

Responsible Decision-Making, Conflict Management, TKI Model, Conflict Strategies, SWOT, Ethics, Values & Etiquette

1. RESPONSIBLE DECISION-MAKING

Definition

Responsible decision-making means making constructive choices about personal behaviour and social interactions by considering **ethical standards, safety, social norms, and the consequences of our actions**.

Core Idea

Before making a decision, we should think about:

- What are my options?
- What could happen because of my choice?
- How will my decision affect me?
- How will it affect others?
- Is the decision safe, fair and ethical?

Importance

Responsible decision-making helps us:

- Avoid unnecessary mistakes
- Control impulsive behaviour
- Solve problems effectively
- Build trust and respect
- Make ethical choices
- Accept responsibility for our actions

SEL Connection

Responsible decision-making is one of the **five core Social-Emotional Learning (SEL) competencies identified by CASEL**.

2. Five-Step Responsible Decision-Making Model

Step 1: Identify the Problem

Recognise that a decision needs to be made and understand the situation.

Step 2: Analyse the Situation

Collect relevant information and identify the available options.

Ask:

- Why is this happening?
- What choices do I have?

Step 3: Consider the Consequences

Think about the possible:

- Benefits
- Risks
- Short-term consequences
- Long-term consequences
- Effects on others

Step 4: Make the Choice

Choose the option that is:

- Safe
- Ethical
- Fair
- Respectful
- Practical

Step 5: Reflect and Evaluate

Look at the outcome and ask:

- Did my decision work?
- What went well?
- What could I have done differently?
- What did I learn?

Easy Formula

Identify → Analyse → Consider → Choose → Reflect

3. THE THINK TEST

Before speaking, posting something online or making an important decision, use the **THINK Test**.

Letter Meaning		Question
T	True	Is it based on facts rather than rumours?
H	Helpful	Will it help solve the problem?
I	Inspiring/Integrity-based	Does it reflect good values?
N	Necessary	Is it necessary to say or do this?
K	Kind	How might it make others feel?

Remember:

THINK before you speak, post or act.

4. IMPULSIVE VS RESPONSIBLE DECISIONS

Feature	Impulsive Decision	Responsible Decision
Speed	Made quickly without thinking	Made after pausing and thinking
Focus	Immediate feelings or desires	Long-term consequences
Emotions	Often driven by anger, excitement or fear	Emotions are considered and controlled
Consequences	May cause regret or conflict	More likely to produce positive outcomes
Result	Can damage relationships or trust	Builds trust and self-respect

Example

A student receives an angry message.

Impulsive: Immediately replies with an insulting message.

Responsible: Pauses, understands the situation and responds calmly.

5. REAL-LIFE EXAMPLES OF RESPONSIBLE DECISION-MAKING

Example 1: Academic Honesty

Situation: You did not study for an examination and can copy from a classmate.

- Impulsive choice → Copy answers.
- Responsible choice → Complete the examination honestly and learn from the experience.

Example 2: Social Media

Situation: A friend is being embarrassed in a group chat.

- Impulsive choice → Forward the post or join the teasing.
- Responsible choice → Do not share it and support the friend.

Example 3: Time Management

Situation: Your group project is due tomorrow, but friends invite you to play.

- Impulsive choice → Ignore your responsibility and play.
- Responsible choice → Complete your work first and then enjoy your free time.

6. IMPORTANT TERMS

Consequence

The result or outcome of an action or decision.

Impulse Control

The ability to pause and think before acting on a sudden feeling or desire.

Ethical Standards

Principles that help us decide what is right and wrong.

Accountability

Taking responsibility for one's choices, actions and mistakes.

7. WHAT IS CONFLICT?

Definition

Conflict is a disagreement or struggle caused by opposing:

- Needs
- Ideas
- Beliefs
- Interests
- Goals

Important Point

Conflict is a **normal part of human interaction**. Conflict itself is not necessarily bad; the important issue is **how we manage it**.

