MOOC DIGITAL WORKPLACE		
MODULE 3: TEAMWORK **VIDEO: MOD3_7: Managing conflict**		
Script: details of what the course presenter will say. On screen text: ideas, images etc. to appear on screen as and when prompted. Editing notes: notes of what needs to be changed for the next edition.		

SCRIPT	**ON SCREEN TEXT**	**EDITING NOTES**
Finallly we come to the last section of this module of "Teamwork", where we will focus on conflict management, since it is an inevitable feature of social relations. The issue is not so much to eliminate or to prevent the conflict, but to know how to manage each conflictive situation and to confront it with sufficient resources so that all those involved learn something.		Close-up of the trainer for a few seconds holding a sign showing his/her full name.
But ... what is a conflict? A conflict occurs when two or more people disagree about a fact or situation where they perceive their interests to be incompatible and express themselves aggressively, possibly taking actions that may even harm the other party.	Card: WHAT IS A CONFLICT?	Close-up of the trainer.
A "conflict" is not the same as a "problem", although every conflict is in itself a problem or issue to be managed and solved. A "problem" is an objective fact, something to be resolved (which may or may not have a solution), whereas a conflict is usually subjective (there may or may not be a real problem, because what actually occurs is a difference between 2 or more people, and sometimes there is only a difference of perception). We often confuse problem and conflict, and even try to approach them in the same way. Understanding the differences between them will help us to find the best possible solution.	Card: PROBLEM CONFLICT	Close-up of the trainer. The text will appear on screen as it is mentioned.
And although each conflict is different, we can categorise all conflicts into a series of phases that will help us manage them better. The first phase is the latency period, when the conflict is still only brewing. The conflict itself takes place in the phase of manifestation and outburst, where emotions come into play and the egos emerge of each of the interlocutors. In the stabilisation or resolution phase we demonstrate our assertiveness and our emotional intelligence in an attempt to find a solution. The post-conflict phase is also very important to make sure that the conflict is well and truly "over" and that there is no ill-feeling remaining between the people involved, to ensure this doesn´t escalate into another latency period of a later conflict.	Card: CONFLICT PHASES: 1. Latency 2. Manifestation and outburs 3. Stabilisation or resolution 4. Post-conflict	Close-up of the trainer. The text will appear on screen as it is mentioned.
Conflict can be looked at from 3 different angles: First, we have to distinguish between the problem (if there actually is one) behind the conflict, and the relationship between the people involved. In fact, the same problem does not have to generate a conflict for everyone. Sometimes, however great the problem may be, there are people who, because of their relationship with the other party, will not usually initiate conflict. Second, we have to distinguish between the emotional part of the conflict, and the reason for the conflict. The management of our emotions and those of the other party	Card: • Problema – Relación • Razón – Emoción	Close-up of the trainer from another perspective. The text will appear on

will be key in solving the conflict. Third, our own attitude towards the resolution of the conflict will be decisive for its resolution. In general, a co-operative, win-win attitude will be more favourable, both in the short term, and in the medium and long term.	• Ganar - Cooperar	screen as it is mentioned.
But, is a conflict always a negative thing? The reality is that no it isn´t, but in general people tend to think so, and this is what makes us fear them so much. Of course, it is true that there are conflicts which generate negative results, which generate mistrust, destroy personal relationships, and can imply a lot of costs for both parties. However, fortunately, we can also find some positive results in conflicts. This is because all conflicts are learning experiences if we know how to reflect upon them and take note for the future. Furthermore, conflict within teams fosters diversity of perspectives, it increases creativity (in the search for alternatives and solutions) and, as we usually show ourselves in our most vulnerable state, when we overcome the conflict, we can even strengthen the relationship and improve trust with the people with whom we have been in conflict.	Card: IS CONFLICT A POSITIVE OR A NEGATIVE THING?	Close-up of the trainer.
Which steps should you follow as a general rule to be able to manage conflict adequately? Here are 3 very simple steps, that can be applied to any situation:	Card: HOW DO WE MANAGE CONFLICT?	Close-up of the trainer.
The first step will be to create a context that facilitates the resolution of the conflict, a quiet area/space (without interruptions) and a time (without stress or rushed) suitable for constructive communication. Be willing to put your communication skills into practice. Gather all the possible information you need to attempt to resolve the conflict. Ensure that your emotional state and that of the other party is appropriate to manage the conflict.	Card: STEP 1: Create context	Close-up of the trainer.
Once the context has been created, we will have to add value by actually identifying the problem and where both parties explicitly express their objectives and interests. It is important here to clarify each person's perception of the problem, and to listen empathically to the other party, trying to understand how he/she thinks and how he/she feels (beyond what he is verbally manifesting). Likewise, always use assertive language, keep calm, be respectful and patient.	Card: STEP 2: Add value	Close-up of the trainer.
Finally, we will seek resolution by evaluating all possible alternatives and agreeing on how the process itself (the steps and actions to be taken) will resolve the conflict. Then you need to implement what was agreed, to review progress, and to learn for future reference what worked and what needs to be improved for next time. Finally, ensure the conflict has been properly resolved and closed once the solution has been reached so that nothing is left open and nothing is pending that could give rise to a new conflict.	Card: STEP 3: Seek resolution	Close-up of the trainer.
How can we manage conflict in teleworking? • Think of conflicts as a source of learning, because on many occasions, it is necessary to experience it to obtain new points of view and solutions. • Being afraid of conflict does not solve it. Do not avoid facing it but rather embrace it! You will improve your communication skills and your emotional intelligence, and show a side of you which demonstrates responsibility, objectivity and maturity. • In each conflict you deal with, evaluate what you gain and what you lose. Discuss the importance of the relationship with the other person, and decide what strategy to adopt in each case. Sometimes it is necessary to lose today, to win tomorrow. • Whenever a situation or person matters to you, try to manage the conflict by thinking about the benefit for both parties. • To avoid unnecessary conflicts, try to use feedback (give it and request it) on a regular basis with your peers.	Card with summary: • Learning • Embrace conflict (do not avoid it • Gain v Lose • Benefit both parties • Continuous feedback • Follow the steps for	Close-up of the trainer with the text to one side of the screen (phrases only appear as they are

• Follow the steps above to manage conflict in the workplace (create context, add value and search for resolution). In the case of the teleworker, it is especially important to find the right place and time to have the conversation with your "opponent", because communication is not usually as easy as it is for those in non-remote situations. • Make sure that the barriers of distance and technology do not restrict your communication and, therefore, the possibilities of resolving the conflict. If it is a major conflict, try to encourage dialogue with the other person in a personal and harmonious way to avoid misunderstandings or misinterpretations, and avoid written or unidirectional messages.	proper conflict management • Always select the best communication channel	mentioned).
And you ... how do you handle conflicts? What are you doing well? What could you improve? It's time to get working on this!		Close-up of the trainer.