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FACE-SAVING STRATEGIES AND TACTICS
(A STUDY OF MODERN ENGLISH DIALOGICAL DISCOURSE)

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INTRODUCTION

Every person in the world lives in a society in which he or she communicates with other individuals. Sometimes it happens so that communication (or negotiation) goes not quite smoothly, for example, the interlocutors may face the problem, when someone loses his or her “face”, his or her reputation. It is important to remember about the concept of “**face-saving**” to avoid such situations and to increase the effectiveness of interaction process.

Communication effectiveness is investigated in different intercultural communication contexts. It is very interesting that, while intercultural competence scientists have borrowed their ideas mainly from the interpersonal competence field, they appeared to have glossed over some essential issues such as social identity membership phenomenon, inter-group attitudes, communication accommodation, and the dynamics of inter-group dialogue in the inter-group communication research arena. Additionally, scholars have also paid attention to theorizing about the particular phenomenon of “intergroup communication competence”. Integrative theorizing efforts on intercultural communication competence will enhance our sensitive awareness and knowledge in communicating with diverse socio-cultural membership groups responsively.

Face Negotiation Theory (Ting-Toomy 1995:223-256) is used to explain and understand the dynamics of intercultural communication. People from various cultures use different ways to saving face and solving conflicts. In fact, they have different ideas of what constitutes saving face. Unfortunately, what seems right and natural to the members of one culture may seem highly inappropriate to the members of the other. Fully understood and properly applied, Face Negotiation Theory can help people of different cultures avoid misunderstandings and come to agreements.

Face Negotiation Theory is based on the assumption that people care about saving face. The theory is used to explain the reasons of different ways that people from different cultures handle conflict. This occurs because people of different

cultures have different priorities when it comes to saving face, and they have different ideas of what saving face techniques are about.

The theory places special emphasis upon different viewpoints of representatives of different cultures. Because collectivist cultures emphasize the collective culture, culture bearers seek to avoid anything that might damage the group. As a result, they often avoid conflict, and they often allow others to save face when a conflict is unavoidable. Additionally, saving the group's face is viewed as primary, with individual face-saving taking a backseat. Individualistic cultures, on the other hand, emphasize the individual, and members, who feel the need to make others lose face in order to save their own, often believe that avoiding a conflict leads to losing face. In these cultures, the face of the group may be a secondary consideration, or may not be a consideration at all.

The desire to maintain one's self-image may correspond to the mutual desire of communicators not to restrict freedom and independence of actions or, on the contrary, to show both unity and approval. In accordance with the ethno cultural conventions, the speaker chooses the strategies of *positive* politeness that ensure identification of the interlocutors as partners with common interests, or strategies of *negative* politeness that emphasize the autonomy and independence of the speaker and addressee.

The relevance of the research topic is due to the need for an integrated approach to the study of man, the construction of his linguistic cultural model, which is due to the actively developing cognitive and anthropological direction in linguistics. The concept of "face" has material, physical and moral characteristics, which makes its study more versatile, comprehensive, but also more complex compared to "one-dimensional", non-specific concepts. In addition, various discursive factors can play a decisive role, for example, style, genre, type of discourse, etc. Since the concept of "face" refers to complex concepts of both spheres, its content and linguistic representation can vary greatly depending on the type of discourse.

So the relevance of this Diploma Paper is determined by the fact that “face” is a sociological concept of a person’s self-esteem that is constantly evolving and developing within the framework of social interaction.

The **subject** of this Paper is functioning of face-saving strategies and tactics and their lingual peculiarities in Modern English dialogical discourse.

The **object** of the Diploma Paper is face-saving phenomenon in modern dialogical discourse.

The **aim** of this Diploma Paper is to demonstrate the necessity of the concept of “face”, to investigate the face-saving strategies and tactics as means of felicitous communication in Modern English dialogical discourse, to analyze their functioning and to methodize the received data, deducting a unified system. To achieve the aim, the following **objectives** should be fulfilled:

- 1) to investigate the main features of communication;
- 2) to identify the notions of “face”, “facework” and “face-saving strategy”;
- 3) to present different functional classifications of face-saving strategies;
- 4) to investigate functions of face-saving strategies and tactics in dialogical discourse;
- 5) to investigate main pragmatic functions of these strategies in Modern English dialogical discourse;
- 6) to study Modern English films to find out the main discourse and pragmatic functions of face-saving strategies and tactics in Modern English dialogical discourse.

The **methods of investigation** that are used in this Diploma Paper include both general scientific and specific linguistic ones. The method of generalization is applied to analyse the literature and the obtained materials. The descriptive method is used to describe the face-saving strategies and tactics, characterize their place in speech and determine their functional peculiarities. Different discourse analysis methods are used to investigate functioning of the strategies. The intentional analysis is used in order to reveal and analyse the speaker’s intention in dialogical discourse. Conversational and contextual methods are applied in order to

investigate the functions of face-saving strategies and tactics in different contexts in dialogical discourse.

Theoretical significance of the paper lies in the fact that its practical results may contribute to the study of face-saving strategies and tactics in Modern English dialogical discourse and be useful at the English language classes.

Practical value of the Paper lies in the further usage of its results in the courses of theoretical grammar and speaking practice. The results will also enlarge the knowledge about the role of face-saving strategies and their usage in dialogical discourse.

Materials for the investigation served abstracts from Modern English film “*Legally Blonde*”, which presents all face-saving strategies and the most common tactics in practice.

Structurally the Paper consists of introduction, 2 chapters, conclusions to each chapter, general conclusions, resume, the list of references and the list of illustration materials.

Chapter One is dedicated to the theoretical description of the concept of “face”, peculiarities of face-negotiation theory, the notion of “face-saving” and also to different scientific classifications of the face saving strategies and tactics.

Chapter Two contains a functional analysis of face-saving strategies and tactics in Modern English dialogical discourse based on the study of Modern English films. Also an analysis and classification of the most commonly used face-saving strategies and tactics that help people to solve important communication tasks and become aware of the importance and the role of face-saving in communicating is carried out.

CHAPTER ONE. FACE AS THE MAIN CONCEPT OF THE POLITENESS THEORY AND ITS FUNDAMENTAL ISSUES

1.1 Face negotiation theory. The notion of “facework”

Everyone, who lives in the modern society, where the role of a social interaction (especially face-to-face) is extremely significant, has his or her own “face” which should be saved from various kinds of threats from the outside world because this “face” is a person’s reputation.

A face is an image of a person that is outlined in terms of approved social attributes. It is also the respect that a person may demand from others. A face is something that is emotionally endowed and can be lost, preserved or improved and should be given constant attention in the interaction. It is a sense of value that arises through knowledge of one’s status and a reflection of concern about the correspondence between one’s results or one’s appearance and one’s real worth. The word “face” has a lot of synonyms, such as prestige, honour, status and dignity (Goffman 1967:150).

The concept of face has always been a subject of great interest in various cultures. The term “face” can be identified as a positive social value that a person effectively requires for himself because others assume that he or she accepted some general rules of behaviour during a specific contact (Goffman 1967:150).

Face is also a self-determination in terms of social attributes that are approved – although this is an image that others can share when a person shows his profession or religion in a good way.

The concept of “**face**” is generally understood as how we want others to treat us and how we actually refer to others in relation to their social self-esteem. During everyday communication, individuals are constantly making conscious or unconscious choices that concern the saving of one’s face across interpersonal, workplace, and international contexts (Brown 1988:345). While face is about a claimed sense of interaction identity in a particular situation, facework is about verbal and nonverbal communication behaviours that protect self, other, or mutual face. Learning to manage facework competently can bring about multiple

perspectives in a conflicting relationship. Facework competence is a necessary facet of general intercultural communication competence.

In American or British society, as in some others, the phrase “to lose face” apparently means “to be out of face”, “to be not in the face” or “to be ashamed”. The phrase “to save person’s face” refers to the process by which one person has the impression that the other one has not lost his or her face. Adhering to the Chinese language, it can be said that “to give face to somebody” – means to agree that the other took a better line than he could have been, otherwise he would have been given a face (which is one of the ways by which he can get a face) (Levinson 1983:420).

As the facet of the social code of any social circle, people can expect that they understand how much one has to do to save one’s face. As soon as he or she acquires self-esteem, he or she will have to respond to it. It is sometimes different in various societies, where a person must show a self-esteem by refusing to act because they are above or below it, while at the same time forcing others to do it, even if they are dear to them.

The combined effect of self-respect and mindfulness rules is that a person is inclined to behave during a meeting to preserve both his or her face and that of other participants. This means that the line taken by each participant is usually entitled to prevail, and each participant is allowed to perform the role he apparently chose for himself. The state where everyone temporarily adopts the line of each is established (Baiocchi-Wagner 2011:221). This kind of mutual acceptance seems to be the main structural feature of communication, especially face-to-face interaction.

A person is inclined to experience a reaction to his face that allows having contacts with each other, his or her “feeling” joins them. If the meeting supports the image, he or she has long taken for granted, this person will probably have few feelings about this. If the events set his face better than he could have expected, he would probably “feel good”. If his usual hopes are not fulfilled, the person expects him to “feel bad” or “feel pain” (Beebe 2014:50). In general, the speaker’s

attachment to the ease with which disobedient information can be transmitted personally to him and others is one of the reasons why he believes that participation in any contact with others is a duty. The person will also have feelings for the face, other participants retain, and although these feelings may differ in quantity and direction from those that he has for his own face.

Speaking about the locus or concept of the face it is significant to mention that intercultural conflict requires active management of the “face” of two interdependent participants. Management of a “face” can have two loci – it can be directed to its own image and based on individualistic attitudes, but it can be directed to the image of another and share collectivist values. For example, in individualistic cultures such as the United States, Germany, and the United Kingdom, personal rights, freedoms, and a do-it-yourself attitude are of great importance. In collectivist cultures such as Japan, Saudi Arabia, and Colombia, more emphasis is placed on “we” versus “I” (Goffman 1955; 121-130). The needs of the group outweigh the needs of the individual. One third of the world lives in an individualistic society, while the other two thirds are identified with collectivist cultures.

In this regard, in the framework of this theory, there are two strategies for an individual’s behaviour in a conflict situation: one is aimed at maintaining respect for oneself, and the other is at maintaining respect for the other side. These strategies reflect the five styles of communication in conflict. As a result of the research, it was found that maintaining self-esteem is connected with such a strategy as rivalry, taking care of the opponent’s side – with a strategy of compromise, withdrawal or concession, and taking care of both your “face” and the “face” of the other at the same time cooperation.

The “face” locus also includes the concept of distance from power. People from cultures with great distance from power accept an unequal distribution of power, rely on the established hierarchy. People belonging to cultures with little distance from power appreciate the equal distribution of power, symmetrical relationships. The United States is an example of a culture of little distance from

power, while Japan is dominated by a culture of little distance from power (Usami 1998:145-151).

Individualistic cultures tend to encourage a more open expression of emotions in order to honestly convey their feelings to the other side of the conflict, while in collectivist cultures it is customary to mask negative emotions in order to maintain harmony in relationships (Kolomiytseva 1999:131). In individualistic cultures, the “face” usually reflects the inner idea of the individual about himself, regardless of the context of the situation, whereas in collectivist cultures the “face” is determined by the specific situation and context of communication (Tracy 1990:209-226). Although individualism and distance from power are two separate cultural dimensions, they are interconnected. Highly individualistic cultures, as a rule, have a low distance from power, and vice versa.

