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METHODOLOGICAL TOOLKIT OF A PRINTING COMPANY PROJECT MANAGER: MANAGING INTERPERSONAL CONFLICTS

The article is devoted to the study of managing interpersonal conflicts in printing companies as a key issue of modern management. The printing industry is characterized by high dynamics, strict production deadlines, significant financial risks, and constant interaction among various professional groups – editors, designers, technologists, marketers, and clients. Under such conditions, conflicts arise regularly and may have both constructive and destructive effects. Traditional approaches, which were largely limited to "firefighting" or suppressing disputes, have proven insufficiently effective, as they fail to take into account the psychological aspects of interaction, the emotional responses of participants, and the systemic causes of recurring conflicts. The purpose of the study is to develop and substantiate a system for managing interpersonal conflicts in printing companies that integrates contemporary psychological, communication, and organizational management methods. The methodological framework is based on systemic, cognitive-behavioral, and human-centered approaches, which makes it possible to integrate psychological, organizational, and economic tools into a unified management model. The study employs a comparative analysis of modern methods, including the "conflict as a resource" strategy (Positive Conflict), interest-based negotiations (Harvard Negotiation Project), the cognitive-behavioral approach, EQ management, facilitation, coaching, and nonviolent communication. The article synthesizes the key competencies of a manager that directly affect the economic efficiency of an enterprise. These competencies are transformed into tangible benefits for the company – from reducing costs and downtime to improving product quality and strengthening client trust. In particular, competencies related to working with clients and contractors generate the greatest economic effect, whereas facilitation and the "conflict as a resource" strategy ensure strategic development and innovation. Conflict prevention through communication is also essential, as it promotes process transparency and reduces the number of crisis situations. The practical orientation of the study is realized through examples of printing projects in which conflicts arise due to differing professional perspectives, tight deadlines, and financial risks. It is demonstrated how the application of brainstorming, clarifying questions, collaborative modelling, or interest-based negotiations makes it possible to transform disputes into a source of innovative solutions. This proves that conflict can be not only a point of risk but also a point of growth for a company, stimulating creativity, competence development, and the formation of a culture of trust. In summary, the article argues that effective management of interpersonal conflicts in printing companies should be multi-level: from emotional stabilization to the systemic elimination of root causes, from interest-based negotiations to using conflict as a resource for innovation. The proposed model provides a dual outcome: economic benefits in the short term and strategic value in the long term – namely, the development of a culture of collaboration, innovation, and professional maturity within the team.

Keywords: interpersonal conflict management, printing companies, projects, systemic approach, cognitive-behavioral approach, EQ management, facilitation, coaching approach, nonviolent communication, conflict as a resource, economic efficiency, communication strategies.

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МЕТОДИЧНА СКАРБНИЦЯ МЕНЕДЖЕРА ПРОЄКТІВ ПОЛІГРАФІЧНОЇ КОМПАНІЇ: УПРАВЛІННЯ МІЖСОБИСТІСНИМИ КОНФЛІКТАМИ

Стаття присвячена дослідженню управління міжособистісними конфліктами у поліграфічних компаніях як ключової проблеми сучасного менеджменту. Поліграфічна галузь характеризується високою динамікою, жорсткими строками виконання

замовлень, значними фінансовими ризиками та постійною взаємодією між різними професійними групами – редакторами, дизайнерами, технологами, маркетологами та клієнтами. У таких умовах конфлікти виникають регулярно й можуть мати як конструктивний, так і деструктивний характер. Традиційні підходи, що зводилися до «гасіння пожеж» або придушення суперечок, виявилися недостатньо ефективними, адже не враховують психологічні аспекти взаємодії, емоційні реакції учасників та системні причини повторюваних конфліктів. Метою дослідження є розробка та обґрунтування системи управління міжособистісними конфліктами у поліграфічних компаніях, яка поєднує сучасні методики психологічного, комунікаційного та організаційного менеджменту. Методологічна основа ґрунтується на системному, когнітивно-поведінковому та людиноцентричному підходах, що дозволяє інтегрувати психологічні, організаційні та економічні інструменти в єдину модель управління. Використано порівняльний аналіз сучасних методик: стратегія «конфлікт як ресурс» (Positive Conflict), інтерес-орієнтовані переговори (Harvard Negotiation Project), когнітивно-поведінковий підхід, EQ-менеджмент, фасилітація, коучинг та ненасильницька комунікація. У статті узагальнено ключові уміння менеджера, які безпосередньо впливають на економічну ефективність підприємства. Вони трансформуються у конкретні вигоди для компанії – від зниження витрат і простоя до підвищення якості продукції та довіри клієнтів. Зокрема, найбільший економічний ефект дають уміння, пов'язані з клієнтами та підрядниками, тоді як фасилітація та стратегія «конфлікт як ресурс» забезпечують стратегічний розвиток і інноваційність. Важливим є також попередження конфліктів через комунікацію, що формує прозорість процесів і зменшує кількість кризових ситуацій. Практична орієнтація дослідження реалізується через приклади поліграфічних проєктів, де конфлікти виникають через різні професійні бачення, жорсткі строки та фінансові ризики. Показано, як застосування мозкового штурму, питань на прояснення, спільного моделювання чи інтерес-орієнтованих переговорів дозволяє перетворити суперечки на джерело інноваційних рішень. Це доводить, що конфлікт може бути не лише точкою ризику, а й точкою росту для компанії, стимулюючи креативність, розвиток компетентності та формування культури довіри. Узагальнюючи, стаття доводить, що ефективне управління міжособистісними конфліктами у поліграфічних компаніях має бути багаторівневим: від емоційної стабілізації до системного усунення причин, від інтерес-орієнтованих переговорів до використання конфлікту як ресурсу для інновацій. Запропонована модель забезпечує подвійний результат: економічну вигоду у короткостроковій перспективі та стратегічну цінність у довгостроковій – розвиток культури співпраці, інноваційності й професійної зрілості команди.

Ключові слова: управління міжособистісними конфліктами, поліграфічні компанії, проєкти, системний підхід, когнітивно-поведінковий підхід, EQ-менеджмент, фасилітація, коучинговий підхід, ненасильницька комунікація, конфлікт як ресурс, економічна ефективність, комунікаційні стратегії.

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GENERAL STATEMENT OF THE PROBLEM AND HOW IT RELATES TO IMPORTANT SCIENTIFIC OR PRACTICAL ISSUES

Managing interpersonal conflicts in printing companies is one of the key challenges of modern management. The printing industry is characterized by high dynamics, strict order fulfillment deadlines, significant financial risks, and constant interaction among various professional groups – editors, designers, technologists, marketers, and clients. Under such conditions, conflicts arise regularly and may be both constructive and destructive in nature.