8. INTERNAL AND EXTERNAL CONFLICT

Feature	Internal Conflict	External Conflict
Meaning	Struggle within oneself	Struggle with outside forces
Also called	Person vs. Self	Person vs. Others/Environment
Location	Mind and emotions	Outside the individual
Examples	Fear, guilt, difficult choices Argument with a friend, unfair rule	
Key question	"What should I choose?"	"How can we solve this?"

Internal Conflict

Internal conflict is a **psychological struggle within a person's mind**.

Examples

- Wanting to play games but needing to study
- Wanting to tell the truth but being afraid of consequences
- Feeling guilty but being afraid to speak up
- Choosing between two important goals

Easy Meaning

Me vs. Myself

External Conflict

External conflict occurs between a person and an outside force.

Examples

- Argument with a friend
- Disagreement between teammates

- Conflict with an unfair rule
- Difficulty caused by the environment

Easy Meaning

Me vs. The World

9. TYPES OF EXTERNAL CONFLICT

1. Person vs. Person

Conflict between two or more individuals.

Example: Two students arguing about who should lead a presentation.

2. Person vs. Society

Conflict between an individual and social rules, expectations or institutions.

Example: A person challenges a rule they believe is unfair.

3. Person vs. Environment/Nature

Conflict between a person and physical or environmental conditions.

Example: A group trying to reach home safely during heavy rain.

10. FIVE STEPS TO RESOLVE EXTERNAL CONFLICT

1. Pause and Cool Down

Do not respond while extremely angry.

2. Identify the Core Issue

Find the real reason behind the disagreement.

3. Practise Active Listening

Listen carefully without interrupting.

4. Brainstorm Win-Win Solutions

Find solutions that consider the needs of both sides.

5. Agree on Action

Select a fair solution and decide what each person will do.

Easy Formula

Pause → Identify → Listen → Solve → Agree

11. IMPORTANT CONFLICT-RESOLUTION TERMS

Resolution

The process of solving or settling a conflict.

Empathy

The ability to understand another person's feelings and perspective.

Compromise

An agreement where both sides give up something to reach a mutually acceptable solution.

De-escalation

Actions or communication used to reduce tension and prevent a conflict from becoming more serious.

12. CLEAR MODEL FOR CONFLICT RESOLUTION

C — Calm Down

Take a pause and control your emotions.

L — Listen

Allow the other person to explain their point of view.

E — Express

Express your feelings using **I-statements**.

Example:

"I feel hurt when my opinion is ignored."

Instead of:

"You always ignore me."

A — Agree

Find something both sides can agree upon.

R — Resolve

Choose a fair and practical solution.

Easy Formula

Calm → Listen → Express → Agree → Resolve

13. THOMAS-KILMANN CONFLICT MODEL (TKI)

The **Thomas-Kilmann Conflict Mode Instrument (TKI)** explains five ways people typically respond to conflict.

It is based on two dimensions:

1. Assertiveness

The degree to which a person tries to satisfy **their own concerns**.

2. Cooperativeness

The degree to which a person tries to satisfy **the other person's concerns**.

14. FIVE CONFLICT MODES

Mode	Assertiveness	Cooperativeness	Main Idea
Competing	High	Low	I want to win
Collaborating	High	High	We both win
Compromising	Moderate	Moderate	Meet halfway
Avoiding	Low	Low	Step away

Mode	Assertiveness	Cooperativeness	Main Idea
Accommodating	Low	High	Let the other side have their way

1. Competing

Meaning: A person strongly pursues their own position, sometimes at the expense of the other side.

Best used when:

- Immediate action is required
- A decision is urgent
- Safety is involved

Example: Taking decisive action during an emergency.

2. Collaborating

Meaning: Both sides work together to find a solution that satisfies important concerns of everyone involved.

Best used when:

- The issue is important
- Long-term cooperation matters
- Both sides need to be heard

Example: Two students divide presentation responsibilities according to their strengths.

3. Compromising

Meaning: Both sides give up something to reach a middle-ground solution.