The concept of “face” is ubiquitous because it is present or exists in all cultures. It has been defined in many different ways. **Erving Goffman** stated that it is something that is diffusedly located in the flow of events. People meet face concerns in different social situations and experience them. This concept may be also defined for some scholars as a psychological image that is owned by everyone. It may be lost and even presented as a gift. Such meaning of the term includes the care for dignity, honour, and status. So “face” can be given and lost by a person. A person also has “to fight” to preserve his or her face. People’s “face” or reputation can be associated with the public self-image that every member of a society wants to claim for his or her own self. It is a social image that individuals would like to preserve for themselves. The face or person’s self is defined through an intricate web of social and personal relationships (Goffman 1967:110-145).

According to **Stella Ting-Toomey**, the essence of face is the image of one’s self in a relational situation and is an identity that is defined by the participants in a setting. One of two dimensions that turns face into a multifaceted object of study is positive-negative face. And the question that this positive-negative face dimension seeks is “do you want autonomy or inclusion?” (Ting-Toomey 1994:307-330).

A negative face refers to the extent to which one or both contentious but interdependent parties protect their own freedom and privacy from interference. There are no nuances in the terminology, because there is nothing inherently negative in the desire for autonomy or the desire to avoid imposing anyone on you. Positive face makes emphasis on the need for inclusion, respect, appreciation and approval. This is demonstrated by speech, self-disclosure and promises. The majority of individuals want to maintain both autonomy and approval, although to different degrees (Ting-Toomey 1994:145). It is also worth mentioning that in individualistic cultures like the United States, people mainly focus on autonomy needs while for members of collectivistic cultures, people mainly concentrate on meeting the need for inclusion.

The key points of **Ting-Toomey's theory about facework** are :

1. The concept of face is present in all cultures and people all over the world negotiate over this concept.
2. When there is any uncertainty, conflict or some situations become embarrassing or awkward the concept of face is especially important.
3. People, while communicating with each other, express a concern for saving the reputation or self-face protection in problematic situations.
4. Sometimes negotiators express a need for association (positive face) in problematic situations (Ting-Toomey 2005:71-82).

Four types of face may be distinguished in modern dialogical discourse:

- *face-restoration (self negative-face)*,
- *face-saving (other negative-face)*,
- *face-assertion (self positive-face)*,
- *face-giving (other positive-face)*.

It is important to know the main points of each type to make the conversation more smooth, successful and effective.

1. *Face-Restoration* is the need to give yourself freedom and space and protect yourself from the oppression of someone else's autonomy.

2. *Face-Saving* is the need to show respect for another person's need for freedom, space and separation.
3. *Face-Assertion* is the need to protect and defend one's need for integration and association.
4. *Face-Giving* is the need to protect and support another person's need for inclusion and association (Ting Toomey 2005:82-87).

Each of these types of faces (face-restoration, face-assertion, face-giving, face-saving) can be seen in various kinds of interactions or negotiations in different cultures.

Face negotiation theory that deals with all four types of faces, was first proposed by Stella Ting-Toomey in 1985. The theory was made as a result of long time observing of the interpersonal conflict interactions and negotiations. So she tried to develop a theory of conflict confrontation. By the ways, strategies that were commonly used by collectivist cultures were ignored or viewed by her as unwanted or ineffective. These directives have done little to improve communication and conflict between cultures of different styles. Tin-Toomey began to work on a more complete theory as the result of which these types of faces (face-restoration, face-assertion, face-giving, face-saving) appeared.

Face negotiation theory was always criticized even right after its appearance or introduction. The theory was made according to assumptions about the way individualistic and collectivist cultures deal together, but the differences between these cultures do not always fully explain the behaviour that is exhibited by most members of such sorts of cultures. (Ting-Toomey 1994:315) In her research, Ting-Toomey found, for instance, that people from Japan try harder to save their face than those from the USA. In addition, Ting-Toomey found out that American research participants who were classified as individualistic had more will to compromise than her theory would suggest.

To say more, the way power is distributed in society is an essential part of Ting-Toomey's theory. She states that individualistic cultures admit small cultural distances in which people play the most important role and have equal power and

rights. On the other hand, collectivist cultures give power to those who inherited it, who are of little or even no power at all. However, this is not universal, but some collectivist cultures also value egalitarianism. For instance, people who live along the Appalachian mountain range are representatives of the collectivist culture. In fact, they value egalitarianism so much that affluent members of the community make nothing to display ostentatious manifestations, and even doctors care to avoid appearing authoritative. In some of these communities, police produce printed T-shirts and baseball caps that can be worn with jeans rather than the traditional form of clothing. A number of scholars from various cultures continue to conduct research in this area of study and to test Ting-Toomey's theory. Face Negotiation Theory was changed since it was first conceived, as new research yields new information that is incorporated into the theory. The latest variant or version of face negotiation theory was conceived in 2005.

1.2 Face-saving strategies in face-to-face communication, their necessity and use

At present, due to the development of international contacts, the interest of modern linguistics to the study of various aspects of intercultural communication is very intensive. The desire for effective communication determines the continuing relevance of identifying the causes of intercultural barrier, which, as a rule, lie in the mismatch of national images of the world in the minds of communicants.

It is well known that the course of the communicative process itself bears a national-cultural imprint. The national-cultural specificity of verbal communication is formed in our view from a system of factors that determine differences in the organization of functions and the way of mediating communication processes characteristic of a given national cultural community. (Газизов 2009:138). These factors are "attached" to processes at different levels of their organization and they have a different nature, but in processes they are interconnected primarily with factors of linguistic, psycholinguistic and general psychological factors.

Saving one's face is saving the person's reputation. It is the need to signal respect for the other person's need for freedom, space, and dissociation.

Usually people do not show much concern for the public perceptions of the interlocutor. Respect for courtesy is required. Often when disputes that occur over face preservation, they are the least concern of people. This is especially true for disputes brought to mediation after a trial (Ратмайр 1997:18-23).

Retention of a person may arise due to anxiety regarding the face of a mediator or adversary. It is known that people are asked to hold a meeting as an intermediary in order to protect the autonomy of another person, without disclosing information that confuses the other person. It can often happen in family disputes. This can sometimes signal a willingness on the part of disputes to maintain relations with another controversial one or at least not worsen.

Preservation of a person's face can also be a problem when more than one representative is present in mediation. For example, it may not be convenient for the parties to agree with their legal counsel before strangers. The parties may also feel uncomfortable by disagreeing with other people whom they may have involved in mediation for support (Tannen 1979:138). This is sometimes demonstrated by the unwillingness of the parties to speak out or their willingness to allow someone else to speak for them.

In all cultures, communication is based on the desire to maintain a "face" in the process of communication. Preserving "face" is especially problematic in a situation of uncertainty (demand, complaint, conflict), when the identities of the participants in communication are assessed or questioned.

Representatives of individualistic cultures pay more attention to their own "face", while representatives of collectivist cultures pay more attention to the "face" of their opponents. For cultures with a great distance from the authorities, a hierarchical structure is preferable, while cultures with a small distance from the authorities prefer a system of equality of people (Baiocchi-Wagner 2011:221-238) The care of the communication participant about his or her own "face" or "face" of the partner depends on cultural norms and individual characteristics, as well as on

situational factors. Caring for the “face” affects behaviour in an inter group and intercultural conflict. The main cause of intercultural conflict is the lack of understanding or lack of knowledge about another culture.

The theory of “face-saving” in the negotiations was tested and applied in the field of intercultural communication and conflict resolution. However, researchers from other areas also find this theory applicable and relevant. One of the goals of this theory is to create programs based on it that teach conscious behaviour in various conflicts. One of the direct applications of the theory is the development of programs for teaching correct behaviour during conversation. In particular, training in conducting business negotiations, mediation in conflicts, managing differences (Craig 1986:437-468). Adapting the theory of “face-saving” to negotiations, as well as using other studies in the field of intercultural communication, a sort of an appropriate three-day training was developed. The theory of “face-saving” in negotiations can be applied in the study of all types of interpersonal relationships. It can act as a tool for developing personnel management programs in corporations that bring together representatives of different cultures in one organization. The theory is also suitable for application in the field of international relations (Cupach 1993:112-121).

In structural terms, communicative behaviour consists of the following components:

1. The national character of the communicants, that is, the total of psychological characteristics of a person belonging to a particular nation.
2. The dominant features of communication arising from the national character of those who communicate, and appearing among representatives of one or another nation in all communicative situations, regardless of the topic of communication, the composition of communicants etc.
3. Verbal communicative behaviour, encompassing the totality of the rules and traditions of verbal communication in certain conditions of communication and expressed “in stereotypical statements and speech clichés on the one

hand, and in some purely individual speech manifestations of the person, on the other one”.

4. Non-verbal communicative behaviour, including facial expressions, gestures, mutual disposition of those, who communicate, physical contacts during communication and many other paralinguistic factors.
5. National and social symbolism, that is, a set of objective everyday actions of people involved in the communicative process (Fine 2003:34-62).

According to the theory of face-saving, in verbal communication, communicants resort to certain politeness strategies in order to preserve both a positive and a negative face.

It is difficult to find two people with exactly the same tastes, habits or interests, therefore, in any long-term relationship between people, sooner or later disagreements, contradictions, conflict situations arise.

On the one hand, such situations can harm existing relations, but on the other hand, it is precisely the divergence of views and the existence of several opinions that can be a resource that enriches relations and helps to build trust and mutual understanding.

1.3 The classification of face-saving strategies according to the Thomas-Kilmann model

In order to constructively overcome existing conflicts, you need to know about different ways of behaving in a conflict and be able to choose a way of behaviour that is most appropriate for the given situation. As a rule, a person in a conflict situation behaves in a unique way familiar to him, and does not know about the existence of other ways of behaviour.

Psychologist K. Thomas classified all methods of behaviour in a conflict according to two criteria: **a person’s desire to defend one’s own interests (assertiveness)** and **a person’s desire to take into account the interests of another person (cooperation)**. Based on these criteria, K. Thomas identified five

main ways of behaviour in a conflict situation. For convenience, they can be represented in the form of animal images:

1. Competition (competition) - “shark”;
2. Adaptation (settling) - “teddy bear”;
3. Avoidance (evasion) - “turtle”;
4. Compromise - “fox”;
5. Cooperation - “owl” (Thomas and Kilmann 1974:15-48).

Each of these behaviours has its pros and cons, may correspond to one life situation, but be completely unsuitable for others.

Such generalized classification of the possible strategies for a conflict aimed at its resolving was developed by K. Thomas and R. Kilmann in 1972.