Traditional approaches to conflict management, which were limited to “extinguishing” or suppressing conflicts, have proven to be insufficiently effective. They fail to take into account the psychological aspects of interaction, the emotional reactions of participants, and the systemic causes of recurring disputes. As a result, conflicts often lead to missed deadlines, increased costs, loss of clients, and a decline in product quality. This creates the need for new methodologies that make it possible not only to reduce negative consequences but also to transform conflict into a resource for development.

The relevance of the problem is further intensified by the fact that printing companies operate in a competitive environment where reputation and client trust are of decisive importance. A manager’s inability to resolve conflicts effectively may result in the loss of orders, termination of contracts, and a decline in the economic stability of the enterprise. At the same time, competent conflict management can ensure repeat orders, process optimization, and increased team innovativeness.

Thus, the following problem arises: how to create a system for managing interpersonal conflicts in printing companies that would integrate psychological, communication, and organizational tools. Addressing this problem requires an analysis of modern methodologies – from EQ management and the cognitive-behavioral approach to facilitation, coaching, and nonviolent communication – and the development of practical recommendations for managers.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

In contemporary scholarly literature, conflict management is viewed as a multidimensional process that integrates economic, psychological, and organizational aspects. Studies by D. Tjosvold [1] and K. A. Jehn [3] demonstrate that conflict can be not only a threat but also a source of development if it is managed properly. The concept of the “conflict-positive organization” shows that disputes can stimulate innovation and improve decision quality, while intragroup conflicts may have both positive and negative consequences depending on the management style.

An important area of research concerns conflicts of interest and negotiation strategies. The works of J. K. Sebenius [5] and L. A. DeChurch and M. A. Marks [4] emphasize the importance of interest-based negotiations, which

make it possible to achieve win-win solutions even in complex situations. The Harvard Negotiation Project developed a methodology based on separating positions from interests and using objective criteria, which is particularly relevant for printing projects where disputes over budgets, deadlines, and resources frequently arise.

The cognitive-behavioral approach has been developed in the works of R. G. Warehime [6], S. Park et al. [7], and S. Draga and K. A. DeCelles [8]. These studies demonstrate that conflicts often arise due to misinterpretations and cognitive distortions. The use of reframing, fact-checking, and the “three questions” technique helps to reduce emotional tension and return the team to rational analysis. This is especially important for the printing industry, where perceptual errors may lead to missed deadlines and loss of clients.

The emotion-oriented approach (EQ management) is addressed in the works of C. Mamata and E. G. Kavilal [10], C. Odame and M. Pandey [11], and F. Shkëmbi and V. Treska [12]. These studies show that emotional intelligence is a key factor in choosing conflict resolution strategies. Active listening, emotional validation, and the use of “I-messages” help to reduce aggression and create an atmosphere of trust. For printing companies, where deadlines are tight and risks are high, this approach becomes a tool for team stabilization.

Facilitation and the coaching approach are considered as methods for developing team interaction. Studies by R. Bolden and J. Gosling [13], D. M. Rotondo and J. F. Kincaid [15], as well as T. S. Jones and R. Brinkert [16], show that facilitation ensures structured dialogue in group conflicts, while coaching helps employees independently find solutions and develop competence. This fosters a culture of responsibility and partnership.

Finally, nonviolent communication (NVC), presented in the works of D. Arieli and O. A. Armaly [19], T. Guzuma and B. O. Odogbo [21], as well as in the classic work of M. B. Rosenberg [22], demonstrates the effectiveness of a humanistic approach to resolving aggressive conflicts. The use of NVC transforms aggression into constructive dialogue and fosters a long-term culture of peace and cooperation. Systemic approaches (M. A. Rahim [24], L. A. Bădițoiu and A. Stănescu [23]) complement this perspective by showing how conflict systems can be integrated into corporate governance to eliminate the root causes of disputes.

Thus, contemporary research confirms that effective conflict management in printing companies must be multi-level – from emotional stabilization to the systemic elimination of causes, from interest-based negotiations to the use of conflict as a resource for innovation.

METHODOLOGICAL FRAMEWORK OF THE STUDY.

The methodological framework of the study on managing interpersonal conflicts in printing companies is based on the integration of systemic, cognitive-behavioral, and human-centered approaches. Conflict is viewed not only as a threat but also as a resource for development and a signal of process imperfections. This makes it possible to integrate psychological, organizational, and economic tools into a unified management model.

The study employs a comparative analysis of contemporary methodologies, including the “conflict as a resource” strategy (Positive Conflict), interest-based negotiations (Harvard Negotiation Project), the cognitive-behavioral approach, EQ management, facilitation, the coaching approach, and nonviolent communication. Each methodology has its own internal logic and sphere of application, which allows them to be adapted to different types of conflicts – from emotional to chronic ones.

The research methodology relies on an interdisciplinary approach: tools from psychology (reframing, emotional validation), management (process analysis, role definition), economics (cost-benefit assessment), and communication technologies (NVC, facilitation) are employed. This ensures the comprehensiveness of the analysis and makes it possible to assess both the economic effect and the strategic value of conflict management.

An important element of the methodology is its practical orientation: the study is based on examples from printing projects in which conflicts arise due to differing professional perspectives, strict deadlines, and financial risks. The use of the case method makes it possible to demonstrate how specific techniques (brainstorming, clarifying questions, collaborative modelling) transform disputes into a source of innovative solutions.

Thus, the methodological framework of the study combines theoretical models and practical tools, enabling the creation of a coherent system for managing conflicts in printing companies. It is aimed at achieving a dual objective: reducing costs and risks in the short term and fostering a culture of collaboration, innovation, and trust in the long term.

FORMULATING THE ARTICLE'S OBJECTIVES

The purpose of the study is to develop and substantiate a system for managing interpersonal conflicts in printing companies that integrates contemporary methods of psychological, communication, and organizational management. The study seeks to demonstrate how conflict can be not only a threat to the stability of production processes but also a resource for development, innovation, and increased economic efficiency.

The objectives of the study include identifying the key managerial skills that make it possible to transform disputes into constructive dialogue, reduce costs, and foster a culture of cooperation. Particular attention is paid to the analysis of methodologies – from EQ management and the cognitive-behavioral approach to facilitation, coaching, and nonviolent communication. This makes it possible to create a multi-level conflict management model adapted to different types of situations.