Best used when:

- A quick solution is needed
- Both sides have equally important concerns

Example: Two students divide computer time equally.

4. Avoiding

Meaning: A person chooses not to engage with the conflict immediately.

Best used when:

- The issue is minor
- Emotions are extremely high
- A temporary break is necessary

Risk: The problem may remain unresolved.

5. Accommodating

Meaning: A person gives priority to the other person's concerns to maintain harmony.

Best used when:

- The relationship is more important than the issue
- The issue is more important to the other person
- Maintaining peace is necessary

Risk: Repeatedly accommodating others may cause one's own needs to be ignored.

15. EXAMPLE OF THE TKI MODEL

Situation:

Two students want to use the same computer.

- **Competing:** "I need it, so I will use it first."
- **Accommodating:** "You can use it; I'll wait."
- **Avoiding:** Both leave without solving the problem.
- **Compromising:** Each uses it for half the available time.
- **Collaborating:** They find a way to work together or use the computer efficiently to complete both tasks.

Key Point

There is **no single conflict style that is always best**. The appropriate style depends on the situation.

16. CONFLICT MANAGEMENT STRATEGIES

Three broad approaches are:

1. Diffusion

Reducing emotional tension before addressing the issue.

2. Avoidance

Temporarily or deliberately stepping away from the conflict.

3. Confrontation

Addressing the underlying issue directly.

17. DIFFUSION

Meaning

Diffusion means reducing emotional tension so that people can think and communicate more calmly.

Techniques

- Take a break
- Highlight areas of agreement
- Use calm language
- Postpone the discussion
- Reframe the problem

Best Used When

People are too angry or emotional to discuss the issue rationally.

Risk

The underlying problem may remain unresolved.

18. AVOIDANCE

Meaning

Avoidance means choosing not to engage with a conflict immediately.

Techniques

- Walking away temporarily
- Changing the subject
- Delaying discussion
- Withdrawing from an unnecessary argument

Best Used When

- The issue is minor
- Emotions are too high
- Continuing the argument could cause greater harm

Risk

The problem may become worse if repeatedly ignored.

19. CONFRONTATION

Meaning

Confrontation means addressing the problem openly and directly.

It should **not** mean aggression or fighting.

Techniques

- Direct discussion
- I-statements
- Problem-solving
- Mediation
- Joint goal-setting
- Negotiation

Best Used When

- The issue is important
- The problem needs a long-term solution
- Trust and cooperation are important

20. COMPARISON OF CONFLICT MANAGEMENT STRATEGIES

Feature	Diffusion	Avoidance	Confrontation
Goal	Reduce tension	Step away	Solve root problem
Focus	Emotions	Conflict itself	Issue + relationship
Best when	Emotions are high	Issue is minor/temporary	Long-term solution needed
Advantage	Creates calm	Prevents immediate escalation	Addresses root cause
Risk	Problem may remain	Problem may grow	May escalate if poorly handled

Simple Analogy

Think of conflict as a **fire**:

- **Diffusion** → Cool the fire.
- **Avoidance** → Move away from the fire.
- **Confrontation** → Extinguish the source of the fire.

21. SWOT ANALYSIS IN TERMS OF IQ AND EQ

SWOT

S – Strengths

W – Weaknesses

O – Opportunities

T – Threats

SWOT can be used to understand how **IQ-related abilities** and **EQ-related abilities** affect personal and professional performance.

SWOT	IQ Perspective	EQ Perspective
Strengths	Problem-solving, reasoning, analytical skills	Empathy, self-awareness, emotional control
Weaknesses	Lack of technical knowledge or analytical ability	Poor communication, low emotional control
Opportunities	Learning, education, skill development	Networking, teamwork, mentoring
Threats	Technological changes, skill gaps, competition	Stress, conflict, poor relationships

Example

A student may have strong analytical ability (**IQ strength**) but poor communication and emotional control (**EQ weakness**).

Lesson: Success requires a balance between cognitive abilities and emotional/social skills.