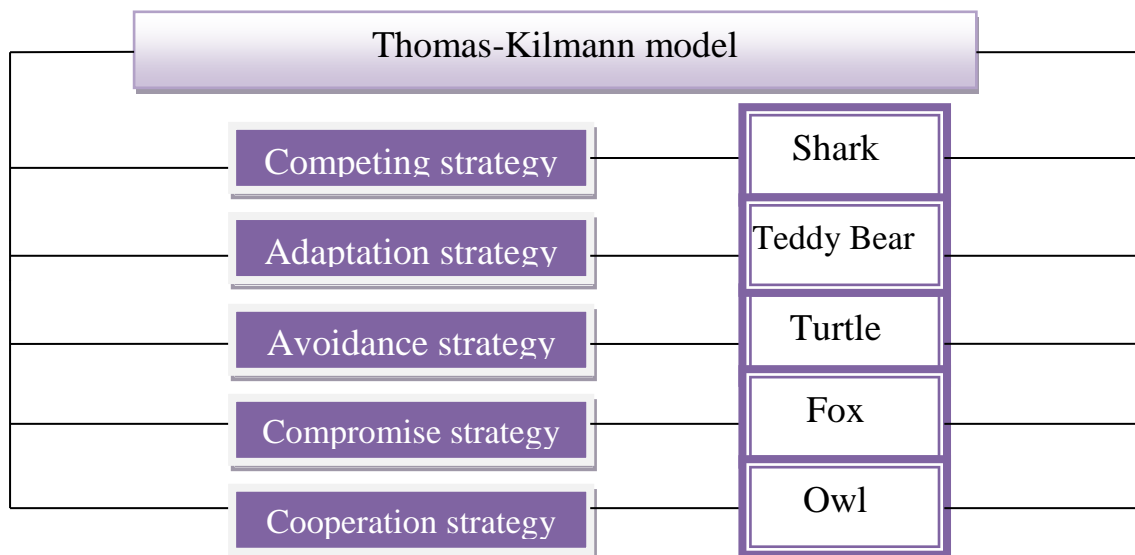


Figure 1.1. Classification of face-saving strategies

A strategy of **avoiding the conflict (ignorance strategy)** is used if the participants are little interested in resolving it, the conflict has not matured enough, they are trying to maintain good relations in the future or more important problems have arisen.

Such a strategy is used to temporarily weaken the severity of the confrontation and involves changing the relationship of one side to another one, or to a situation (conditions, relationships and people).

It is advisable, for example, in case of need to save forces and resources, and at the cost of concession to maintain peace and tranquility; if in case of

continuation of the conflict there is a danger of much more serious losses; when mistakes were made and the only way to “save the face” are mutual concessions, etc.

If the causes of the conflict are subjective, such a strategy is favourable, because the strategy makes it possible to calm down, comprehend the state of affairs and come to the conclusion that the confrontation is meaningless. If the conflict is objective, then it leads to a loss of both sides, since it causes remain, which may lead participants to seek psychological detent, for example, aggression against third parties.

The accommodation strategy assumes that a party with a higher rank, being indifferent to the outcome of the conflict, can provide the subscriber with what is more important for him, and remain without a win, but also not losing.

The competing strategy is used by superior participants to resolve the conflict in their favour. It is advisable, if there is a chance to achieve victory, but since the losing side usually does not accept defeat, the conflict can occur with renewed vigour at any moment and it is unknown, what subsequently the end will be. Thus, when one subscriber loses, there can be no gain for another.

The compromising strategy involves mutual concessions, the creation of approximately equal gains and losses. It is applied when their rank, interest in overcoming the conflict and arguments are close; the problem is relatively simple and it is urgent to find at least a temporary solution, and to reach an agreement in another way will not succeed. Since everything is not lost, the strategy is widely used in practice, but, as a rule, it does not provide the optimal solution, since the problem itself remains.

For the successful implementation of the strategy, it is necessary for parties to be prepared for mutual concessions on the basis of the “win-win” or “give-receive” principle. There is also the necessity of the impossibility of resolving the conflict by force or by means of withdrawal, that is, by the principle of “win-lose”. In the implementation of the strategy a universal conflict management mechanism of negotiations play an important role.

Cooperation strategy requires the parties to terminate the confrontation of a joint search for solutions to the problem and eliminate its causes. The conditions for applying the strategy are the attitude to the conflict as a normal phenomenon, the recognition of the equal legitimacy of each other's interests, the relationship to the problem as a common similarity of goals and interests.

Such a strategy is advisable if the problem is important, complex, and requires lengthy discussion and there is enough time for this; important acquisition of joint experience, exchange of information, integration of different points of view to choose the best solution, ensuring the involvement of members of the organization; a compromise led by significant losses, the parties are ready to perceive each other's point of view to seek a long-term solution.

As a result, they turn into partners, and therefore, the situation improves; the problem does not go deeper, but disappears altogether; the benefits acquired, even if they are distributed unevenly, still exceed those that can be obtained with any other strategy. But more often, conflicts are not self-resolving, and managers have to develop and implement strategies for managing them (according to some estimates, this takes up to 20% of their working time). It is believed that at the initial stage, conflicts can be resolved in this way in 9 out of 10 cases, at the recovery stage - in 5 out of 10; at the warehouse - at 2 out of 10, and at the peak - at 1 out of 20 (Thomas and Kilmann 1974:101-148).

To use the strategies properly, it is important to know their key points and strong sides. So, **competition** is a type of behaviour in a conflict in which a person seeks to achieve satisfaction of his interests to the detriment of the interests of another. The person who follows this strategy is sure that only one participant can emerge victorious from the conflict and the victory of one participant inevitably means the defeat of another. Such a person will insist on his own, no matter what, and the other person's position will not be taken into account.

Each strategy has its own pros and cons. Competition strategy also has advantages and some disadvantages. For instance, stubbornly upholding one's interests to the detriment of the interests of another person can help a person

temporarily hold up in a conflict situation (Holtgraves 1992:141-159). However, for long-term relationships (be it friendships, relationships with a loved one, in the family, at work, etc.) this approach is not applicable. Long-term relationships can be sustainable only if the wishes and interests of all participants are taken into account, and the loss of one person, as a rule, means the loss of all. In long-term relationships, only elements of the competition are possible, provided that it is carried out honestly and according to predetermined rules and its results will not have a strong influence on the relations between its participants. In this case, competition can help revitalize the situation and make people more actively achieve their goals (O’Keefe 1991:131-150).

The above mentioned strategy is characterized by the type of behaviour that can be imaginatively represented by the behaviour of a shark at the time of the attack. This type of behaviour is strictly focused on victory, regardless of its own costs, which can be defined by the expression “rushing ahead”. The preference for such behaviour in conflict is often explained by a subconscious desire to protect oneself from pain caused by a sense of defeat, because this strategy reflects a form of power struggle in which one side emerges as a clear winner. This strategy is necessary if a certain person, convicted by the authorities, must restore order for the sake of universal well-being. It is undoubtedly justified if someone takes control into their own hands in order to protect people from violence or rash acts. However, the Shark’s behaviour strategy rarely brings long-term results - the losing side may not support the decision made against her will, or even try to sabotage it. Those who lose today may refuse to cooperate tomorrow.

Each strategy also includes various personal qualities that match people’s character to different kinds of behaviours. For instance, this strategy includes such *qualities* as:

- authority, authoritarianism;
- impatience to disagreement and dissent;
- orientation to the preservation of what is;
- fear of innovations, ambiguous decisions;

- fear of criticism of one's behaviour style;
- the use of his position with the chain of power;
- ignoring collective opinions and assessments in decision-making in critical situations.

Adaptation is such a way of behaviour of a participant in a conflict in which he is ready to give up his interests and give in to another person in order to avoid confrontation. This position may be taken by people with low self-esteem, who believe that their goals and interests should not be taken into account.

Pros and cons of this strategy: if the subject of the dispute is not so important, and it is more important to maintain a good relationship with another person, then cede, letting him thus assert himself be the most appropriate option. But if the conflict concerns important issues that affect the feelings of the parties to the dispute, then such a strategy cannot be called productive. Its result will be the negative emotions of the losing side (anger, resentment, disappointment, etc.), and in the long run, the loss of trust, respect and mutual understanding between the participants.

To illustrate this strategy of behaviour in conflict, the conditional name of a soft toy is given, which without any efforts on our part gives us a feeling of warmth and softness. The conflict resolution strategy is aimed at maximum in relationships and at least in understanding personal chains. The basic principle of behaviour: "All you want is just to live together". This is an attitude of goodwill at the expense of one's own losses, the so-called "hide and seek", but, of course, to a certain limit, since the instinct of self-preservation is highly developed in all people. Often altruists adhere to this strategy, sometimes externally, and sometimes by conviction. The balance of power of the opponents is important here. If the balance of power is not in his favour and further struggle does not make sense, then there is a reorientation to the attitude, the motto of which is "Surrender to the mercy of the winner". Adaptation strategy can be a sensible step if a confrontation over a minor disagreement can add undue stress to the relationship at this stage or if the other side is not ready for dialogue. There are times when you

need to maintain good relations. Conflicts are sometimes resolved only due to the fact that we continue to maintain friendly relations. In the event of a serious conflict, the Teddy Bear's behaviour strategy leads to the fact that the main controversial issues are not addressed and the conflict remains unresolved.

Personal qualities of people, who represent this strategy are:

- spinelessness – lack of one's own opinion in difficult situations;
- the desire to please everyone, not to offend anyone, so that there are no strife and clashes;
- goes on about the leaders of informal groups, his behaviour is often manipulated;
- a tendency to be distracted by participating in the conversation prevails.

Speaking about the **avoidance strategy**, it is important to say that people try to avoid discussing conflict issues and postpone the adoption of a difficult decision "for later". In this case, a person does not defend his own interests, but does not take into account the interests of others.

Pros and cons of this strategy are the following: such a strategy can be useful either when the subject of the conflict is not very important ("If you can't agree on which program to watch on TV, you can do something else", writes American psychologist S. Covey), or when it is not necessary to maintain a long relationship with the other side of the conflict (if you think that the thing you need to buy in this store is too expensive, then you can go to another store). But in long-term relationships, it is important to openly discuss all controversial issues, and avoiding the existing difficulties only leads to the accumulation of dissatisfaction and tension.

In the form of an image, avoidance can be represented as evasion of the "tortoise". This behaviour strategy can be compared with the behaviour of a turtle, which at the moment of danger hides in its carapace. The tactical motto of "Turtles" is: "Leave me a little and do not touch me." This is a passive attitude of the victim involved in the conflict by circumstances. The victim's position is attractive due to certain compensation factors: the victim receives significant

support from outside, sympathizes with him profusely and he does not need to try to solve the problem himself. Behind the apparent helplessness, there may be a feeling that the problem is becoming more desirable and pleasant than the risk and difficulties associated with resolving it. If the victim is threatened with violence or tangible losses, he can assess the risk associated with his situation as unacceptably high. The tragedy of this role and the inability to get out of it lies in a deeply rooted attitude towards helplessness and inability to change the situation. What caused these settings? Victims learn how to be victims from other victims. Parents teach their children this. Authoritarian parents, teachers, leaders, and social systems intimidate people into accepting the role of victims. In some cases, overly cautious habits gradually lead people to the role of victim, as people refuse to make a change in the situation or themselves, although with an appropriate approach they could bring about positive changes relatively easily.

The Turtle's behaviour strategy may nevertheless be a completely reasonable step if the conflict does not affect a person's direct interests or if involvement in it does not affect his development. Such a step can also be useful if it draws attention to a running problem.

On the other hand, such behaviour can push the adversary to overestimate requirements or retaliate instead of participating in a joint search for solutions, and can also lead to exorbitant growth of the problem. Often, evading a conflict consciously or unconsciously is used as a punishment to force the other side to change their attitude towards the conflict.

The behaviour strategy of "Turtle" leads to the fact that the true causes are driven inside and the conflict remains, it seems to be shifting to another plane, it becomes deeper and more complicated. An unresolved conflict is dangerous in that it affects the subconscious and manifests itself in increasing resistance in a variety of areas, including diseases.

This strategy involves people with such *personal qualities* as:

- shyness in communicating with people;
- impatience to criticism - accepting it as an attack on oneself;

- indecision in critical situations, operates on the principle: “Maybe it will cost”;
- inability to prevent chaos and pointlessness in the conversation.