The purpose of the study also involves the practical application of theoretical models through examples of printing projects in which conflicts arise due to differing professional perspectives, strict deadlines, and financial risks. This allows for demonstrating how modern tools – brainstorming, clarifying questions, collaborative modelling, or interest-based negotiations – transform disputes into a source of innovative solutions.

Thus, the study aims not only to systematize contemporary approaches to conflict management but also to develop practically oriented recommendations for managers of printing companies. Its final outcome is the formation of a model that simultaneously ensures economic benefits (cost reduction, avoidance of downtime, increased revenues) and strategic value (the development of a culture of trust, innovation, and professional maturity within the team).

THE MAIN MATERIAL STATEMENT

Managing interpersonal conflicts in printing companies is a fundamental concept of modern management, referring to the manager's purposeful activity aimed at identifying, preventing, and constructively resolving disputes among participants in the production process. This involves not merely "firefighting," but systematic work with the causes of conflicts and their psychological and organizational dimensions.

Contemporary methodologies demonstrate a shift from a traditional approach to a human-centered, psychologically informed, and systemic model of management, in which conflict is viewed as a threat (to be minimized), a resource (that can become a source of innovation), and a signal (indicating imperfections in processes or communication). Thus, conflict in printing projects becomes not only a problem but also a tool for development, provided it is managed effectively.

For the purposes of practical analysis, the key managerial skills that directly influence the economic efficiency of an enterprise were systematized. They are presented in Table 1, which illustrates how each competence is transformed into specific benefits for the company – from reducing costs and downtime to improving quality and strengthening client trust.

Table 1

Managerial skills in managing interpersonal conflicts and their economic efficiency

Managerial skills	Benefits for the enterprise	Economic effect	Improved indicators
Rapid resolution of conflicts between employees	Less downtime, fewer delays	Reduction of costs related to rework and delays	Duration of task execution, number of downtimes
Management of conflicts with contractors	Stability of cooperation, fewer penalties	Reduction of costs related to legal disputes, penalties, replacement of contractors	Number of claims, penalties, terminated contracts
Management of conflicts with clients	Increased client satisfaction	Repeat orders, recommendations, revenue growth	NPS, number of repeat contracts
Facilitation of group conflicts	Coordinated decisions, fewer errors	Reduction of rework costs	Number of technical errors, number of project changes
Negotiations based on the Harvard model (win-win)	Optimal solutions for all parties	Budget savings, reduction of risks related to missed deadlines	Budget deviations, schedule deviations
Conflict prevention through communication	Process transparency, fewer misunderstandings	Reduction of costs related to crisis management	Number of incidents, number of escalations
Management of conflicts between departments	Coordination of logistics and procurement	Reduction of costs caused by material delays	Delivery time of materials, number of schedule disruptions
Use of conflict as a resource (Positive Conflict)	Improved technical solutions	Cost optimization, quality improvement	Cost price, quality of work performance

The table demonstrates that each managerial skill has a direct economic effect on a printing company; however, the strength of this effect varies depending on the level of influence:

- The greatest economic impact is generated by skills related to clients and contractors. Managing conflicts with clients ensures repeat orders and recommendations, which directly affect revenues. Resolving disputes with contractors reduces costs associated with legal disputes and penalties.

- Internal conflicts among employees and departments are significant for process stability. Their rapid resolution reduces downtime, while coordination between departments minimizes the risks of schedule disruptions and material delays. This is critical for the printing industry, where deadlines are often strict.

- Facilitation of group conflicts and negotiations based on the Harvard (win-win) model create long-term value: they not only reduce rework costs but also foster a culture of cooperation and trust. This improves the quality of decisions and reduces the risks of strategic errors.

- Conflict prevention through communication and the use of conflict as a resource (Positive Conflict) are innovative skills that transform disputes into a source of development. They not only reduce crisis-related costs but also stimulate creativity, cost optimization, and quality improvement.

A manager who possesses all these competencies transforms conflict from a threat into a mechanism for enhancing efficiency. The most critical competencies for economic stability are those related to working with clients

and contractors, whereas facilitation and the “conflict as a resource” approach ensure strategic development and innovativeness.

Contemporary conflict management methodologies demonstrate a shift from traditional “conflict suppression” to a human-centered, psychologically informed, and systemic approach. Each methodology has its own logic, set of tools, and field of application, yet all are aimed at improving the quality of interaction among process participants.

Let us proceed to an analysis of contemporary methodologies for managing interpersonal conflicts.

The “conflict as a resource” strategy (Positive Conflict) [1-4] is based on the premise that conflict is not a threat but a source of development if managed properly. In projects where different professional perspectives frequently collide, conflict can become a point of emergence for innovative solutions.

Effective techniques for managing conflicts in printing projects are based on transforming disputes from a source of tension into an instrument of development. Thus, “technical brainstorming” makes it possible to treat conflict as a resource: instead of confrontation, the parties begin to generate alternative solutions, which enhances the quality of the final product. In this format, the dispute becomes a stimulus for innovation rather than an obstacle.

The use of clarifying questions instead of criticism is no less important. When a manager asks probing questions such as, “What exactly in this solution raises concerns?”, the dialogue is shifted from the emotional domain to the factual one. This helps to avoid mutual accusations and creates an atmosphere of constructive inquiry.

The technique of “decomposing the problem into components” makes it possible to reduce emotional tension and move toward rational analysis. When a complex situation is broken down into separate elements, the parties see that the conflict can be resolved gradually, step by step. Such an approach lowers stress levels and makes the management process more controllable.

Finally, collaborative modelling – the creation of sketches, diagrams, or 3D variants – helps to visualize possible solutions. This is particularly effective in creative and technical teams, where visual representation removes misunderstandings and allows consensus to be reached more quickly.

The strength of these techniques lies in their ability to transform conflict into a tool for improving decision quality. Instead of destroying team interaction, disputes become a catalyst for innovation, trust, and professional growth.

Let us consider an example. During the preparation of a large advertising catalog, a designer insists on using a complex graphic composition that requires additional printing costs, while a printing technologist considers it too risky and potentially leading to technical errors. The conflict escalates because the parties hold different professional perspectives.

The printing project manager applies the “conflict as a resource” strategy. He organizes a technical brainstorming session in which the designer and the technologist jointly generate alternative options. Instead of criticism, the manager asks clarifying questions: “What exactly in this solution raises concerns?” This shifts the discussion from an emotional to a rational plane.