22. ETIQUETTE, ETHICS AND VALUES

These three concepts guide how we think, choose and behave.

Values

Our **beliefs about what is important**.

Ethics

Principles that help us decide **what is right or wrong**.

Etiquette

Accepted rules of **polite and appropriate behaviour**.

23. VALUES VS ETHICS VS ETIQUETTE

Concept	Meaning	Main Question	Example
Values	Beliefs about what matters	"What matters to me?"	Honesty, respect
Ethics	Principles about right and wrong	"What is the right thing to do?"	Not cheating
Etiquette	Rules of polite behaviour	"How should I behave here?"	Saying thank you

24. THREE CONTEXTS

A. Personal Context

Concerns:

- Character
- Self-respect
- Personal integrity
- Family and personal relationships

Examples:

- Keeping promises
- Being honest
- Respecting family members

B. Professional Context

Concerns:

- Workplace behaviour
- Integrity
- Reliability
- Professional standards
- Organisational rules

Examples:

- Being punctual
- Maintaining confidentiality
- Submitting original work
- Communicating professionally

C. Social Context

Concerns:

- Community behaviour
- Public courtesy
- Civic responsibility
- Digital citizenship

Examples:

- Following queues
- Respecting public property
- Following traffic rules
- Practising netiquette

25. APPLICATION OF VALUES, ETHICS AND ETIQUETTE

Area	Personal	Professional	Social
Values	Self-respect, kindness	Integrity, reliability	Inclusivity, justice
Ethics	Keeping promises	Confidentiality, no cheating	Fairness, civic responsibility
Etiquette	Saying please/thank you	Email etiquette, punctuality	Queue discipline, public courtesy

26. TREE ANALOGY

Think of **Values, Ethics and Etiquette** as a tree:

Roots = Values

Deep beliefs about what we consider important.

Trunk = Ethics

Principles that guide our decisions.

Leaves/Flowers = Etiquette

Visible manners and behaviour.

Values → Ethics → Behaviour/Etiquette

27. IMPORTANT TERMS

Integrity Doing the right thing even when nobody is watching.

Netiquette Appropriate and respectful behaviour when communicating online.

Accountability Accepting responsibility for one's actions, decisions and mistakes.

Civic Sense Responsible behaviour that helps keep public spaces clean, safe and pleasant for everyone.



INTERACTIVE STUDENT WORKSHOP

Responsible Decision-Making & Conflict Resolution

Mastering Core SEL Competencies, Strategic Conflict Resolution, and Professional Ethics for Career & Life Success

Presented by Swagata Talukder

Understanding Conflict

Conflict is a clash between opposing forces, ideas, goals, or values. Conflict is completely normal—how we manage it defines our growth.