Describing compromise strategy, one should not forget that a compromise is a partial satisfaction of the interests of both parties to the conflict.

This strategy, as others has its advantages and disadvantages. Although the compromise takes into account the interests of all conflicting parties, and this outcome can be called fair, it must be remembered that in most cases, the compromise can only be considered as an intermediate stage in resolving the conflict before finding a solution in which both sides would be completely satisfied (Usami 1998:145-159).

This strategy is characterized by a type of fox behaviour that combines caution and cunning. “Fox” acts on the principle: “I will give in a little, if you are also ready to give in”. Weight, balance and caution are the basic principles of this type of behaviour. For this strategy, personal chains and relationships are equally important. In any case, the desire to normalize relations is the weak point of this strategy in conflict with Shark. The compromise strategy does not imply an analysis of the amount of information, the “Fox” suffers an exchange of views, but feels awkward, because she does not have her own position; her behaviour depends on concessions on the other hand. A compromise requires certain negotiation skills so that each participant achieves something. Such a solution to the problem implies that some kind of finite quantity is divided, and that in the process of its division, the needs of all participants cannot be fully satisfied. Nevertheless, the division is equally often perceived as the fairest decision and, if the parties cannot increase the size of the divisible thing, the equal use of the available goods is already an achievement. The disadvantages of the compromise strategy are that one side can, for example, increase his claims in order to appear generous later, or surrender his positions much earlier than the other. In such cases, neither party will adhere to a decision that does not satisfy their needs (Формаковская

1989:157). If a compromise was reached without a careful analysis of other possible solutions, it may not be the best way to resolve the conflict.

Personal qualities that are important for the realization of this strategy are:

- extreme caution in assessing, criticizing, accusing, combined with openness. Such qualities are undoubtedly an element of a high personality culture;
- cautious attitude to critical assessments of other people;
- the expectation of soft language, beautiful words;
- the desire to convince people not to express their thoughts too sharply and openly.

When choosing **the cooperation strategy**, the participant strives to resolve the conflict in such a way that everyone wins. He not only takes into account the position of the other participant, but also seeks to ensure that the other side would also be satisfied.

Pros and cons of this strategy are the following: the desire to listen to another person, understand his point of view, take into account his interests and find a solution in a controversial situation that suits all parties is necessary in any long-term relationship. This approach promotes the development of mutual respect, understanding, trust, and, thereby, makes the relationship more solid and stable. If the subject of the dispute is important to both parties, this way of resolving the conflict can be perceived as the most constructive. Note that in many situations it can be very difficult to find a solution that suits both parties, especially if the opposite side is not set up for cooperation, in which case the conflict resolution process can be lengthy and difficult.

This strategy of behaviour in conflict can be conditionally given the name of a bird to which people have long attributed such qualities as wisdom and common sense. The Owl openly recognizes the conflict, presents its interests, expresses its position and offers ways to get out of the conflict. He expects reciprocal cooperation from the enemy. The main principle of this strategy is: “Let’s leave mutual insults, I prefer ... And you? ” The cooperation strategy is aimed at constructive resolution of the conflict, that is, to work with the problem, and not

with the conflict. Owl does not accept avoidance tactics, as it respects its partner, it does not exploit the weaknesses of Turtle and Teddy Bear, because it seeks dialogue in solving the problem. In relation to the “Shark” she also behaves honestly, opposes her peaceful means and common sense. Owl has a tendency to end the conflict due to its escalation; if necessary, it is prone to the negotiation process, where it always has a fan of alternative proposals. When using a cooperation strategy, the parties to the conflict become equal partners, not opponents who are interested in each other as people with their own personalities. They are always interested in not only each other’s conflicting needs, but also their motivation. They strive for sincerity in relationships and maximum trust. The partners acknowledge their conflict, emphasizing the general basis for interaction, which can become even one desire to find a way out of the situation together. They do not engage in mutual quarrels and accusations - in the interests of the cause, emotions are discarded. In the search for joint solutions, the partners may be interested in the history of the conflict, but this is not an end in itself. They soberly assess their capabilities and therefore tend to mediate, and, if necessary, to the negotiation process.

Personal qualities include such characteristics as:

- in any conflict the speaker is aimed at solving the problem, and not at blaming the individual;
- he positively refers to innovations, changes;
- he knows how to criticize, without offending the person, as they say, “in the case”, based on facts;
- he uses his abilities to achieve influence on people. (Thomas and Kilmann 1974:40-203).

1.4 Typical tactics of saving a person’s own face or reputation

Each strategy is composed of several tactics, which are of great importance in our everyday communication. In the following chapter all these tactics are divided into groups, which are named after the animal that best represents it or

better suits it. There are such animals as sharks, teddy bears, turtles, foxes and owls.

Tactical actions of the “Shark” (Competing strategy) include such points:

- “a shark” tightly controls the actions of the enemy and his sources of information;
- he constantly and deliberately puts pressure on the enemy by all available means;
- he uses deception, cunning, trying to seize the situation;
- he provokes the enemy to ill-conceived steps and mistakes;
- he expresses unwillingness to engage in dialogue, as he is confident in his innocence, and this confidence passes into self-confidence.

When confronted with this type of behaviour in a conflict, one must remember that shark is afraid when information is gathered about it, and tries to block all information sources about itself, and also does not want and is afraid of an open discussion of the conflict problem, as it does not interest it. For her, only her position is important. Entering the conflict process, she prefers that others avoid or settle conflicts.

Tactical actions of “Teddy Bear” (Adaptation strategy) include:

- constant agreement with the requirements of the adversary, i.e. makes maximum concessions;
- a constant demonstration of non-claiming victory or serious resistance;
- “a teddy bear” indulges the enemy, flatters.

So, as is seen, “Teddy Bears” try to adapt and are ready to give up their own interests in order not to confront.

“Turtles” (Avoidance strategy) use the following **tactical actions**:

- they refuse to enter into dialogue using tactics of demonstrative withdrawal;
- avoid the use of force;
- ignore all information from the enemy, do not trust the facts and do not collect them;

- deny the seriousness and severity of the conflict;
- Systematically hesitate in making decisions, are always late, as they are afraid to make a return move. This is a situation of missed opportunities.

People, who use such tactics in daily communication, do so, because they want to postpone difficult or awkward situations. They are not ready for the conflict, do not want to solve it and even try to avoid it.

Speaking about **tactical actions of the “Fox” (Compromise strategy)**, it is important to notice that they are used by people, who:

- bargain, love people who can bargain;
- use deception, flattery to emphasize the enemy’s not very pronounced qualities;
- focus on equality in sharing, act on the principle: “To all sisters - by earrings”.

Analyzing **tactical actions of the “Owl” (Cooperation strategy)** people should know that they are used by a person, who:

- collects information about the conflict, about the essence of the problem, about the enemy;
- counts its resources and the resources of the enemy to develop alternative proposals;
- discusses the conflict openly, is not afraid of disagreements, tries to identify the conflict;
- if the enemy offers something sensible, reasonable, then this is accepted (Thomas and Kilmann 1974: 113-148).

Conclusions to Chapter One

Face is a class of behaviour and customs that operate in different countries and cultures related to the morality, honour and authority of an individual (or group of people) and his or her image in social groups. Face is also an image of a

person that is outlined in terms of approved social attributes. It is also the respect that an interlocutor may demand from others.

The concept of face is present in all cultures and people all over the world negotiate over this concept. When there is any uncertainty, conflict or communicative situations become embarrassing or awkward, the concept of face is especially important. People while communicating with each other express a concern for saving their reputation or self-image protection in problematic situations. Sometimes negotiators express a need for association (positive face) in problematic situations.

The theory of “maintaining a face” (identity) in negotiations (Face Negotiation Theory) is a theory first offered by Stella Ting-Toomey. It was aimed at explaining the behaviour of individuals in a conflict. Theory positions the notion of face or self-perception as a universal phenomenon that occurs in any culture. In conflict situations, the face is faced with a threat and therefore, a person has a tendency to save or restore his face. Face in the understanding of S. Ting-Toomey is a public image that every member of the society uses in the process of interacting with other people. This is the image of a person projected into a situation of relations, or an identity determined jointly by the participants of communication.

One of the generalized classifications of the possible face-saving strategies for a conflict aimed at its resolving was developed by K. Thomas and R. Kilmann in 1972. K. Thomas identified five main ways of behaviour in a conflict situation. For convenience, these strategies can be represented as animal images:

- Competition strategy – “*a shark*”;
- Adaptation strategy (settling) – “*a teddy bear*”;
- Avoidance strategy (evasion) – “*a turtle*”;
- Compromise strategy – “*a fox*”;
- Cooperation strategy – “*an owl*”.

Each of these strategies or behaviours has its pros and cons, its personal characteristics that refer to different people's characters; it may correspond to a certain life situation but be completely unsuitable for others.

So in all cultures, communication is based on the desire to maintain a face in the process of communication. People, who want to save their reputation while communicating with others, have to know how to do so in a proper way without causing various unpleasant results. Moreover, everyone should remember that preserving the face is especially difficult in the situation of uncertainty (demand, complaint, conflict), when the identities of the participants in communication are assessed or questioned. So, it is necessary to be very cautious while using different types of face-saving strategies and tactics.

CHAPTER TWO. FUNCTIONING OF FACE-SAVING STRATEGIES AND TACTICS IN MODERN ENGLISH DIALOGICAL DISCOURSE (A STUDY OF THE FILM “LEGALLY BLONDE”)

2.1 Implementation of face-saving strategies and tactics in Modern English dialogical discourse

Our everyday life is impossible without face-to-face communication. That is why people use various kinds of strategies and tactics to maintain the good relationships with interlocutors. The strategies are also used not to make the situation quarrel some or when the conflict takes place to solve it in a good way. Each of the strategies can be easily found not only in our daily communication but also in various kinds of films and TV series. Each face-saving strategy is applied in the Modern English dialogical discourse and they can be widely observed in different British and American movies, especially in comedies, where each episode is filled with embarrassing moments and it is extremely important to save an interlocutor's reputation.

The following chapter will contain the analysis of face-saving strategies, according to the classification of K. Thomas and R. Kilmann, who identified the following five main styles of behaviour in a conflict situation: adaptation, pliability, evasion, confrontation, cooperation, a compromise. This classification is based on two independent parameters: the degree of realization of their own interests, achievement of their goals and the level of cooperation, taking into account the interests of the other side. Usually people use all these forms of behaviour, but prefer only one kind of them.

So, as it is seen, people can find all the examples of face-saving strategies not only in their everyday communication, but they can observe these strategies taking a detached view, that is enjoying such type of visual arts as cinema. In the 21st century cinematography plays especially important role, because it helps people to find their own behaviour following the examples of their favourite characters.

One of the examples of the use of face-saving strategies is the film that is called “**Legally Blonde**”. This is an American comedy that was released in 2001. Such famous celebrities as Reese Witherspoon, Luke Wilson, Matthew Davis and Selma Blair acted in this film. “Legally Blonde” is about a young lady who is called Elle Woods. She has blonde hair, loves everything pink, wants to become a model and sees the world through rose-colored glasses. Moreover, Elle has her own sorority (a social organisation for girls at college or university), where her best friends belong. One day her boyfriend Warner breaks up with her because of her “low intellectual level”, but Elle doesn’t want to back down, that is why she is going to get a Juris Doctor degree at the same university, as her ex-boyfriend Warner does.