Next, the manager proposes to decompose the problem into components by separately considering cost, technical compatibility, and aesthetics. This reduces tension and allows a compromise to be found gradually. Finally, the team moves to collaborative modelling by creating several sketches and 3D visualizations in order to see how different options will appear in print.

As a result, the conflict does not undermine team interaction; on the contrary, it becomes a catalyst for an innovative solution: a new printing technology is selected that preserves the aesthetic qualities of the design while simultaneously meeting the technical capabilities of the printing house.

Benefits for the manager from applying the “conflict as a resource” strategy (Positive Conflict) in printing projects include:

- Improved decision quality – conflict becomes a source of new ideas and alternatives, making it possible to identify more optimal technological and design solutions.
- Strengthening of team interaction – instead of confrontation, participants experience joint involvement in finding solutions, which fosters trust and partnership.
- Reduction of emotional tension – the use of clarification techniques and problem decomposition shifts disputes into a rational domain.
- Development of innovativeness – collaborative modelling and brainstorming stimulate creativity and open the way to non-standard solutions.
- Growth of professional competence – the manager demonstrates the ability to transform crisis situations into learning and developmental opportunities for the team.
- Enhancement of the company’s reputation – effective conflict management signals organizational maturity and reliability to clients and partners.
- Savings of time and resources – constructive resolution of disputes reduces the risk of delays and repeated rework in printing projects.

Conflict is not a threat but an opportunity to perceive new horizons. For a printing project manager, every dispute can become a point of growth: it reveals hidden interests, stimulates creativity, and helps the team find solutions that previously seemed unattainable.

The methodology of interest-based negotiations developed within the framework of the Harvard Negotiation Project [5] is considered one of the most effective worldwide. Its core idea lies in separating positions – what people say – from interests, that is, the reasons why they say it. Such an approach makes it possible to avoid superficial disputes and move toward the underlying motivations of the parties, thereby opening the way to win–win solutions.

Among the key techniques of this methodology, the question “Why is this important?” is of particular significance. It helps to identify the true needs and interests of negotiation participants, which are often hidden behind rigid positions. The use of objective criteria – cost estimates, standards, and market prices – allows subjectivity to be reduced and shifts the discussion into the realm of facts. Equally important is the generation of multiple solution options, as the availability of alternatives reduces tension and gives the parties a sense of choice. Finally, the principle of “separating people from the problem” helps to focus on the task rather than on personal emotions or mutual accusations.

The strength of this approach lies in its universality: it enables the achievement of mutually beneficial solutions even in complex negotiations where the parties’ interests appear to be contradictory. Through interest-based negotiations, conflict is transformed into a process of balancing needs, and the outcome is not a “damaging compromise” but a solution that satisfies both sides.

Let us consider an example. In a publishing project, the client insists on reducing the budget for printing advertising catalogs, while the printing house seeks to maintain the quality of paper and colour reproduction. The printing project manager applies an interest-based approach: instead of focusing on positions (“less money” versus “higher quality”), he asks the key question – “Why is this important?”. It becomes clear that the client aims to optimize costs, whereas the printing house seeks to preserve its reputation for high quality.

The manager proposes several solution options: using a different type of paper with similar characteristics, changing the catalogue format without loss of content, or applying partial lamination only to the cover. At the same time, he relies on objective criteria – market prices, printing standards, and cost estimates. By separating people from the problem, the parties focus on the task rather than on mutual claims.

As a result, the negotiations conclude with a solution that satisfies both sides: the client obtains an optimized budget, while the printing house maintains product quality. This is a classic example of achieving a win–win outcome through interest-based negotiations.

Manager’s checklist:

1. Separate positions from interests:

- Listen carefully to what each party states.
- Ask “Why is this important?” to understand underlying motivations.

2. Use objective criteria:

- Rely on cost estimates, printing standards, and market prices.
- Present facts rather than personal judgments.

3. Generate multiple solution options:

- Propose not one but at least three alternatives.
- Give the parties a sense of choice.

4. Separate people from the problem:

- Focus on the task rather than on personalities.
- Use neutral formulations, such as “We are addressing the budget issue,” instead of “You always

inflate prices.”

5. Finalize a win–win solution:

- Ensure that the interests of both parties are satisfied.
- Formalize the agreement in writing (minutes, letter, or contract).

The strength of this checklist lies in its ability to help the manager quickly structure negotiations and transform even a complex conflict into a constructive search for solutions.

The cognitive-behavioral approach [6-9] is based on the premise that conflicts within teams often arise not so much from situations themselves as from their interpretation. People tend to make incorrect assumptions, fall into cognitive distortions, and react emotionally. The manager’s task is to help the team change its way of thinking and return to rational analysis.

One of the key tools is reframing – the reinterpretation of a situation. For example, instead of assuming that “the editor is deliberately delaying the revisions,” the manager proposes an alternative explanation: “the editor is overloaded with other tasks.” This reduces personal tension and shifts the conflict into the domain of work processes.

An important technique is the identification of cognitive distortions. Teams often encounter catastrophizing (“because of this mistake, the entire project will fail”), personalization (“he is doing this deliberately against me”), or mind reading (“she definitely thinks I am unprofessional”). The manager helps participants recognize these distortions and replace them with more realistic interpretations.

Next, fact-checking is applied – separating facts from assumptions. This allows the team to clearly distinguish what is known for certain from what is merely conjecture. The technique of the three questions supports this process:

1. **What do I know for sure?**
2. **What am I only assuming?**

3. What could be an alternative explanation?

The strength of the cognitive-behavioral approach lies in its ability to reduce emotional tension and restore rationality within the team. Conflict ceases to be a personal confrontation and becomes a process of searching for realistic solutions. This not only preserves productivity but also fosters a culture of trust and professional development in printing projects.

Let us consider an example. In a printing house team, a conflict arises between an editor and a layout designer. The layout designer is convinced that the editor is “deliberately delaying revisions,” which generates emotional tension. The manager applies the cognitive-behavioral approach:

- First, he conducts reframing by explaining that the delay may be related not to personal attitudes but to the editor’s overload with other tasks.
- Next, the manager helps identify cognitive distortions – in this case, personalization (“he is doing this deliberately”) and catastrophizing (“because of this, the entire project will fail”).
- Using fact-checking, the manager separates facts from assumptions: “We know for certain that revisions are delayed. We assume that this is intentional. However, there may be an alternative explanation – excessive workload.”