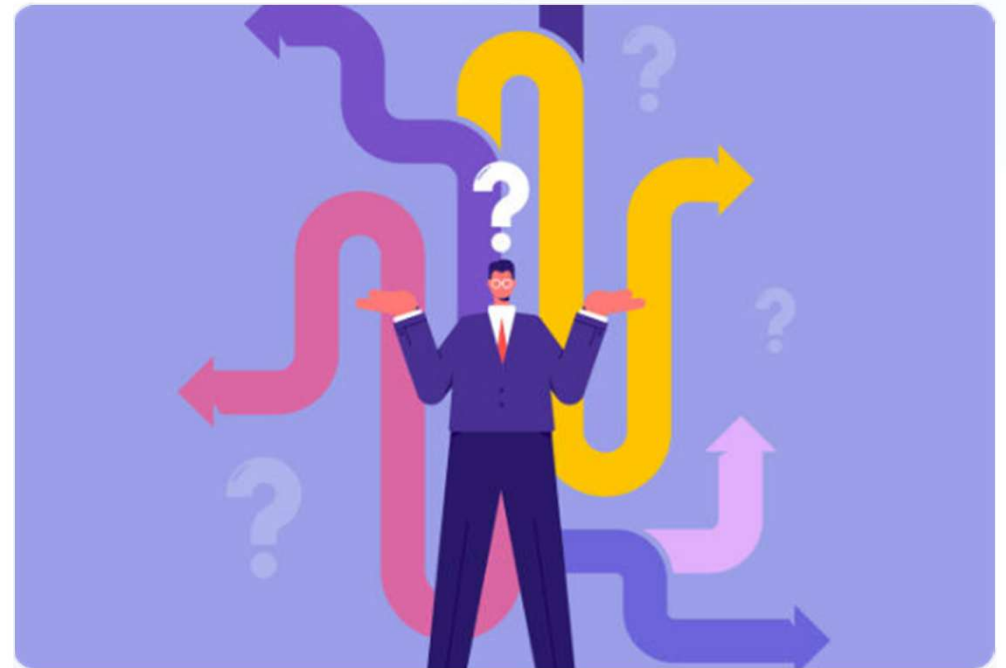
Internal Conflict

Me vs. Myself: Occurs inside the mind. Involves conflicting feelings, moral dilemmas, values, and difficult life choices.