Why all blondes are fools? If you say something and say the wrong thing, your interlocutor immediately makes a discount on the colour of your hair. Stereotypes? They are, no one has cancelled them. In some languages, the words blonde and the fool will soon become synonymous. But the film is not about that: it is about the fact that stereotypes are destroyed. An amazing blonde, Elle Woods, strives to change this world for the better, and she does it. She is well done, purposeful, sweet, a little naive, but if in this world everyone takes life too seriously, then you can fall into eternal depression. Elle can only be envied. Hydropyrite does not spoil the brain. Based on her personal experience, on her knowledge, the heroine achieves a lot. This is a great example of self-education, struggle and willpower. The film is watched very easily, in a burst of inspiration, because it is simply great. Moreover, it does not make people bother about problems but it makes them think about the beautiful, about world peace and about love (this line in the film is so thin, but very romantic). There is one thesis “God made women beautiful so that men could love them, and - stupid so they could love men” that is suitable for this film, and it is true.

Face-saving strategies are used from the very beginning of the film.

The first example (*the competing strategy*) can be found in the very first episode, when Elle together with two of her best friends choose a dress for Elle's and Warner's romantic dinner, which was supposed to end with Warner's proposal.

The coercion in a conflict involves resolving it by force, verbal attack, or manipulation; at the same time, a person requires that his needs be satisfied and ideas approved. The essence of this strategy is described by the proverb "who is strong is right". In terms of meeting needs, coercion is a win-lose situation.

To apply this approach, you must have imperious advantages. Those who force them require that everything should be as they want, and at the same time have little to do with the costs of others. From the point of view of satisfaction with relationships, coercion rarely makes relationships more harmonious and tends to spoil them. For this reason, coercion is acceptable only when the issue is very important, but the relationship is not, as well as in emergency situations when you need to take quick and decisive action to ensure safety and minimize possible harm.

Obviously, such a strategy is unlikely to bring success when used in close, personal relationships, since apart from a feeling of alienation, it will not be able to cause anything. It is also impractical to use it in a situation where the employee does not have sufficient authority, and his point of view on some issue diverges from the point of view of the boss.

The confrontation in its focus is aimed at, acting actively and independently, to pursue the implementation of their own interests, regardless of other parties directly involved in the conflict, or even to the detriment of them. Applying a similar style of behaviour, he seeks to impose his own solution to the problem on others, trusts only in his strength, and does not accept joint actions.

At the same time, elements of maximalism, strong-willed pressure, desire in any way, including force pressure, administrative sanctions, intimidation, blackmail, etc., to force the opponent to accept the point of view disputed, to gain the upper hand over him, to win in conflict. As a rule, confrontation is chosen in those situations when:

- the problem is vital for the participant in the conflict, who believes that he has the strength to quickly resolve it in his favour;
- the conflicting side takes a very advantageous, essentially win-win position and has the ability to use it to achieve its own goal;
- the subject of the conflict is confident that the option he has proposed for solving the problem in this situation, and at the same time, having a higher rank, insists on making this decision, is currently deprived of another choice and practically does not risk losing anything, acting decisively in defense of his interests and dooming opponents to a loss.

So, the girls (Elle and her friends) are looking for the best dress, or “perfect outfit” as it is said in the film, that can be found in that prestigious shop. One of the shop assistants sees that Elle looks like a “dumb blonde with daddy’s plastic” and that she is ready to buy everything here. So the woman brings Elle a dress that has a special price - that is the dress that has been hanging for several seasons in this store and it is still expensive. However, it is very difficult to deceive Elle, who knows fashion and materials best of all and is well versed in all the new items of this season. So, she immediately notices that this dress is not new, and not so unique as it was told. The dress is rather old and Elle saw it in one of the magazines a long time ago.

Margot (Elle’s friend): I think you should go with the red. It’s the colour of confidence.

Serena (Elle’s friend): I don’t understand why you’re completely disregarding your signature colour?

Elle: He’s proposing. I can’t look like I would on any other date. The night I will always remember. I wanna look special. Bridal. But not like I expect anything.

Shop assistant: (*to another shop assistant*) There’s nothing I love more than a dumb blonde with Daddy’s plastic.

Elle: You know how he gets excited ...

- Shop assistant:** (to Elle) Did you see this one? We just got it in yesterday.
- Elle:** Oh! Is this low-viscosity rayon?
- Shop assistant:** Yes, of course.
- Elle:** With a half-loop top stitching on the hem?
- Shop assistant:** Absolutely. It's one of a kind.
- Elle:** It's impossible to use a half-loop top stitching on low-viscosity rayon! It would snag the fabric. And you don't just get it in. I saw it in Teen Vogue a year ago. So, if you're trying to sell it to me for full price, you picked the wrong girl!
(goes back with that dress).

So, this very episode is a great example of such a face-saving strategy as *competing strategy*. Rivalry or competence is the most commonly used strategy. The opponents try to achieve their goals in this way in more than 90% of conflicts. Yes, this is understandable. Actually, the conflict consists in confrontation, suppression of the opponent. Therefore, a person or group goes into conflict, because in other ways it is not possible to agree with an opponent.

In the period of open development of the conflict, interlocutors use this particular strategy, especially during its escalation. Before the conflict situation and at the end of the conflict, the range of means of influence on the opponent is expanding. However, in general, strategies such as compromise, avoidance and adaptations are used several times less often than rivalry, cooperation (only in 2-3% of the situations).

If it is impossible to prevent a conflict, the task of regulating it arises, i.e. control of its course with the aim of the most optimal resolution of contradictions.

Proper management of the course of conflict interactions involves the selection of a strategy for such behaviour that will be used to end the conflict.

There are three main strategies that are used in conflict management:

- win-lose strategy (violence or firm approach). It is characterized by the desire of one side to crush the other. If this option is used, one participant in the conflict becomes the winner, and the other loses. Such a strategy rarely

has a lasting effect, because the defeated side, most likely, will hide his image and will not support the decision. As a result, after some time, the conflict may erupt again. In some cases, when a person vested with power must put things in order for the benefit of everyone, the use of this strategy is advisable;

- a lose-lose strategy. The conflicting side deliberately loses, but at the same time forces the other side to fail. Losing may be partial. In this case, the parties act in accordance with the proverb: “Half is better than nothing”;
- win-win strategy. The conflicting party seeks such a way out of the conflict in order to satisfy each of the participants. Australian experts in the field of conflict management, H. Cornelius and S. Fair, developed in detail conflict resolution technology using the win-win strategy and identified four stages of its use. At the first stage, it should be established what kind of need is behind the wishes of the other side, at the second stage it should be determined whether differences in any aspect are compensated, at the third stage it is necessary to develop new solutions that suit both parties most, and at the last stage, if the parties cooperate together, decide conflict issues.

The use of the win-win strategy is possible only if the participants recognize each other’s values as their own, respect each other if they see the problem first and not the personal shortcomings of their opponents.

The win-win strategy turns the parties to the conflict into partners. The advantage of this strategy is that it is completely ethical and at the same time effective.

In addition to the three main strategies described above, an additional strategy is also singled out when a person consciously agrees to concessions or to lose, i.e. selects the position of the victim. This variant of behaviour is possible in relations with people who are expensive for the participant in the conflict and who do not want to hurt their gain.

Confrontation or competition is characterized by an active struggle of the individual for his interests and rights. The situation is perceived by Elle as

extremely unacceptable for her, and it is the matter of victory (proving that she is right by any means, even if it is a sort of indirect “humiliation”) or defeat (buying that dress), which suggests a tough stance towards the opponent.

Here, in this episode, Elle behaves as a real “shark” that is struggling with dishonesty of the outside world. Moreover, she sees that people’s attitude towards blonde-haired girls is unfair, because they are usually judged not by their actual intellect, but by their appearance, especially by their clothes and hair colour. So, for those people, who find it unacceptable, it is their duty to protect their self-image or reputation in the eyes of other people. Not wanting to appear “a dump blonde with daddy’s plastic”, Elle tries to save her face in such an unpleasant situation to show who she really is and to break various stereotypes that arose in the society.

The style of competition, rivalry can be used by the speaker who has a strong will or is not very interested in cooperation with the other person and seeks primarily to satisfy his interests. Here, as one can observe, Elle wants to prove that she is right and that that shop assistant is extremely impolite and behaves in an unacceptable way. This style is used if the outcome of the conflict is very important for the participant:

- makes a big bet on his solution to the problem;
- possesses sufficient power and authority and it seems to him obvious that the things he says are the best;
- feels that he has no other choice and he has nothing to lose;
- must make an unpopular decision and he has enough authority to choose this step;

However, this is not a style that can be used in personal relationships, because apart from a sense of alienation, it can no longer cause anything. It is also unpractical to use it in the situation where a person does not have any sufficient power, and his point of view on some issues diverges from the point of view of the leader higher in rank.

Those who choose this strategy of behaviour assess their interests in the conflict as high, and the interests of the opponent as low. The choice of coercion strategy ultimately comes down to the choice: either the interest of the struggle, or the relationship. When choosing a struggle, people use power, the force of law, communications, authority, etc. in a conflict. This strategy is appropriate and effective in two cases. Firstly, in defending the interests of the case against encroachment on them by the conflicting person. For example, an uncontrollable type of a conflict person often refuses to perform unattractive tasks, “dumps” his work on others. Secondly, if there is a threat to the existence of the organization, the team.

In this case, the situation is “who whom”. Especially often it occurs in the context of the reform of enterprises and institutions. Often when reforming the organizational structure of an enterprise (institution), the alleged “infusion” of some units into others is unreasonable. And in these cases, a person who defends the interests of such units must take a tough stance.

Watching the film, it is very easy to notice that Warner usually avoids conflicts, because he is afraid of losing his face. There are quite a lot of examples of tactics that are used by Warner in the film just for him not to lose his self-esteem. So, Warner uses the tactic of denying the seriousness of the conflict for two times during the whole film. Firstly he uses it on their special date with Elle. This episode is one of the first episodes of the film. Elle is expecting that her boyfriend is going to make her a proposal that is why she is preparing for this occasion seriously. However, Warner has other plans for his future. So during their romantic evening in the restaurant, he tells Elle that they cannot be together. Hearing this Elle is completely disappointed and shocked.

Warner: Elle.

Elle: Yes.

Warner: One of the reasons I wanted to come here tonight was to discuss our future.

Elle: I am fully amenable to that discussion.

Warner: Good. You know how we've been having all kinds of fun lately?

Elle: Yeah.

Warner: Well, Harvard is gonna be different. Law school is completely different world, and I need to be serious.

Elle: Of course.

Warner: I mean, my family expects a lot from me.

Elle: Right.

Warner: I expect a lot from me. I plan on running for office some day.

Elle: And I fully support that, Warner. You know that, right?

Warner: Absolutely. But the thing is, if I'm gonna be a senator by the time I'm 30, I need to stop dicking around.

Elle: Oh, Warner... I completely agree.

Warner: Well, that's why I think it's time for us... Elle... Pooh Bear...

Elle: Yes?

I do.

Warner: I think we should break up.

Elle: What?!

Warner: I've been thinking about it, and I think it's the right thing to do.

Elle: (*loudly*) You're breaking up with me? I thought you were proposing.

Warner: Proposing? Elle! (*in a whisper*) If I'm gonna be a senator, well, I need to marry a Jackie, not a Merlin. (*laughs*)

Elle: So, you're breaking up with me because I'm too...blonde?
(*starts sobbing*)

Warner: No, that's not entirely true.