- Finally, he applies the three-question technique:

1. **What do we know for sure?**
2. **What are we only assuming?**
3. **What could be an alternative explanation?**

As a result, emotional tension decreases, the team returns to rational analysis, and the conflict is transformed into constructive dialogue. This makes it possible to maintain productivity and trust among project participants.

Another example may be observed in a publishing house, where a conflict arises between an editor and a book author. The author is convinced that the editor is “deliberately delaying the process” and “criticizing the author’s style without respect,” which generates emotional tension and distrust.

The manager applies the cognitive-behavioral approach:

- Reframing is used by explaining that the delay may be related to the editor’s heavy workload and the large number of manuscripts under review, rather than to a personal attitude.
- The manager helps the author identify cognitive distortions, namely catastrophizing (“the book will never be published”) and personalization (“the editor has something against me”).
- Fact-checking is applied: “We know for certain that revisions are delayed. We assume that this is intentional. However, there may be an alternative explanation – editor overload.”
- The technique of the three questions is used so that the author independently distinguishes between facts and assumptions and recognizes other possible explanations.

As a result, emotional tension decreases, the author and the editor return to constructive dialogue, and the editing process continues without mutual accusations.

It should be noted that the cognitive-behavioral approach addresses the way people interpret a situation rather than the situation itself. In publishing houses and printing teams, conflicts often arise due to incorrect assumptions, cognitive distortions, and emotional reactions. A manager who masters this approach helps team members change their patterns of thinking in order to return to rational analysis and constructive dialogue.

The emotion-oriented approach (EQ management) [10-12; 27]. In the printing industry, conflicts are often emotional in nature, driven by strict deadlines, financial risks, responsibility toward clients, and internal team stress. For this reason, EQ management becomes a key tool for managers, as it enables them to manage emotions – both their own and those of other participants in the process.

One of the basic techniques is active listening: the manager paraphrases the interlocutor’s key statements, demonstrating that their feelings and words have been heard and understood. This creates an atmosphere of trust and reduces tension. Next, emotional validation is applied through simple formulations such as “I see that you are upset...” or “I understand that this situation is frustrating.” Such statements do not solve the problem immediately, but they provide a sense of acceptance and support.

An important tool is the pause before responding. When a manager does not react immediately to an emotional outburst but instead takes a pause, escalation is halted and the conversation is guided into a calmer direction. The use of “I-messages” instead of accusations further contributes to this process: for example, “I am concerned that deadlines may be missed,” rather than “You are constantly delaying the work.” This reduces aggression and shifts the focus to the problem rather than to the individual.

Finally, emotional deconstruction helps to identify what exactly triggered the reaction – fear of losing a client, a sense of injustice, or work overload. Once the underlying cause becomes clear, the conflict can be resolved more constructively.

The strength of the emotion-oriented approach lies in its ability to stop escalation and return the team to constructive dialogue. The manager acts not only as a process coordinator but also as an “emotional stabilizer,” helping to transform crisis moments into opportunities for strengthening trust and cooperation.

Let us consider an example. In a printing house, a conflict arises between an ink supplier and the project manager due to delayed payments. The supplier arrives at the meeting irritated and begins raising his voice, accusing the company of bad faith. The situation threatens to escalate into an open confrontation.

The manager applies EQ management:

- He uses active listening, repeating the supplier's key statements: "You are concerned about the delay in payment."
- He applies emotional validation: "I see that you are upset, and I understand that this situation is causing stress."
- He pauses before responding in order to reduce tension and demonstrate readiness for constructive dialogue.
- He uses "I-messages": "I am concerned that the delay may affect our printing schedules," instead of accusations.
- He conducts emotional deconstruction by identifying that the primary cause of the supplier's reaction is the fear of losing financial stability.

As a result, the emotional wave subsides, and the parties move toward a constructive discussion of the payment schedule. The conflict is not only halted but also becomes a basis for strengthening the partnership.

Benefits for the manager from applying the emotion-oriented approach (EQ management) in printing projects include:

- De-escalation – the conflict does not turn into open aggression but remains within the boundaries of constructive dialogue.
- Strengthening of trust – emotional validation and active listening demonstrate to team members and partners that their concerns matter.
- Reduction of stress – a pause before responding and emotional deconstruction help relieve tension and restore calm.
- Focus on the task – the use of "I-messages" shifts attention from personal accusations to problem solving.
- Increased negotiation effectiveness – emotional stabilization creates conditions for faster solution finding.
- Development of leadership skills – the manager becomes an "emotional stabilizer," strengthening authority within the team.
- Preservation of partnership relations – even in crisis situations, the company demonstrates maturity and professionalism.

A manager who possesses emotional intelligence becomes not only a coordinator of processes for the team but also a true "emotional leader." He is able to listen to and understand people, stop waves of escalation, and transform tense situations into constructive dialogue.

Facilitation is a methodology that is particularly effective in cases of group conflicts, where many participants have differing interests and perspectives [13-15]. In printing and publishing processes, this occurs regularly: designers strive for aesthetics, technologists for technical accuracy, marketers for commercial appeal, and clients for budget and deadline optimization. The manager's task is to create conditions for constructive interaction in which every voice is heard and the decision becomes a shared one.

One of the key facilitation tools is the establishment of "meeting rules": agenda setting, speaking order, and time limits for comments. This helps to avoid chaos and the dominance of a single party. Next, visualization is applied through the use of whiteboards, diagrams, and decision maps. Visual tools help participants better understand one another's positions and see the overall picture.

An important element is the use of participatory techniques, which ensure that every participant has the right to be heard. This creates an atmosphere of equality and engagement, in which even less experienced team members can contribute valuable ideas. Particularly effective is the "1-2-4-All" technique: first, each participant formulates an individual solution; then it is discussed in pairs, followed by discussion in groups of four, and finally the entire group arrives at a shared decision. This approach allows for the gradual integration of different viewpoints and prevents the dominance of stronger personalities.

The strength of facilitation lies in its ability to transform a multilateral conflict into a process of collective inquiry. Instead of competing for influence, participants develop a sense of shared responsibility for the outcome. This not only reduces tension but also fosters a culture of cooperation, in which the decision is perceived as a collective achievement rather than a compromise imposed by force.

Let us consider an example. A publishing house is preparing a collective project – a large illustrated almanac. During a coordination meeting, a conflict arises: the designer insists on a complex layout with multilayered graphics; the editor demands simplification for reader convenience; the marketer emphasizes commercial attractiveness; and the printing house expresses concerns about technical printing capabilities. Each party has its own interests, and the discussion risks turning into a chaotic dispute.

