your multitasking abilities are an indication that you are tailor-made to be a media entrepreneur. You have the ability to prioritize things at work and this allows you to be more productive and achieve more within a limited time period.

**Passionate and Enthusiastic**

This is an inherent quality. It is only then they can excel in their chosen line of work. As a successful media person, you have to have passion and this is what allows you to be productive and overcome obstacles.

**Leadership Skills**

Leaders are born and not made. Outstanding leadership skills help guide your team towards the goal.

**2. Significance of Team Work and Leadership**

The process of working collaboratively with a group of people in order to achieve a goal is what we understand by team work.

Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. It means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals.

**The Benefits of Teamwork**

There is no greater weapon in a company's arsenal than a great team. When firing on all cylinders, effective teams have the ability to increase efficiency by taking on more complex tasks (think "two heads are better than one"), improve communication by facilitating open discussion and cooperation among team members, maximize output by leveraging each team member's strengths, provide opportunities for personal growth, and act as a support mechanism for staff. Unsurprisingly, teamwork at the workplace has also shown to increase innovation and creativity by allowing team members to bring unique and distinct perspectives to the table. When leveraged, effective teamwork drives company growth and boosts performance and success by tapping into each individual's unique strengths and attributes.

**Tips for better team work**

* **Think about your team first -** Every individual should think of his team first and his personal interests should take a backseat. Do not mix your personal issues with your professional life. Keep them separate.
* Never underestimate your team member - Do not neglect any of the members, instead work together and also listen to them as well. Never try to impose your ideas on any member. Avoid demotivating any team member.
* **Discuss -** Before implementing any new idea, it must be discussed with each and every member on an open platform. Never ever discuss with anyone separately as the other person feels left out and reluctant to perform and contribute to the team.
* **Avoid criticism -** Stay away from criticism and making fun of your team members. Help each other and be a good team player. Be the first one to break the ice and always create a friendly ambience. If you do not agree with any of your team member, make him understand his mistakes but in a polite tone and do guide him. Avoid negativity within the team.
* **Transparency must be maintained and healthy interaction must be promoted among the team members**. The communication must be effective, crystal clear and precise so that every team member gets a common picture. Effective communication also nullifies misunderstandings and confusions. Confusions lead to conflicts and individuals waste their time and energy in fighting rather than working.
* **The team leader must take the responsibility of encouraging the team members** to give their level best and should intervene immediately in cases of conflicts. The personality of the leader should be such that every team member should look up to him and take his advice whenever required. He should not be partial to any member and support each of them equally. It is the duty of the team leader to extract the best out of his team members.
* For better team work, try to understand your team members well. Do not just always talk business, it is okay if you go out with your team members for lunch or catch a movie together. It improves the relations and strengthens the bond among the team members. The team members must trust each other for maximum output.
* **Avoid conflicts in your team**. Don’t fight over petty issues and find faults in others. One should be a little adjusting with each other and try to find an alternative best suited to all the team members.
* **Rewards and Recognition -** Healthy competition must be encouraged among the team members. The performance of every team member must be evaluated timely and the best performer should be rewarded suitably so that the other members also get motivated to perform. Recognitions like “The Best Team Player” or the “The Best Performer” go a long way in motivating the team members. Appreciate the member who performs the best or does something unique.

**What is leadership?**

Leadership is the process of social influence which maximizes the efforts of others towards the achievement of a goal.

Key elements

* Leadership stems from social influence, not authority or power
* Leadership requires others, and that implies they don’t need to be “direct reports”
* No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership
* It includes a goal, not influence with no intended outcome

Leadership involves-

* Establishing a clear vision
* Sharing that vision with others so that they will follow willingly
* Providing information, knowledge and methods to realize that vision
* Coordinating and balancing the conflicting interests of all members and the stakeholders
* It a leader who steps in during crises and is able to think and act creatively in difficult situations

**Significance of Leadership**

Leadership is the process of influencing others. The mere use of authority by managers may not lead to results. But when managerial authority is enriched with good leadership, employees begin cooperating.

1. **It improves motivation and morale of employees**

A successful leader influences the behavior of individuals. It enhances the levels of involvement of individual employees in their work. The leader creates self-confidence in employees, sustains their enthusiasm and involvement in their work, enhances the motivation and morale of employees and thus helps greatly in achievement of organizational goals by the employees

1. **It leads to higher performance**

Leadership motivates the group to strive for achieving the results that is achieving the organizational goals. By increasing the levels of commitment and motivations, a good leader leads the employees to higher levels of performance. Higher performance leads to increased productivity which results in increased profitability even in competitive market

1. **It is an aid to authority**

Leadership is the process of influencing others. The mere use of authority by managers may not lead to results. But when managerial authority is enriched with good leadership, employees begin cooperating. Thus, formal exercise of authority may not result in the success authority when combined with leadership, brings success to an organization.