Elle: So, when you said you would always love me, you were just dicking around? (*screeching*)

(everyone in the restaurant is still looking at Warner)

Warner: *(to everybody)* Bad salad...

As is seen, Warner appears in a very awkward situation, which he created himself. In front of dozens of people, he is on the verge of losing his face or his self-image. So, he tries to deny the seriousness of the conflict not to appear as a complete idiot. Such tactic of face-saving is especially used in everyday communication. Moreover, the tactic of understatement of the situation is considered to be the most common tactic that is used in different kinds of comedies. It can be seen almost in each humorous film. Diminishing the real seriousness of the situation, a person saves his or her face in the eyes of other people.

One more example of the following tactic is shown almost at the end of the film. It is a complete contrast or opposition to the situation that was at the beginning of the film. From the very first episode Warner treated Elle as narrow-minded person, who is interested only in clothes, magazines and gossip. Elle loved Warner and wanted to show him that the colour of her hair does not depend on the level of her IQ. That is why she started studying law. At the very end of the film, Elle became a successful lawyer, she got the better of Warner and proved that knowledge does not depend on the appearance. After the successful judicial hearing, Warner meets Elle in the lobby.

Warner: Elle! Elle. Elle. Elle.

Elle: What?

Warner: I just wanted to say that you were ... so brilliant in there. And that ... I was wrong. And ... you are the girl for me.

Elle: Oooh ... Really?

Warner: Yes. Pooh Bear ... I love you.

Elle: Oh, Warner. I've waited so long to hear you say that... But if I'm gonna be a partner in a law firm by the time I'm 30, I need a boyfriend who's not such a complete bonehead.

Warner's friends come almost in the end of the conversation, but they heard a part of it. They were annoyed by the situation and asked him whether Elle broke up with him. Not wanting to appear awkward, or to look like his girlfriend left him? Warner answered them confidently.

Warner's friends: Did she leave you, Warner?

Warner: No... Of course not. I was going to break with her anyway.

So, this example shows that Warner wanted to make himself look better in the situation, where he was completely embarrassed or was made to look awkward. That is why he responded in such a way. He diminished the situation again and even made it better for him. Such denying of the seriousness of the topic or of the situation demonstrates Warner's unwillingness or fearfulness to look bad in his friends' eyes.

The *avoidance strategy* is distinguished by the desire to escape from the conflict. When analyzing this strategy, it is important to consider two options for its manifestation: when the subject of the conflict has no significant meaning for any of the interlocutors and is adequately reflected in the images of the conflict situation; when the subject of the dispute is significant for one or both parties, but is underestimated in the images of the conflict situation, that is, the participants of the conflict interaction consider the subject of the conflict as insignificant. In the first case, the conflict ends with a withdrawal, and in the second case, it may have a relapse. Interpersonal relationships when choosing this strategy are not subjected to major changes.

A person who adheres to this strategy, as in the previous case, seeks to avoid conflict. But the reasons for "leaving" in this case are different. A person who adopts a concession strategy sacrifices personal interests in favour of the interests of the opponent.

This may be due to the psychological characteristics of a person – the inability and unwillingness to engage in confrontation.

You can make concessions because of an inadequate assessment of the subject of the conflict - an understatement of its value for yourself. In this case, the adopted strategy is self-deception and does not lead to the resolution of the conflict.

And sometimes a concession may turn out to be only a tactical step towards achieving the main strategic goal – to sacrifice small things in order to win more.

With all the features of the assignment strategy highlighted, it is important to keep in mind that it is justified in cases where the conditions for resolving the conflict are not ripe. And in this case, it leads to a temporary “truce” on the path of the constructive resolution of the conflict situation.

The main representative of the *avoidance strategy* in the film is David Kidney. This is a person, who does everything not to get into a conflict. He does not care about saving his reputation. When he is already in some difficult situation, he tries to escape from it as quickly as possible. He is a typical turtle: in case of danger he hides in its carapace. For example, during the first class in law, the teacher (who was considered very strict and extremely demanding) wrote a quote on the blackboard and asked the students to guess by whom it was said.

Teacher: “The law is reason free from passion”. Does anyone know who spoke those immortal words? (*David is rising his hand doubtfully*)

Yes?

David: Aristotle.

Teacher: Are you sure?

David: (*hesitating*) Yes.

Teacher: Would you be willing to stake your life on it?

David: (*fearfully*) I think so.

Teacher: What about ... his life? (*pointing the finger at David's group mate*)

David: I don't know...

Teacher: Well ... I recommend knowing before speaking. The law leaves much room for interpretation ... but very little for self-doubt.

So, as it is seen from this dialogue, David is a typical turtle who is afraid of everything and everyone. He is the last person who wants to get into conflict situations. A rather strict teacher is for David a real problem, even a disaster. That is why he does not want to get into a quarrel or into conflict with her. If he said anything, she would tear him to pieces. Moreover, to get out of the dispute or conflict having saved your face is much more important than proving something to someone.

Avoiding or ignoring the troublesome situation means a passive non-cooperation characterized by reluctance to meet the opponent and protect one's own interests. A person simply avoids the conflict situation by shifting the topic or ignoring the other interlocutor. Many people prefer to maintain bad peace, which is, as we know, better than a good quarrel. Such a strategy is optimal when the situation is not particularly significant for you and it is not worth it to spend your strength and nerves on it. It happens that it is better not to get involved as the chances of changing anything are close to zero.

Psychologists consider avoiding a conflict the right strategy if there is any reason to believe that further development of events will be favourable for the participant in the conflict interaction or bringing him success without much effort or improving the balance of power in his favour will provide him with more favourable opportunities for settling the situation.

But evasion is not always justified; it is not always realized in a conscious (rational) form. An unconscious (irrational) flight from intractable circumstances is more often manifested. Often, a psychologically dependent person, in response to a conflict, claims or accusations, transfers the conversation to another topic, does not take responsibility for solving problems, does not see controversial issues, does not attach importance to disagreements. He denies the existence of conflict and considers it useless, tries not to get into such situations that provoke a confrontation.

With this face-saving strategy, the actions of the conflictologist should be aimed at helping the defending side get out of the situation, not giving in, but not insisting on their own, refraining from entering into disputes and discussions in any way, from expressing their position.

There are also such moments, when it is very easy to lose your face in the eyes of the people surrounding you. This is a case of the *adaptation strategy*, where a person acts like a pussy Teddy Bear, full of warmth and softness, desires to please everyone and does not want to hurt anyone. Elle is presented to be such a person till the middle of the film. From the first glance she appears to be a girl who is interested only in parties and various sweet events, pink things and fashion magazines. She looks like a typical blond who is interested in nothing serious but after being taken in, she starts studying hard, spending much time in libraries and reading different books on law, so she becomes an overachiever who is hold up as an example.

Elle finds everybody interesting, cool, kind, helpful and so on. May be her pink glasses help her to perceive the world more brightly and innocently. She is very kind, warm, trustful and lovely, she tries to see something good in each person.

Teacher: Now, I assume all of you have read pages one to forty-eight, and are now well-versed in subject matter jurisdiction. Who can tell us about Gordon vs Steele? Let's call on someone from the hot zone.

(chuckling and coming closer to Elle)

Elle Woods?

Elle: Oh...*(smiling slightly)* Actually, I wasn't aware that we had an assignment.

Teacher: Oh... *(chuckling and coming closer to Vivien)* Vivian Kensington. Do you think it's acceptable that Miss Woods is not prepared?

Vivian: *(smiling slyly)* No. I don't.

Teacher: Would you support my decision to ask her to leave class, and to turn only when she is prepared?

Vivian: Absolutely.

Teacher: Good.

(Elle huffs and leaves the class)

So, as it can be observed, Elle did not manage to stand for herself in this, almost conflict, situation. However it is rather difficult to save your face, when a class full of people is looking at you while the teacher starts abusing you because of the absence of homework. In this case Elle uses the avoidance strategy, because no other strategy is suitable to this situation. If Elle started arguing with the teacher, she would get much more problems than she has now. So, the only reasonable way was just to leave the classroom.

With this type of strategy, a person's actions are primarily aimed at maintaining or restoring favourable relations with an opponent by smoothing out disagreements at the expense of their own interests. This approach is possible when the contribution of the individual is not too large or when the subject of disagreement is more significant for the opponent than for the individual. Such behaviour in a conflict is applied if the situation is not particularly significant, if it is more important to maintain good relations than to defend one's own interests, or the individual has little chance of winning.

Adaptation style means that one side acts together with the other side and does not try to defend its own

Another bright example to demonstrate this strategy is the episode when Elle meets Warner after the first horrible class (during which Vivian contributed to the fact that Elle was "kicked out" of class) in Harvard. Elle goes out of the university building and sits on the bench. Warner sees her and comes closer. While their conversation in progress, Vivien comes.

Warner: Hey.

- Elle:** Hi, Warner. So how was your summer?
- Warner:** Good. It was good.
- Elle:** Did you do anything exciting?
(*Vivien comes*)
- Warner:** (*chuckling*) Hey! Have ... Have you met Viv...ian?
- Vivien:** Oh, hi. Vivian Kensington
- Elle:** Do you know her?
- Warner:** She's ...
- Vivien:** I'm his fiancée.
- Elle:** (*shocked*) I'm ... I'm sorry. I just hallucinated. What?
- Warner:** Yeah ... She ... She was my girlfriend in prep school. Well, we got back together this summer at my grandmother's birthday party.
- Vivien:** Warner told me all about you. You're famous at our club (*sarcastically*). But he didn't tell me you'd here.
- Warner:** Pooh Bear. I didn't know she would be here.
- Elle:** Excuse me. (*goes*)

So, from this example we can see that Elle gets into an unpleasant situation once again. As for Warner's and Vivien's manner of behaviour, they look very mean and even disgusting. Elle has no other choice than simply to leave. In this type of the situation she did not manage to save her face from losing the reputation. She gave up her interests and even her self-confidence in order to avoid confrontation. She has a very low self-esteem in the first part of the film. This makes her more impressionable and dependent on other people's words. However, everything will change completely after the day when she finally realized that she does not need to prove somebody something and starts living not for Warner but for herself. Only then she will be able to save her face in any unpleasant situation or even conflict, and only then she realizes that all her past was lived only for one person, and that person was not she, but Warner.

The next strategy that is presented in the film is the *cooperation strategy*.

Cooperation means that the interlocutor actively participates in the search for a solution that will satisfy all participants of the communication process and at the same time reboots his own interests. Here, in working out a common solution, an open exchange of views, the interest of all parties to the conflict, are supposed. This form requires continuous work with the participation of all parties.

The style of cooperation is used if, while defending one's own interests, an individual is forced to take into account the needs and desires of the other side. This style requires the ability to explain one's desires, listen to each other, and restrain one's emotions. The absence of at least one of these skills makes this style ineffective. It is used in the following cases:

- it is necessary to find a common solution if each of the approaches to the problem is important and does not allow compromise solutions;
- opponents have long-lasting, strong and interdependent relationships;
- the main goal is to gain joint work experience;
- the parties are able to listen to each other and state the essence of their interests;
- an integration of points of view and the strengthening of the personal involvement of the interlocutors is necessary.

One of the greatest examples of the cooperation strategy is the episode, when Elle meets David (her group mate who is very timid) near the campus talking to a girl, who was strolling with her friend. David is a book worm, who is not popular among girls at all and who is considered to be a loser. He lacks self-confidence and courage, which are important traits of character. Elle respects David and thinks that he is a very good person. In the university only he and Emmett communicate with Elle and perceive her as an equal interlocutor to them. They do not pay attention to the colour of her hair or clothes. So, now Elle wants to help David in his problem. She is as wise as an owl and thinks out how to change people's opinion to David. So, she turns his unsuccessful conversation into a real unexpectedness for the girls.