The manager applies facilitation:

- Establishes meeting rules – agenda, speaking order, and time limits for comments.
- Uses visualization by creating a decision map on a board, recording all proposals and arguments.
- Applies participatory techniques to ensure that each participant has an equal voice and feels involved.

• Uses the “1–2–4–All” method: first, each participant formulates an individual perspective; then it is discussed in pairs, followed by groups of four, and finally the entire team arrives at a coordinated decision.

As a result, the team reaches a shared solution: the layout remains visually appealing but is adapted to technical printing capabilities and reader convenience. The conflict is not only resolved but transformed into a process of collective exploration, in which each participant feels their contribution is valued.

Benefits for the manager from applying facilitation in publishing and printing projects include:

- Prevention of dominance by a single party – each participant has an equal voice, reducing the risk of conflict driven by “power positions.”
- Improved decision quality – collective inquiry integrates diverse perspectives and leads to more balanced solutions.
- Strengthening of team interaction – participants feel engaged and responsible for the shared outcome.
- Reduction of emotional tension – clear meeting rules and visualization help guide discussion into a constructive channel.
- Process transparency – all decisions are recorded and visualized, reducing misunderstandings and distrust.
- Development of a culture of cooperation – facilitation fosters a partnership-oriented environment in which decisions are perceived as collective achievements.
- Strengthening of managerial authority – the manager acts as a neutral moderator, ensuring fairness and effectiveness of the process.

A manager who masters the art of facilitation becomes an architect of team consensus. Rather than merely managing the process, such a manager builds a space in which diverse voices are integrated into a harmonious structure of shared decision-making.

The coaching approach is a developmental methodology rather than one of pressure. It is based on the principle that the manager does not provide ready-made solutions but helps employees find them independently [16-18]. This management style fosters autonomy, maturity, and responsibility within the team, as each participant feels that their opinion matters and that decisions are the result of their own conscious choice.

The key instrument of this approach is the GROW model:

- Goal – defining what the employee seeks to achieve.
- Reality – analyzing the current situation and existing barriers.
- Options – exploring possible courses of action.
- Will – developing a concrete action plan and commitment to its implementation.

The manager uses awareness-raising questions that encourage independent thinking:

- “What do you want to achieve?”
- “What is preventing you?”
- “What options do you see?”

The final stage is accountability for decisions: the employee independently formulates an action plan and assumes responsibility for its implementation. This not only reduces dependence on the manager but also enhances motivation and confidence in one’s own abilities.

The strength of the coaching approach lies in its ability to transform conflict or a problem into an opportunity for development. Instead of a directive leadership style, the manager becomes a mentor who helps the team grow, think strategically, and take responsibility for results. In printing and publishing projects, this is particularly important, as creative and technical tasks require not only discipline but also the internal maturity of participants.

Let us consider an example. In a publishing house, a young editor is assigned to coordinate work with an author but feels insecure and constantly turns to the manager for ready-made solutions. This creates a risk of delays and reduces the editor’s independence.

The manager applies the coaching approach by using the GROW model.

- Goal: “What do you want to achieve from this collaboration?” – the editor articulates a desire to become more independent and confident.
- Reality: “What is preventing you?” – the editor acknowledges a fear of making mistakes.
- Options: “What options do you see?” – the editor suggests several paths: reviewing examples from other projects, communicating directly with the author, and developing trial solutions.
- Will: the editor independently formulates an action plan: first, to try coordinating revisions with the author independently and only then to seek the manager’s support if necessary.

The manager does not provide ready-made answers but asks awareness-raising questions that help the editor find personal solutions. As a result, the editor assumes responsibility for decisions and becomes more autonomous and confident in their actions.

This approach not only resolves the issue within a specific project but also enhances the overall maturity of the team: employees begin to think strategically and take responsibility for outcomes.

Benefits for the manager from applying the coaching approach in publishing and printing projects include:

- Increased team autonomy – employees independently find solutions and take responsibility for results.
- Reduced managerial workload – less need for constant supervision and directive instructions.
- Development of employee maturity – the team becomes more self-reliant, confident, and strategically oriented.
- Formation of a culture of trust – employees feel that their ideas are valued, and the manager acts as a mentor rather than a controller.
- Increased motivation – people are more willing to implement solutions that result from their own conscious choices.
- Improved decision quality – through the GROW model, employees analyze situations more deeply and identify more realistic options.
- Strengthening of the manager's leadership role – the manager becomes not only a supervisor but also a coach who supports team growth and development.

A manager who applies the coaching approach becomes a “gardener” or a “driver” of team development. Rather than imposing ready-made solutions, such a manager creates conditions in which each employee can grow into their own strength and maturity.

Nonviolent Communication (NVC) is a humanistic approach that enables discussion of difficult issues without aggression or accusations [19-22; 26]. It is particularly valuable in fields where conflicts may be emotional and intense, such as publishing or printing processes, where the interests of authors, editors, designers, and technical specialists intersect.

The foundation of NVC is a four-step model:

1. **Fact – describe the situation without evaluations or labels (“The revisions are delayed by two days”).**
2. **Feeling – name one's own emotion (“I feel concerned”).**
3. **Need – explain what underlies the emotion (“It is important for me to meet deadlines”).**
4. **Request – formulate a specific action (“Please inform me of delays in advance”).**

In addition, deconstruction of aggression is applied by identifying what lies behind an emotional outburst. Often, anger conceals fear, overload, or a sense of injustice. When these underlying causes become clear, the conflict can be more easily redirected into a constructive process.

An important tool is the use of soft formulations. Instead of accusations (“You always delay the work”), the manager employs neutral statements (“I see that the deadlines have shifted again, and this makes me concerned”). This style of communication reduces tension and opens the way to dialogue.

The strength of Nonviolent Communication (NVC) lies in its ability to transform even aggressive conflicts into constructive interaction. People begin to hear one another, recognize the needs behind emotions, and find solutions that take into account the interests of all parties. In publishing and printing projects, this means not only avoiding quarrels but also building a culture of cooperation in which complex issues are resolved with respect and dignity.

Let us consider an example. In a publishing house, a conflict arises between an author and an editor. The author is outraged that the text has been shortened and expresses aggression: “You have ruined my work; you always do this!” The situation threatens to escalate into an open argument.