1. **It determines organizational success**

In the process of unification of group efforts to achieve organizational goals, leadership enhances organizational efficiency. Good managers alone cannot achieve this.

1. **It helps to respond to change**

Organizations today need to quickly respond to changes. A change in the technology, process, methods and plans always encounters resistance from people working in organizations. Leadership can play a great role in implementing change in organizations by creating a conducive environment. People follow leaders.

1. **It inculcates values in organization**

A value-based organization gets increased commitment and loyalty from its employees. Good leadership being inspirational, it also successfully percolates human values which shapes the attitude of employees towards work

**Qualities of a leader**

* 1. A leader must know himself and continuously seek self-improvement
	2. Be technically proficient
	3. A leader must seek responsibility and take responsibility for his actions
	4. Leader must make sound and timely decisions
	5. Leader must set examples
	6. Knowing people and thinking about their well-being
	7. Must keep the followers informed
	8. Leader must develop a sense of responsibility among the followers
	9. He must ensure that tasks are understood, accomplished and supervised
	10. Must train followers as a team
	11. Developing full capabilities of organization

**Leadership –**

**Importance of Leadership**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action**- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually get starts.
2. **Motivation**- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance**- A leader has to not only supervise but also play a guiding role for the subordinates. The term “Guidance” here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence**- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, and explaining them clearly about their roles and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale**- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into their mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

 **7. Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co- ordination which should be primary motive of a leader.

**3. Decision-Making, Problem-Solving Techniques and Supportive Supervision**

Decision making process

The decision-making process, in a business context, is a set of steps taken by managers in an enterprise to determine the planned path for business initiatives and to set specific actions in motion. Ideally, business decisions are based on an analysis of objective facts, aided by the use of business intelligence ([BI](https://searchbusinessanalytics.techtarget.com/definition/business-intelligence-BI)) and analytics tools.

For particular situation.

1. **Effective Decision-Making**

 If you do not have enough information, it can feel like you are making a decision without any basis.

Take some time to gather the necessary data to inform your decision, even if the timescale is very tight. If necessary, prioritise your information-gathering by identifying which information will be most important to you.

1. **Too Much Information**

The opposite problem, but one that is seen surprisingly often: having so much conflicting information that it is impossible to see ‘the wood for the trees'.

This is sometimes called anal ’-‘ysis paralysis, and is also used as a tactic to delay organisational decision-making, with those involved demanding ever more information before they can decide.

This problem can often be resolved by getting everyone together to decide what information is really important and why, and by setting a clear timescale for decision-making, including an information- gathering stage.

1. **Too Many People**

Making decisions by committee is difficult. Everyone has their own views, and their own values. And while it's important to know what these views are, and why and how they are important, it may be essential for one person to take responsibility for making a decision. Sometimes, any decision is better than none.

1. **Vested Interests**

Decision-making processes often founder under the weight of vested interests. These vested interests are often not overtly expressed, but may be a crucial blockage. Because they are not overtly expressed, it is hard to identify them clearly, and therefore address them, but it can sometimes be possible to do so by exploring them with someone outside the process, but in a similar position.

It can also help to explore the rational/intuitive aspects with all stakeholders, usually with an external facilitator to support the process.

1. **Emotional Attachments**

People are often very attached to the status quo. Decisions tend to involve the prospect of change, which many people find difficult.

For more about overcoming this, see our pages on Change Management, but also remember that

‘deciding not to decide' is also a decision.

1. **No Emotional Attachment**

Sometimes it's difficult to make a decision because you just don't care one way or the other. In this case, a structured decision-making process can often help by identifying some very real pros and cons of particular actions, that perhaps you hadn't thought about before.

Many of these issues can be overcome by using a structured decision-making process. This will help to:

• Reduce more complicated decisions down to simpler steps;

• See how any decisions are arrived at; and

• Plan decision making to meet deadlines.

Many different techniques of decision making have been developed, ranging from simple rules of thumb, to extremely complex procedures. The method used depends on the nature of the decision to be made and how complex it is.

**PROBLEM SOLVING –** There are two important things to remember about problems and conflicts: they happen all the time and they are opportunities to improve the system and the relationships. They are actually providing us with information that we can use to fix what needs fixing and do a better job. Looked at in this way, we can almost begin to welcome problems! (Well, almost.)

Because people are born problem solvers, the biggest challenge is to overcome the tendency to immediately come up with a solution. Let me say that again. The most common mistake in problem solving is trying to find a solution right away. That's a mistake because it tries to put the solution at the beginning of the process, when what we need is a solution at the end of the process.

Effective problem solving does take some time and attention more of the latter than the former. But less time and attention than is required by a problem not well solved. What it really takes is a willingness to slow down. A problem is like a curve in the road. Take it right and you'll find yourself in good shape for the straightaway that follows. Take it too fast and you may not be in as good shape.