- David:** So I called your room last night.
- Girl1:** I heard.
- David:** I was thinking maybe we could go out sometime?
- Girl1:** No, you're a dork
(Girls are giggling)
- David:** I'm in ... law school.
- Girl1:** Look. I'm not gonna go out with you. I can't believe you'd even ask. Girls like me don't go out with losers like you. Let's get out of here.
- Elle:** *(to David)* Excuse me.
(slaps David in the face)
Why don't you call me?
- David:** What?
- Elle:** We spent a beautiful night together and I never hear from you again?
- David:** I ... I'm sorry?
- Elle:** Sorry for what? For breaking my heart? Or for giving me the greatest pleasure I've ever known and then just taking it away?
- David:** Both?
- Elle:** Well, forget it. I've already spent too many ours crying over you. *(goes)*
- Girl1:** *(to David)* So ... when did you wanna go out?
- David:** *(is shocked and exhales)*

As it is seen, Elle can easily operate with various kinds of strategies. She is a real psychologist, who wants to help people with solving their problems.

A cooperation strategy is a way to resolve conflicts when the needs and questions of each side are taken into account and partners come to a mutually satisfactory solution. In the process of cooperation, people discuss topics and their attitude to them, highlight what is most important for them, and find a solution that suits both parties.

Collaboration is mutually beneficial because a solution to the conflict satisfies both parties. If we talk about satisfaction with relations, cooperation is positive, because both parties feel that they are considered with their opinions. Partners begin to exchange ideas, weigh and ponder the information. Whatever decision was made, they did their best to cooperate. In practice, it turns out that cooperation is the most acceptable and most effective way to resolve the conflict.

This constructive discussion of controversial issues requires certain skills. It should be noted that in this case a huge role is played by the mutual attitudes of the parties to the conflict on a constructive solution to the problems that arise. In this regard, the readiness of people is important: to consider the conflict as a normal event, even contributing, if properly managed, to a more creative decision; show confidence and be frank in relation to others; recognize and, most importantly, be sure to follow the obligations assumed within the framework of the general decision; consider that each participant in the conflict has equal rights in its resolution and the point of view of everyone has the right to exist; to believe that no one should be sacrificed in the interests of all.

So, cooperation involves defending one's own interests and taking into account the needs and desires of the other side. Obviously, this approach is the most difficult, as it requires rigorous and lengthy work. After all, the purpose of cooperation is to develop a long-term mutually beneficial solution, and this requires tolerance, the ability to explain one's desires, listen to each other, and restrain one's emotions. The absence of one of these conditions makes this behaviour strategy less effective.

One of the described strategies for conflict behaviour cannot be recognized as the best. It is important to learn how to effectively use each of them, to justify one or another choice taking into account specific circumstances, to adhere to an approach in which the parties could find the optimal solution to the escalated contradictions. The best advisers in choosing a particular conflict behaviour strategy are knowledge, experience, a desire for a real solution to problems, as well as respect for the partner and a high culture of business communication.

Cooperation, as well as confrontation, is aimed at maximizing the realization by the participants in the conflict of their own interests. But unlike the competitive style, cooperation does not imply an individual, but a joint search for a solution that meets the aspirations of all parties. This is possible with timely and accurate diagnosis of the problem that gave rise to the conflict situation, an understanding of both the external manifestations and the hidden causes of the conflict, the willingness of the parties to act together to achieve a common goal. Unlike a compromise, where the problem is partially solved at the level of positions, cooperation requires a transition from the level of positions to a deeper level of fundamental interests. As a result, instead of the seeming impossibility of solving the problem, compatibility and commonality of interests are revealed. The style of cooperation is readily used by those who perceive the conflict as a natural phenomenon of social life, as a need to solve a particular problem without harming any side. It is he who underlies the installation of tolerance. In a conflict situation, the possibility of cooperation appears in the following cases: the problem that caused disagreement appears to be important for the conflicting parties and each of them has no intention to evade their mutual solution; conflicting parties have approximately equal rank, potential or status or do not pay attention to the difference in their positions at all; each side wants to voluntarily and on an equal footing discuss disputed issues in order to, ultimately, come to full agreement on a mutually beneficial solution to a problem that is significant for all; the parties involved in the conflict act as partners, trust each other, reckon with the needs, fears and preferences of the opponent; there are necessary resources (including temporary) to resolve the conflict.

A special place in the choice of this strategy plays the subject of the conflict. If the subject of the conflict is of vital importance for one or both sides of the conflict interaction, then there can be no possible cooperation. In this case, only the choice of struggle, rivalry is possible. Cooperation is possible only when the complex subject of the conflict allows the manoeuvre of the interests of the warring parties, ensuring their coexistence within the framework of the problem

and the development of events in a favourable direction. Where both sides win, people are more likely to execute decisions. But this strategy can only be used if both sides are ready to move closer, which is the main difficulty. The first steps to overcome the conflict are not easy. It is necessary to overcome a number of barriers: aggression, fear, distrust, fears that make it difficult to adequately perceive the conflict situation.

Cooperation in our lives rarely exists alone, in sterile purity. It often contains elements of any other style of response. Moreover, quite often before coming to cooperation, one has to start with rivalry, concessions or other forms of interaction with a partner. With some people, normal communication is generally possible only after they are put into their place. But at the same time, all other strategies in the complex process of cooperation play a subordinate role; they create sooner a psychological factor in the development of relations between the participants of the conflict. Taking into consideration this description, we note that there is no single strategy that is equally acceptable in any situation. Each strategy works well in the specific circumstances defined above as conditions for the effectiveness of a style of behaviour. Most people tend to use the usual scenarios of conflict interaction, having one or two behavioural strategies in their repertoire, while high conflict competence consists in being able to vary them and adequately make the choice necessary for these relations right here and now.

Moreover, one of the tactics of the cooperation strategy is used in the film. This tactic may be seen while watching the second part of the same film, where Elle together with some group mates are having practice as lawyers in the courtroom. The case is rather difficult but Elle manages to find out who is guilty. After this court case Elle is perceived by her acquaintances in another way. So, she uses *the tactic of collecting information about the conflict, about the essence of the problem, about the enemy*. She meets one of the witnesses of crime (Mr. Salvatore) and realizes that he was lying in the courtroom. He just wanted to save his face and hide the fact that he is homosexual. However, Elle lighted upon a secret to Emmett and saved her reputation as a future lawyer.

- Elle:** I'd like to ask a couple of questions.
(*to Mr. Salvatore*) Did you ever take Mrs. Windham a date?
- Mr. Salvatore:** Yes.
- Elle:** Where?
- Mr. Salvatore:** A restaurant Concord, where no one could recognize us.
- Elle:** How long have you been sleeping with Mrs. Windham?
- Mr. Salvatore:** Three month.
- Elle:** And your boyfriend's name is?
- Mr. Salvatore:** Chuck.
- Elle:** Right.
(*all gasping*)
- Mr. Salvatore:** Pardon... Pardon me.
- Elle:** Yes, Mr. Salvatore?
- Mr. Salvatore:** I was confused. I thought you said "friend", Chuck is just a friend.
- Chuck:** (*from the back row*) You were lying me!
(*all exclaiming*)

As is seen, Elle is saving her face in a very intelligent way. And it is only one half of her fame. Elle collected a lot of information about this witness and now she is able to present the truth to the court. Moreover, here two strategies are presented. One is a competing strategy (Elle is doing everything to prove that her interlocutor is wrong and is lying) and the other one is the cooperation strategy (Elle proves all this to help her acquaintance, who is not guilty). So, a conclusion to the following strategy can be made: choosing a cooperation strategy, the subject of the conflict is configured to resolve the conflict in such a way that it is beneficial to almost all participants. Moreover, here not only the position of the opponent or opponents is taken into account, but there is a desire to ensure that their requirements are as satisfied as possible, as well as their own.

Elle used the main human actions in the cooperation strategy the one of information about the opponent, the subject of the conflict and the conflict itself,

counting the resources of all participants in the interaction in order to develop alternative proposals, an open discussion of the conflict, the desire to identify it.

Cooperation is focused mainly on understanding the opposite position, attention to the opponent's point of view and finding a solution that suits everyone. Thanks to this approach, mutual respect, mutual understanding and trust can be achieved, which in the best way contributes to the development of long-term, strong and stable relations. Cooperation is most effective when the subject of the conflict is important for all its parties. However, it is important to note that in some situations it can be very difficult to find a solution that suits everyone, especially if the opponent is not inclined to cooperate. In this case, the "Cooperation" strategy can only complicate the conflict and delay its resolution for an indefinite period.

There is also an example of the *compromise strategy* in the film. In a compromise, the actions of the participants are aimed at finding a solution through mutual concessions, at developing an interim solution that suits both parties, in which no one really wins, but does not lose. This style of behaviour is applicable provided that the opponents have the same power, have mutually exclusive interests, they do not have a large reserve of time to find the best solution, they are satisfied with an interim solution for a certain period of time.

The style of compromise resembles the style of cooperation, but is carried out on a more superficial level, since the parties are inferior in some respects to each other.

This style is most effective when both sides want the same thing, but they know that at the same time it is impossible. Let us consider, for example, the desire to occupy the same position or the same premises for work. This approach to conflict resolution can be used in the following situations:

- both sides have equally convincing arguments and have the same power;
- satisfaction of the desire of each of the opponents is not very important;
- opponents can arrange a temporary solution, since there is no time to work out another, or other approaches to solving the problem have been ineffective;

- a compromise will allow the opponents to get at least something.

In this film, a typical representative of the compromise strategy is Vivien. It is manifested almost in all her conversations with other people. She usually tries to get what she wants and she always proves that only she is right. Vivien is shown to be as sly as a fox who likes to deceive people. For example, the sly nature of Vivien can be observed from the episode, where Vivien asks Elle to tell her everything about the case in the court, for her to win this case or she will tell everyone that she “has some relationships” with their teacher though it is not true.

Vivien: Hey, Elle!

Elle: Yes?

Vivien: Do you wanna your groupmates know something intimate about you and Callahan?

Elle: What?! What are you talking about?

Vivien: Have you forgotten what happened in the classroom?

Elle: There was nothing in the classroom.

Vivien: No, there was. And if you wanna keep in a secret than you should help me.

Elle: Do whatever you want!

A compromise strategy of behaviour is characterized by a balance of interests of conflicting parties at an average level. Otherwise, it can be called a mutual concession strategy. When analyzing this strategy, it is important to keep in mind a number of significant points: a compromise cannot be considered as a way to resolve the conflict. Mutual concession is often a step towards finding an acceptable solution to the problem; sometimes a compromise can exhaust a conflict situation. This occurs when the circumstances that caused the tension change; a compromise can take an active and passive form. An active form of the compromise can be manifested in the conclusion of clear agreements, the adoption of certain obligations, etc. A passive compromise is nothing more than a refusal to take any active actions to achieve certain mutual concessions under certain conditions. A compromise often serves only as a temporary solution, since not one

of the parties fully satisfies its interests, and the basis for the conflict remains. If the compromise is not equal for both parties, and one of them is inferior to the other than the other, then the risk of a resumption of the conflict becomes even higher.

