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ETS-ALIGNED TRAINING COURSE FOR TRAINERS ON COOPERATING SUCCESSFULLY IN TEAMS

2026 08.31 - 09.06

DAUGIRDISKES, ELEKTRENAI REGION

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MANAGING DISAGREEMENTS

"Dealing with frustration in a constructive manner"

(ETS Competence model)

- Knowledge how to deal with emotions
- Ability to deal with emotions
- Knowledge about conflict prevention and transformation
- Openness to and ready for new challenges

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MANAGING DISAGREEMENTS

“Conflict: a process characterized by stages of initiation, escalation, controlled maintenance, de-escalation and some kind of termination (e.g., settlement, resolution)." (Cheldelin et al 2003)

Conflict - a friction or opposition resulting from actual or perceived differences or incompatibilities. Conflict may have negative as well as positive characteristics.

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HOW ARE YOU WHEN CONFLICT ARISE?

Created by WEBTECHOPS LLP
from Noun Project

I usually avoid conflict at all costs

←→ I usually dive straight into the conflict matter.

MANAGING DISAGREEMENTS

Disagreement

A difference in opinions, ideas, or preferences about a specific issue.

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When it becomes a conflict?

When the difference starts touching real needs, interests, or values, and carries emotional weight or tension between people.

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MANAGING DISAGREEMENTS

Conflict

A state of opposition between people, arising from incompatible needs, interests, or values.

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WHAT CAN CAUSE A CONFLICT?

MANIFESTATIONS OF A CONFLICT

PERCEPTION (cognitive)

FEELING (emotional)

ACTION (behavioural)

conflict escalation

conflict de-escalation?

source/s of conflict

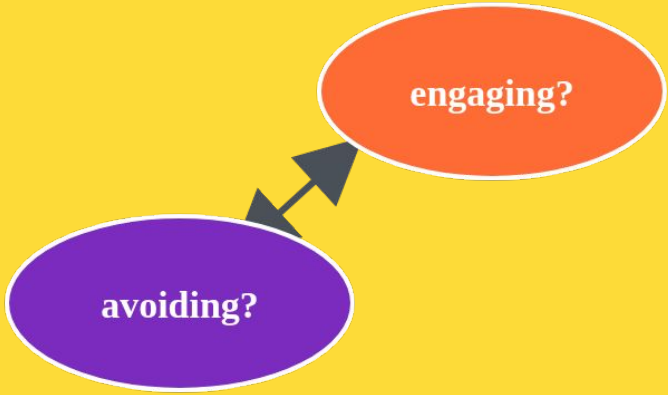
- communication
- values
- emotions
- history
- structure
- needs!
- interests!

manifestation/s of conflict

- conflict as feeling
- conflict as thought
- conflict as action

conflict resolution

- expression
- outcome



TEAM DISAGREEMENTS FRAMEWORK

This framework helps teams stay aligned, navigate disagreements and restore collaboration when needed. It consists of three stages:

- Prevention for team's disagreements – proactively reducing misunderstandings before they arise
- Managing team's disagreements – managing disagreements through structured discussion
- Restoring the peace – restoring trust and clarity after disagreements

Instead of giving fixed answers, the framework guides teams through questions and conversations. Teams move step by step across key areas, using suggested guiding questions or creating their own to reach clarity.

It is flexible and adaptable:

- adjust the steps
- modify the questions
- use it in a way that fits your team

This is not a strict method, but a supportive structure for better alignment.
If something is unclear — pause, align, and then move forward.