Working through this process is not always a strictly linear exercise. You may have to cycle back to an earlier step. For example, if you're having trouble selecting an option, you may have to go back to thinking about the interests.

This process can be used in a large group, between two people, or by one person who is faced with a difficult decision. The more difficult and important the problem, the more helpful and necessary it is to use a disciplined process. If you're just trying to decide where to go out for lunch, you probably don't need to go through these seven steps!

Don't worry if it feels a bit unfamiliar and uncomfortable at first. You'll have lots of opportunities to practice!

**PROBLEM SOLVING TECHNIQUES AND SUPPORTIVE SUPERVISION**

Identify Problems-

The first step in the process is to recognize that there is a decision to be made. Decisions are not made arbitrarily; they result from an attempt to address a specific problem, need or opportunity. A supervisor in a retail shop may realize that he has too many employees on the floor compared with the day's current sales volume, for example, requiring him to make a decision to keep costs under control.

Seek Information-

Managers seek out a range of information to clarify their options once they have identified an issue that requires a decision. Managers may seek to determine potential causes of a problem, the people and processes involved in the issue and any constraints placed on the decision-making process.

Brainstorm Solutions-

Having a more complete understanding of the issue at hand, managers move on to make a list of potential solutions. This step can involve anything from a few seconds of though to a few months or more of formal collaborative planning, depending on the nature of the decision.

Choose an Alternative-

Managers weigh the pros and cons of each potential solution, seek additional information if needed and select the option they feel has the best chance of success at the least cost. Consider seeking outside advice if you have gone through all the previous steps on your own; asking for a second opinion can provide a new perspective on the problem and your potential solutions.

Implement the Plan-

There is no time to second guess yourself when you put your decision into action. Once you have committed to putting a specific solution in place, get all of your employees on board and put the decision into action with conviction. That is not to say that a managerial decision cannot change after it has been enacted; savvy managers put monitoring systems in place to evaluate the outcomes of their decisions.

Follow up-

A follow up system ensures the achievement of the objectives. It is exercised through control. Simply stated it is concerned with the process of checking the proper implementation of decision. Follow up is indispensable so as to modify as well as improve upon the decisions at the earliest opportunity

Evaluate Outcomes-

Even the most experienced business owners can learn from their mistakes. Always monitor the results of strategic decisions you make as a small business owner; be ready to adapt your plan as necessary, or to switch to another potential solution if your chosen solution does not work out the way you expected.

## Steps of Decision-Making Process

Following are the important steps of the decision-making process. Each step may be supported by different tools and techniques.



### Step 1: Identification of the purpose of the decision

In this step, the problem is thoroughly analysed. There are a couple of questions one should ask when it comes to identifying the purpose of the decision.

* What exactly is the problem?
* Why the problem should be solved?
* Who are the affected parties of the problem?
* Does the problem have a deadline or a specific time-line?

### Step 2: Information gathering

A problem of an organization will have many stakeholders. In addition, there can be dozens of factors involved and affected by the problem.

In the process of solving the problem, you will have to gather as much as information related to the factors and stakeholders involved in the problem. For the process of information gathering, tools such as 'Check Sheets' can be effectively used.

### Step 3: Principles for judging the alternatives

In this step, the baseline criteria for judging the alternatives should be set up. When it comes to defining the criteria, organizational goals as well as the corporate culture should be taken into consideration.

As an example, profit is one of the main concerns in every decision-making process. Companies usually do not make decisions that reduce profits, unless it is an exceptional case. Likewise, baseline principles should be identified related to the problem in hand.

### Step 4: Brainstorm and analyse the different choices

For this step, brainstorming to list down all the ideas is the best option. Before the idea generation step, it is vital to understand the causes of the problem and prioritization of causes.

For this, you can make use of Cause-and-Effect diagrams and Pareto Chart tool. Cause-and-Effect diagram helps you to identify all possible causes of the problem and Pareto chart helps you to prioritize and identify the causes with highest effect.

Then, you can move on generating all possible solutions (alternatives) for the problem in hand.

### Step 5: Evaluation of alternatives

Use your judgement principles and decision-making criteria to evaluate each alternative. In this step, experience and effectiveness of the judgement principles come into play. You need to compare each alternative for their positives and negatives.

### Step 6: Select the best alternative

Once you go through from Step 1 to Step 5, this step is easy. In addition, the selection of the best alternative is an informed decision since you have already followed a methodology to derive and select the best alternative.

### Step 7: Execute the decision

Convert your decision into a plan or a sequence of activities. Execute your plan by yourself or with the help of subordinates.

### Step 8: Evaluate the results

Evaluate the outcome of your decision. See whether there is anything you should learn and then correct in future decision making. This is one of the best practices that will improve your decision-making skills.