The editor applies NVC:

1. **Fact: “The text was reduced by two pages.”**
2. **Feeling: “I see that you are upset and irritated.”**
3. **Need: “It is important for me that the book remains readable and meets the publishing house's requirements.”**
4. **Request: “Please, let us review the reductions together and find an option that preserves your style while meeting our requirements.”**

In addition, the editor conducts a deconstruction of aggression: behind the author's anger lies the fear of losing the individuality of the text. By using soft formulations, the editor shifts the conversation from the realm of accusations to that of cooperation.

As a result, the conflict does not escalate but is transformed into constructive dialogue. The author feels that their emotions have been acknowledged, the editor maintains professionalism, and the team finds a shared solution.

Benefits for the manager from applying Nonviolent Communication (NVC), demonstrating its strategic value, include:

- Reduction of aggression – even in tense situations, the conversation moves into a constructive dialogue.
- Formation of a culture of trust – employees feel that their emotions and needs are recognized and respected.
- Transparency of communication – the four-step model helps clearly structure messages without accusations.
- Increased negotiation effectiveness – deconstruction of aggression makes it possible to more quickly identify and resolve the real causes of conflict.
- Preservation of partnership relationships – even in crisis moments, the company demonstrates maturity and professionalism.
- Development of the team’s emotional competence – participants learn to express their needs without attacks or blame.
- Strengthening of managerial authority – the manager acts as a humanistic leader capable of transforming complex conflicts into constructive outcomes.

A manager who masters the art of nonviolent communication becomes a “bridge builder” of trust within the team. Such a manager is able to transform even the sharpest words into dialogue that opens the path to mutual understanding.

The systemic approach is applied when conflicts are chronic and recurrent in nature. It is based on the assumption that conflict is not merely a clash of personalities but a consequence of imperfections in processes, structures, or communication [23-25]. In other words, the problem lies not in the “bad behaviour” of individuals but in weaknesses within the system that provoke tension.

A key tool of this approach is process mapping – a detailed representation of all stages of work, which makes it possible to identify bottlenecks where delays or misunderstandings occur. This is followed by role analysis: determining who is responsible for what, whether functions are duplicated, and whether there are “grey zones” with no clear accountability.

An important step is the restructuring of communication channels. Conflicts often arise because information is lost, transmitted chaotically, or received too late. The establishment of clear channels (for example, regular meetings, shared platforms for file exchange, standardized reports) reduces the risk of misunderstandings.

The final stage involves the implementation of new interaction rules – agreed standards that regulate deadlines, responsibilities, and communication procedures. This enables the team to work in a more coordinated manner and prevents the recurrence of the same conflicts.

The strength of the systemic approach lies in the fact that it eliminates the causes of conflict rather than its symptoms. Instead of “putting out fires” repeatedly, the manager redesigns the process so that such fires no longer arise. This creates long-term stability, increases efficiency, and fosters a culture of responsibility.

Let us consider an example. In a publishing house, conflicts regularly arise between editors and designers: editors complain about delays in layouts, while designers complain about constant last-minute revisions. This situation recurs from project to project, indicating the chronic nature of the problem.

The manager applies the systemic approach:

- Develops a process map that reflects all stages of work on a book – from editing to layout and printing – and identifies a bottleneck: editorial revisions are submitted without clear deadlines, disrupting designers’ schedules.
- Conducts role analysis by defining who is responsible for coordinating revisions and who is responsible for final approval, thereby avoiding duplication and “grey zones.”
- Restructures communication channels by introducing a shared file-exchange platform and regular short synchronization meetings.
- Implements new rules of interaction: editors are required to submit revisions by a specified date, and designers receive a clear work schedule without unexpected changes.

As a result, conflicts cease to recur, the team works in a coordinated manner, deadlines are met, and the atmosphere becomes calmer and more productive.

Benefits for the manager from applying the systemic approach in publishing and printing projects include:

- Elimination of the root causes of conflict – deep process-related problems are addressed rather than symptoms.
- Reduction of recurring disputes – chronic conflicts disappear as a result of systemic restructuring.
- Increased work efficiency – clear roles, rules, and communication channels reduce time losses.
- Transparency of responsibility – everyone understands their role and area of accountability, which reduces chaos.
- Formation of a stable culture of interaction – the team operates according to agreed standards rather than in a constant “firefighting” mode.
- Strengthening of managerial authority – the manager acts as a strategist who redesigns the system rather than merely as an “arbiter” in conflicts.

- Long-term sustainability of projects – processes become more reliable, reducing the risks of disruptions and losses.

A manager who applies a systemic approach becomes an “engineer” of process harmony. They look beyond surface-level disputes and identify the root of the problem within the very structure of work.

All the methodologies discussed are contemporary, scientifically grounded, and practically effective for project managers. They make it possible to reduce emotional tension, improve the quality of communication, identify win–win solutions, transform conflicts into a resource, develop the team, and eliminate the systemic causes of disputes. This corresponds to the modern humanistic paradigm of management, in which the individual, their needs, and interaction are regarded as the key elements of a successful project.

Next, a clear, logical, and practice-oriented algorithm will be developed in Table 2, which will help project managers quickly determine which conflict management methodology should be applied depending on the type of conflict.

Table 2

Selection of a methodology depending on the type of conflict

Type of conflict	Characteristics	Recommended methodology	Why this methodology?
Emotional conflict	shouting, insults, stress	EQ management	Emotions are stabilized first, after which work with facts becomes possible
Interpersonal conflict	resentment, assumptions, incorrect interpretations	Cognitive-behavioral approach	Helps change the perception and interpretation of the situation
Conflict of interests	money, deadlines, resources	Harvard Negotiation Project	Makes it possible to find win–win solutions
Technical conflict	different professional perspectives	Positive Conflict	Conflict becomes a source of innovation
Group conflict	many participants, chaos	Facilitation	Ensures structured and balanced dialogue
Chronic conflict	recurs regularly	Systemic approach	Eliminates root causes rather than symptoms
Developmental conflict	employee cannot cope	Coaching approach	Develops competence and responsibility
Resistance to change	sabotage, fear of the new one	Behavioral economics	Reduces fear of loss and increases acceptance
Aggressive conflict	escalation, threat of breakdown	Nonviolent communication	Transforms aggression into constructive interaction

The table demonstrates that the type of conflict determines the choice of methodology, and it is precisely the correct alignment of approach and situation that ensures effective conflict management:

- Emotional conflicts require EQ management, as it is impossible to work with facts without first stabilizing emotions.
- Interpersonal disputes are most effectively resolved through the cognitive-behavioral approach, which changes the interpretation of the situation and eliminates cognitive distortions.
- Conflicts of interest (money, deadlines, resources) are effectively managed through interest-based negotiations within the Harvard Negotiation Project, which make it possible to achieve win–win outcomes.
- Technical conflicts become a source of innovation through the Positive Conflict strategy.
- Group conflicts require facilitation, which structures chaotic dialogue.
- Chronic conflicts require a systemic approach that eliminates root causes.
- Developmental conflicts are addressed through coaching, which supports employee growth.
- Resistance to change is overcome through behavioural economics, which reduces fear of loss.
- Aggressive conflicts require nonviolent communication, which transforms aggression into constructive interaction.