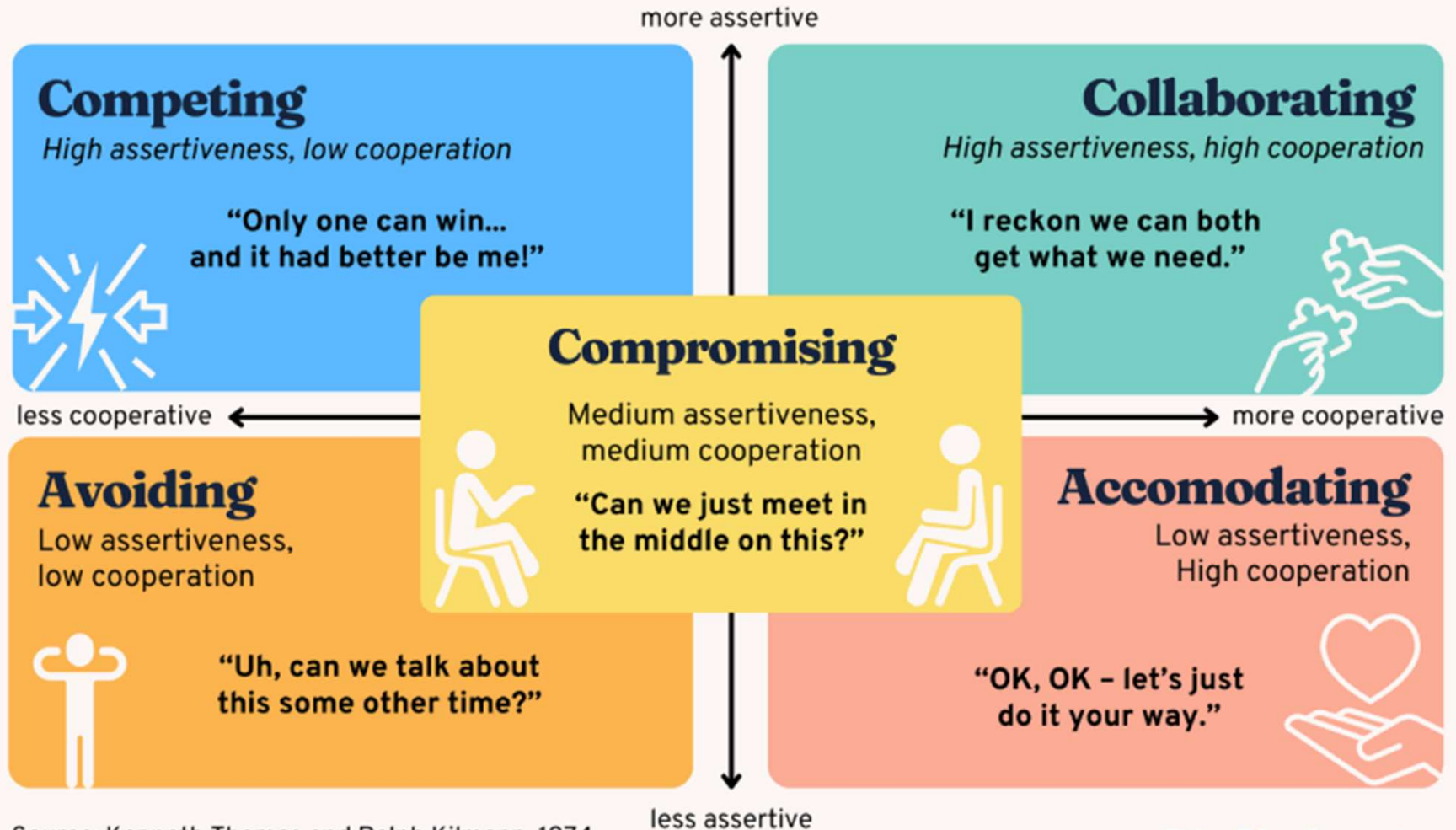


External Conflict

Me vs. Others/World: Occurs outside the person. Includes Person vs. Person, Person vs. Society, and Person vs. Environment.



Thomas-Kilmann Conflict Model



Source: Kenneth Thomas and Ralph Kilmann, 1974

BiteSize Learning

CLEAR Resolution Tool

- ❄️ **C — Calm Down:** Cool emotional heat before engaging. Never address serious conflicts during peak anger.
- 👂 **L — Listen:** Seek first to understand the opponent's perspective without interrupting or formulating counterarguments.
- 💬 **E — Express:** Use construct "I-statements" (e.g., "*I feel overwhelmed when...*" instead of "*You always ignore me!*").
- 🤝 **A — Agree:** Identify common ground and mutually acceptable standards for resolution.
- ✅ **R — Resolve:** Finalize a fair, actionable compromise or solution that both sides honor.

Strategies: Fire Analogy

Diffusion

Cool the fire Reduce emotional heat using calm tone, postponing discussion, or taking a break. Ideal when tempers flare.

Avoidance

Move away from the fire Step away temporarily when the issue is minor or immediate confrontation is harmful.

Confrontation

Put out the fire at its source Direct, open problem-solving using I-statements for long-term resolution.

Negotiation Outcomes



● Win-Win (Ideal)

Both parties collaborate to meet mutual interests. Results in lasting satisfaction and partnership.



● Win-Lose

One side forces victory at the expense of another. Creates imbalance, friction, and dissatisfaction.



● Lose-Lose

Rigid refusal to compromise damages the project. Neither party achieves their desired goals.

SWOT Through IQ & EQ

IQ (Cognitive Ability)

Analytical reasoning, technical problem-solving, and academic processing power.

Strengths: Critical thinking, quick comprehension.

Weaknesses: Technical skill gaps, over-analyzing.

Opportunities: Certifications, higher education.

Threats: Technological automation, competition.

EQ (Emotional Intelligence)

Self-awareness, empathy, emotional regulation, and interpersonal relationships.

Strengths: Strong self-awareness, active empathy.

Weaknesses: Poor stress management, impulse control.

Opportunities: Teamwork, leadership, networking.

Threats: Unmanaged burnout, interpersonal conflict.

Values, Ethics & Etiquette

Roots = VALUES

- What we believe in deeply (e.g., Honesty, Self-respect).

Trunk = ETHICS

- How we decide right vs. wrong (e.g., Integrity, Confidentiality, Fairness).

Leaves = ETIQUETTE

- Visible behaviors and manners (e.g., Gratitude, Netiquette, Queue discipline).



Professional Netiquette

Professional Etiquette

- ✓ **Punctuality:** Respect others' time unconditionally.
- ✓ **Communication:** Write clear emails with subject lines.
- ✓ **Confidentiality:** Safeguard sensitive information.
- ✓ **Boundaries:** Maintain respectful personal limits.