## Conclusion

When it comes to making decisions, one should always weigh the positive and negative business consequences and should favour the positive outcomes.

This avoids the possible losses to the organization and keeps the company running with a sustained growth. Sometimes, avoiding decision making seems easier; especially, when you get into a lot of confrontation after making the tough decision.

But, making the decisions and accepting its consequences is the only way to stay in control of your corporate life and time.

**4. Managing peer relationships and non-violent conflict resolution**

1. **Bringing about Positive Organisational Change (POC)**– Engaging your middle management to see a positive self-concept will help them portray to the rest of the organisation positive perceptions you instil of change. It’s a win-win situation.
2. **Communication strengthens for trust**– Not only does the right information get sent across to your middle management (and the rest of your organisation), but a circle of trust develops. This trust will enable you to access never before seen insights of your managers’ thoughts. Opinions, ideas, remarks and solutions that you wouldn’t have had thought of on your own are just a few to mention.
3. **Your role becomes more enjoyable**– While managing not only your company but the people who run your company is a lot to handle, it can be fun at the same time. In amidst of collaborating a new financial year together, the time leading up to the finish can be anticipated with a planned team dinner (talking things other than business, of course). Or, by cracking a few inside jokes throughout breaks just make it a little more bearable.
4. **Discourages any conflict**– When you work in harmony with your leading men, the chances of misunderstood disagreement arising is slim to none. In doing so, activities sail smoothly without the need to resolve emerged conflicts. In a sense, it’s a schedule sticking benefit as time is consumed on the right tasks.
5. **A domino effect of productivity**– As I’ve mentioned, it’s a win for all. You engage your greatest men to realise their potential or further their strengths. Effectively, they’ll reflect what they’ve learnt through this process upon the people they manage – the company’s employees.

You may seem to have everything under control or believe that your leading men will have everything under control; but you need to be truly confident in this belief. To be truly confident with this belief is by engaging your managers’ through relationships you form with them. Gain their emotional trust to bring together what you envisaged. Trust goes a long way and quite frankly, emotional trust is stronger than superglue.

**Conflict**

Conflict is when two or more values, perspectives and opinions are contradictory in nature and haven't been aligned or agreed about yet, including:

* Within yourself when you're not living according to your values;
* When your values and perspectives are threatened; or
* Discomfort from fear of the unknown or from lack of fulfillment.

Conflict is inevitable and often good, for example, good teams always go through a "form, storm, norm and perform" period. Getting the most out of diversity means often-contradictory values, perspectives and opinions.

Conflict is often needed. It:

* Helps to raise and address problems.
* Energizes work to be on the most appropriate issues.
* Helps people "be real", for example, it motivates them to participate.
* Helps people learn how to recognize and benefit from their differences.
* Conflict is not the same as discomfort. The conflict isn't the problem - it is when conflict is poorly managed that is the problem.

Conflict is a problem when it:

* Hampers productivity.
* Lowers morale.
* Causes more and continued conflicts.
* Causes inappropriate behaviors.

**Types of Managerial Actions that Cause Workplace Conflicts**

* Poor communications
* Employees experience continuing surprises, they aren't informed of new decisions, programs, etc.
* Employees don't understand reasons for decisions, they aren't involved in decision-making.
* As a result, employees trust the "rumor mill" more than management.
* The alignment or the amount of resources is insufficient. There is:
* Disagreement about "who does what".
* Stress from working with inadequate resources.
* "Personal chemistry", including conflicting values or actions among managers and employees, for example:
* Strong personal natures don't match.
* We often don't like in others what we don't like in ourselves.
* Leadership problems, including inconsistent, missing, too-strong or uninformed leadership evidenced by:
* Avoiding conflict, "passing the buck" with little follow-through on decisions.
* Employees see the same continued issues in the workplace.
* Supervisors don't understand the jobs of their subordinates.

**Deal With Conflict**

1. There is no one best way to deal with conflict. It depends on the current situation. Here are the major ways that people use to deal with conflict.

 A. Avoid it. Pretend it is not there or ignore it.

(a) Use it when it simply is not worth the effort to argue. Usually, this approach tends to worsen the conflict over time.

2. Accommodate it. Give in to others, sometimes to the extent that you compromise yourself.

A. Use this approach very sparingly and infrequently, for example, in situations when you know that you will have another more useful approach in the very near future. Usually, this approach tends to worsen the conflict over time, and causes conflicts within yourself.

3. Competing. Work to get your way, rather than clarifying and addressing the issue. Competitors love accommodators.

A. Use when you have a very strong conviction about your position.

4. Compromising. Mutual give-and-take.

A. Use when the goal is to get past the issue and move on.

5. Collaborating. Focus on working together.

A. Use when the goal is to meet as many current needs as possible by using mutual resources. This approach sometimes raises new mutual needs.

B. Use when the goal is to cultivate ownership and commitment.