Thus, each methodology has its own “zone of optimal application,” and it is their combination that forms a mature system of conflict management.

Next, recommendations are formulated for an enterprise implementing a system of interpersonal conflict management:

- Develop a conflict management policy. Clearly define principles such as transparency, respect, nonviolent communication, and a focus on processes rather than personalities.
- Implement staff training. Provide regular training in facilitation, the coaching approach, nonviolent communication (NVC), and systemic thinking so that employees possess the tools for constructive dialogue.
- Develop a process map. Identify bottlenecks in interaction between departments (editorial, design, marketing, printing) and eliminate systemic causes of recurring conflicts.
- Define roles and responsibilities. Clearly specify who is responsible for what in order to avoid “grey zones” and duplication of functions.

- Establish communication channels. Use shared platforms for file exchange, regular short meetings, and standardized reports. This reduces chaos and time losses.
- Introduce interaction rules. Agree on deadlines, procedures for transferring revisions, and communication standards. This ensures stability and predictability.
- Introduce a mediation system. Appoint neutral facilitators or internal mediators who help resolve complex conflicts without escalation.
- Monitoring and feedback. Regularly assess the effectiveness of the system, collect feedback from employees, and adjust the rules accordingly.

Checklist for assessing the effectiveness of an interpersonal conflict management system at an enterprise:

1. Conflict policy:

- Are there officially approved rules and principles for conflict management?
- Are they clear and accessible to all employees?

2. Staff training:

- Are regular trainings conducted in facilitation, coaching, NVC, and systemic thinking?
- Do employees demonstrate skills of constructive dialogue?

3. Process mapping:

- Have bottlenecks in interaction between departments been identified and eliminated?
- Has the number of recurring conflicts decreased?

4. Role analysis:

- Are the responsibilities of each participant clearly defined?
- Are there any “grey zones” or duplication of functions?

5. Communication channels:

- Do agreed platforms for information exchange function effectively?
- Have cases of data loss or distortion decreased?

6. Interaction rules:

- Are agreed deadlines and communication standards being observed?
- Has predictability in team performance increased?

7. Mediation:

- Are facilitators or mediators appointed for complex cases?
- Has the number of escalations to senior management decreased?

8. Monitoring and feedback:

- Is the effectiveness of the system regularly evaluated?
- Is employee feedback taken into account when adjusting rules?

The proposed recommendations and checklist form a comprehensive conflict management system that integrates organizational, psychological, and communication tools:

- A conflict management policy establishes a normative framework by defining clear rules and principles that ensure transparency and trust.
- Staff training guarantees that employees are proficient in contemporary methodologies (EQ management, facilitation, coaching, NVC) and are therefore capable of transforming disputes into constructive dialogue.
- Process mapping and role analysis make it possible to eliminate the systemic causes of conflicts, such as duplication of functions, “grey zones,” and bottlenecks in interdepartmental interaction.
- Communication channels and interaction rules reduce chaos, time losses, and misunderstandings, ensuring stability and predictability.
- A mediation system creates a neutral mechanism for resolving complex disputes without escalation to senior management.
- Monitoring and feedback make the system dynamic and adaptive, enabling continuous improvement based on experience and employee feedback.

Thus, the enterprise gains a dual benefit: economic, manifested in reduced costs related to downtime, penalties, rework, and crisis management; and strategic, reflected in the formation of a culture of trust, innovativeness, and team maturity.

An effective system of interpersonal conflict management transforms disputes from a threat into a resource for development. For a printing company, this means not only stability of production processes but also enhanced market reputation, increased client loyalty, and long-term competitiveness.

CONCLUSIONS

Managing interpersonal conflicts in printing companies is not merely a tool for process stabilization but also a significant factor of economic efficiency. Conflict ceases to be a threat when a manager possesses modern methodologies for transforming it into a resource for development. This implies that disputes among employees, clients, or contractors can become points of emergence for new solutions that improve product quality and optimize

costs. Therefore, conflict in the printing industry should be viewed as a natural element of interaction that requires competent management.

The analysis of managerial competencies shows that the greatest economic effect is generated by skills related to working with clients and contractors. These competencies ensure repeat orders, client loyalty, and stability of cooperation, which directly affect company revenues. At the same time, internal conflicts among employees and departments are critical for meeting deadlines and avoiding downtime. This indicates that a manager must operate simultaneously at two levels – the external level (clients and partners) and the internal level (team and processes).

Contemporary conflict management methodologies demonstrate a shift from traditional “firefighting” to a systemic and human-centered approach. The use of facilitation, negotiations based on the Harvard model, cognitive-behavioral techniques, and EQ management makes it possible not only to reduce tension but also to cultivate a culture of cooperation. This creates long-term value for the enterprise, as teams learn to address different types of conflicts constructively. As a result, a mature corporate culture is formed in which disputes become catalysts for development.

Of particular importance is the use of the “conflict as a resource” strategy (Positive Conflict), which transforms disputes into a source of innovation. Technical conflicts among designers, technologists, or editors may lead to the emergence of new solutions that enhance print quality and optimize cost structures. This demonstrates that conflict can be not only a point of risk but also a point of growth for a company. A manager who masters this approach demonstrates the ability to transform crisis situations into learning and developmental opportunities for the team.

An essential element of the conflict management system is the prevention of disputes through communication. Transparency of processes, clear interaction rules, and coordinated channels for information exchange reduce the number of incidents and escalations. This not only lowers the costs of crisis management but also fosters an atmosphere of trust and predictability within the team. Thus, communication becomes the foundation upon which an effective conflict management system is built.

To sum up, an enterprise that implements a comprehensive conflict management system gains a dual advantage. On the one hand, it achieves economic benefits through cost reduction, avoidance of penalties, and revenue growth. On the other hand, it attains strategic value by fostering a culture of cooperation, innovation, and professional development within the team. Such a system transforms conflict from a threat into a resource, ensuring the long-term competitiveness of a printing company.

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