Social & Digital Netiquette

- ✓ **Civic Sense:** Respect public spaces & queue discipline.
- ✓ **Digital Footprint:** THINK before posting online.
- ✓ **Integrity:** Do the right thing even when unseen.
- ✓ **Accountability:** Take full responsibility for actions.

Responsible Decision-Making



5-Step Model

1. **Identify** the problem clearly.
2. **Analyze** the surrounding context.
3. **Consider** potential consequences.
4. **Choose** the best path forward.
5. **Reflect** and evaluate outcomes.



The THINK Test

Before taking action, pause & ask:

- T** — Is it *True*?
- H** — Is it *Helpful*?
- I** — Is it *Inspiring / Ethical*?
- N** — Is it *Necessary*?
- K** — Is it *Kind*?



Core Principles

Constructive choices evaluate **ethics, safety, and social norms**.

A responsible choice is not just self-serving; it considers long-term safety and well-being for both self and others.

Impulsive vs Responsible

Dimension	⚡ Impulsive Choices	✅ Responsible Choices
Action Style	Immediate, knee-jerk reaction	Deliberate pause, think, then act
Primary Driver	Emotion-driven & instinctive	Balanced logic, ethics, and emotion
Time Horizon	Short-term gratification	Long-term sustainable impact
Personal Impact	Often results in regret or conflict	Builds long-term trust & self-respect
Real-Life Example	Copying work or sharing controversial posts	Doing your own work & protecting privacy

Effective Communication

Multiple Choice Questions

1. Communication is considered successful when the receiver:
 - (a) Speaks louder than the sender
 - (b) Ignores non-verbal cues
 - (c) Understands the intended message and provides feedback
 - (d) Agrees with everything said

2. Which of the following is a form of written verbal communication?
 - (a) Posture
 - (b) Notice
 - (c) Telephone call
 - (d) Eye contact

3. "Hearing" is best defined as:
 - (a) An active process requiring conscious effort
 - (b) Understanding and interpreting a message
 - (c) A physical ability to perceive sound automatically
 - (d) Giving feedback to a speaker
4. Shouting, blaming, interrupting, and dominating conversations are traits of which style?
 - (a) Passive
 - (b) Aggressive
 - (c) Assertive
 - (d) Passive-Aggressive

5. Saying "Fine, I'll do it" but intentionally delaying the work out of anger is an example of:
 - (a) Passive Communication
 - (b) Aggressive Communication
 - (c) Passive-Aggressive Communication
 - (d) Assertive Communication

6. Which team skill refers specifically to the ability to adjust to new situations or challenges?
 - (a) Flexibility
 - (b) Adaptability

(c) Negotiation

(d) Resilience

7. Dividing tasks according to individual strengths so both project partners are satisfied leads to a:

(a) Win-Lose outcome

(b) Lose-Lose outcome

(c) Win-Win outcome

(d) Passive outcome

8. Which leadership level focuses on self-discipline, time management, and taking personal responsibility?

(a) Leading Others

(b) Self-Leader

(c) Being a Good Follower

(d) Executive Leadership

9. Resilience DOES NOT mean:

(a) Learning from setbacks

(b) Recovering and trying again

(c) Never experiencing stress, sadness, or failure

(d) Seeking support when needed

10. What is the fundamental principle of Unconditional Positive Regard (UPR)?

(a) Agreeing with every opinion expressed by team members

(b) Treating people with dignity and acceptance despite differences

(c) Ignoring cultural background entirely

(d) Forcing others to conform to your style

Short Answer Questions

Q1. Name the 5 core elements of communication and briefly explain the "Feedback" element.

Q2. Compare verbal and non-verbal communication.

Q3. List four key characteristics of a good listener.

Q4. Define Assertive Communication and state its core mindset.

Q5. Contrast Aggressive Communication with Passive Communication.

Q6. What are Team Skills, and why are they important in workplace settings?

Q7. What is Negotiation? Name the three possible negotiation outcomes.

Q8. Outline the three levels of leadership.

Q9. How can an individual build personal resilience when facing difficulties?

Q10. Why is diversity beneficial to team performance?