Character	Strategy(-ies)	Comments
<i>Elle Woods</i>	Cooperation strategy Competing strategy	Her prevailing strategy is cooperation strategy. She knows how to solve the conflict situation in a good way and she can do it easily. Despite the fact that everyone perceives Elle as a blonde, she shows them all that the hair colour isn't important. She is able to save her face almost in all situations. Furthermore, she helps others to save their face in various conflict situations.
<i>Vivian Kensington</i>	Competing strategy Compromise strategy	Her prevailing strategy is Competing strategy, however she uses compromise strategy also quite often. Vivian is shown as a leader, who wants to become the best of all. Moreover, she is a

		teachers' pet. She does everything to win their attention. In various conflict situations she prefers competing with the interlocutor to show him that only her opinion is correct.
<i>Warner Huntington III</i>	Avoidance strategy Adaptation strategy	Warner behaves uncertainly in all difficult or uncomfortable situations. He would better avoid the conflict by shifting the topic or adapt to Vivian's opinion while solving a difficult situations. He lacks self-confidence and courage.
<i>David Kidney</i>	Avoidance strategy	David uses the same strategy in communication as Warner does. David is too timid to express his opinion. He usually hides from the conflict or disagreement.

Table 1. Prevailing strategies in the film

2.2 Interactional characteristics of face-saving strategies in real life (results of the author's survey)

Each person, who lives in the today's world where modern technologies such as gadgets play a significant role, knows that the face-to-face communication is extremely vital, because no one can exist without it. Moreover, everyone has his or her own "face" (reputation) which should be protected or saved from various kinds of threats that may appear in the daily communication with friends, colleagues, relatives or simply strangers. So, people should maintain the good relationships in order to make communication run smooth and not to create conflict situations.

If any problems occur, for example, any kind of conflict situation appears, people should be aware of the existence of different face-saving strategies and use them properly in their everyday life. There are various kinds of them.

Analyzing the classification of face-saving strategies that was put forward by K.Thomas and R. Kilmann, it should be noticed that every individual resorts to these strategies in everyday communication. Sometimes people even do not notice that these strategies play an extremely important role in the modern society. Moreover, they cannot tell exactly which strategy prevails in their communication with other people. The one thing they are certain about is that the process of face-saving is significant in different kinds of cultures. That is why everyone should know how to protect their reputation in conflict situations.

The survey on different kinds of face-saving strategies can help people understand what strategies of solving various conflicts they resort to, which strategy prevails during negotiations or simply a conversation, which animal (according to K.Thomas and R. Kilmann) they are associated with etc. There are different tests and surveys on the topic of face-saving. All of them are different but the idea is common for them.

While writing this Diploma Paper I decided to create my own survey that will help people understand what type of face-saving strategies it is better to

choose, what strategies should be better avoided and what traits of character people employ in face-to-face interaction in real life.

Speaking more precisely, this survey was conducted among people, who were interested in the topic. Generally, there were 15 participants, who took part in this survey. Each person answered the questions about themselves and then read the results that were given after the survey.

The prevailing face-saving strategy



Choose the variant (A-E) that best describes or suits you. Do not pick an answer because it is what you think society would want. Be true to yourself and be as honest as possible, even if you do not like the answer.

- 1. Imagine that you are in a conflict situation with your colleagues when discussing a project. Select only one item.**

A.	Everyone should listen to my opinion concerning the project, because it is always correct. Other thoughts are wrong and even foolish.
B.	I would rather agree with someone else's opinion about the project than express my own one.
C.	I would avoid the conflict situation simply shifting the topic of the conversation.
D.	I would listen carefully to other people's thoughts and opinions, than I would choose the best of them and take it for my own.
E.	I would try to solve the conflict situation in such a way that everyone wins.

- 2. Which of these nouns best describe you in conflicts?**

A.	Impatience, authority
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B.	Courtliness, toadyism
C.	Shyness, cowardness
D.	Cunning, caution
E.	Wisdom, common sense.

3. **In a quarrel or in a conflict I would think:** _____.

A.	“For me nothing is as important as winning”
B.	“If I give up my interests and give in to another person, I would avoid confrontation”
C.	“Let’s talk about something pleasant and this matter let’s put off till tomorrow”
D.	“Maybe I will give in a little in this conflict, but only if you also are ready to give in”
E.	“I think, I am ready to solve the conflict in such a way that everyone wins”

4. **What is said about you? Select one item.**

A.	To win a conflict in a walk
B.	To be spineless in the conversation
C.	To shun the conflict
D.	To be a sly dog
E.	To take courage in both hands.

Results

<i>Most of answers</i>	<i>Prevailing strategy</i>	<i>Description of the strategy</i>
<i>A</i>	<u>Competing strategy</u>	You are, like a shark , that is strictly focused on victory at the time of attack. You seek to achieve

		satisfaction of your interests to the detriment of the interests of other people.
B	<u>Adaptation strategy</u>	You behave as a Teddy Bear , which without any efforts gives us a feeling of warmth and softness. You lack your own opinion in difficult situations. Moreover you desire to please everyone and not to offend anyone, so that there are no clashes.
C	<u>Avoidance strategy</u>	In conflict situations you are like a turtle , that in the moment of danger hides in its carapace. You are shy in communication with people and you also try to avoid or postpone discussing conflict issues.
D	<u>Compromise strategy</u>	In various types of conflicts you are like a fox , which behaviour combines caution and cunning. You act on the principle of partial satisfaction of interests of both parties to the conflict.
E	<u>Cooperation strategy</u>	You are compared to an owl , that openly recognizes the conflict, presents its interests, expresses its position and offers ways to get out of the conflict. In various conflicts you solve the problem, not blaming anyone.

The results of the survey are presented in the table 1. As we can observe, the prevailing strategy is the cooperation strategy that was chosen by the majority of people. Thus each of these eight people tried to solve different conflict situations by themselves not only to show others that they are able to cope with any difficulties. They do so because the concept of face plays a vital role in their lives. Moreover, as it is seen, these people maintain not only their own face, but also

reputations or faces of other participants of the conflict. It makes them look like real owls, known by their intelligence and wisdom.

On the second place among the face-saving strategies mentioned above three of them appear: the competing strategy, the adaptation strategy and the compromise strategy. Speaking about these three strategies it should be mentioned that all of them have one thing in common: people belonging to these types do not know anything about their faces, do not want to save them and simply are not interested in this topic at all. They would rather think how to get out of the conflict situation in the best way possible⁴ for example, they would think whether to adapt to or to stick to other people's opinions, to do everything to win or simply to find a compromise that would be advantageous for them.

On the third place there is the avoidance strategy. Here belong people who stay away from conflicts, because they do not know what to do if any difficulty appears. However they do not prevent conflicts from happening. These people usually are far from the hotbed.

It is quite interesting that people are compared to various kinds of animals: sharks, turtles, foxes, etc. This comparison helps them to imagine how they act in the real world knowing the most visible features of these animals. Furthermore, each participant of the survey was fond of such comparisons.

As it is seen, various strategies are used by people in their everyday communication. Some of them prefer the competing strategy, others – the adaptation strategy. However, everyone should remember one thing: it is an individual's own choice to stick to this or that strategy and nobody can influence them.

Table 2.

The prevailing strategy	Number of people (out of 15)	Comments
<i>Competing strategy</i>	2	(It is also known a suppression strategy)

		People behave in conflicts as sharks. Try to win each time. They do not know how but they want to save their face anyway.
<i>Adaptation strategy</i>	2	People lack their own opinion and try to stick to other people's opinions. Their face is not of great importance.
<i>Avoidance strategy</i>	1	People would better avoid the conflict than solve the problem. They do not think about their face at all.
<i>Compromise strategy</i>	2	Being as sly as a fox helps people to get away with a conflict. They do not know how to save their face, but try to do everything possible in a decisive manner.
<i>Cooperation strategy</i>	8	(Negotiation strategy is a substrategy) People try to maintain their face being logical in conflict situations. These people worry not only about their face, but also

		about other's ones.
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These are the five main strategies of saving people's face in a difficult situation or in a conflict. There are also two sub strategies: suppression and negotiation, but they are not usually referred to not as individual strategies but as components of the competing strategy (suppression) and the cooperation strategy (negotiation). Suppression is applied chiefly if the subject of the conflict is not clear or if the conflict has reached the destructive phase, i.e. became a direct threat to the participants; and also when it is impossible to enter into an open conflict for any reason or when there is a risk of "falling face in the mud", losing credibility, etc.

The main human actions in the "Suppression" strategy are the following:

- development and application of the system of norms and rules that can streamline relations between opponents and
- creation and maintenance of conditions that impede or impede the conflicting interaction of the parties.

Effective suppression of conflict is possible if the essence of the conflict is not clear enough, because this will nullify the mutual attacks of opponents and save them from the senseless waste of their energy. Suppression can also be effective when a continuation of the conflict can seriously harm both parties. But, resorting to suppression, it is important to correctly calculate your strengths, otherwise the situation may worsen and turn against you (if your opponent is stronger or he will have more resources). The issue of suppression should be approached thinking through all the details.

Negotiating is one of the most common conflict resolution strategies. By means of negotiations, both micro-conflicts (in families, organizations) and macro-level conflicts, i.e. conflicts of global and national scale.

People, who use this strategy:

- focus on finding a mutually beneficial solution;
- cease any aggressive action;

- pay attention to the opponent's position;
- carefully consider the next steps;

The “Negotiations” strategy allows the warring parties to find a common language without incurring any losses. It is very effective because it neutralizes the aggressive confrontation and smoothes out the situation and also gives the parties time to think about what is happening and look for new solutions. However, if negotiations suddenly drag out for some reason, this may be regarded by either side as avoiding the conflict or unwillingness to solve the problem, which may entail even more aggressive offensive actions.

Choosing a strategy for behaviour in a conflict should be as deliberate as possible, conscious and taking into account the peculiarities of the situation itself. A correctly selected strategy will give the maximum result, and a wrong one, on the contrary, can only aggravate the situation. Therefore, it is necessary to study this material carefully and try to apply the acquired knowledge in practice even in small things, because, having learned how to resolve small conflicts, you can effectively influence large ones. And also everyone should remember that it is better to prevent the occurrence of a conflict situation than to eliminate the already “raging flaming fire”.

Thus, as a result of the theoretical study of the types of behaviour of participants in a conflict situation we arrived at the following conclusions:

- conflicts play an extremely important role in the life of an individual, family, organization, state, society and humanity as a whole;
- there is no single universal theory of conflict, some scientists give the concept of conflict potential positive opportunities, others believe that conflicts should be avoided and if they arise, eliminated;
- the structure of each conflict includes: conflict relations, conflict contradictions, conflict reasons, parties to the conflict, object and subject;
- the image of the desired outcome of the conflict is the regulator of the specific actions of the participants in the conflict situation;

- depends on the nature of the conflict situation and on the behaviour of the parties to the conflict; speed of suppression of the emerging conflict;
- what is happening in the conflict has a decisive influence on its constructive or destructive outcome, on the resolution of the conflict and on its consequences;
- for a more effective resolution of the conflict it is necessary to choose a specific strategy of behaviour, the main strategies of behaviour are associated with the common source of any conflict – the discrepancy of the interests of the parties;
- the satisfaction of the interests of all conflicting parties leads to the disappearance of the conflict, and the risk of post-conflict complications is minimized;
- choosing a strategy of behaviour in a conflict it is advisable in each case to proceed from how important it is to achieve the result, on the one hand, and maintaining good relations on the other hand.

So, the following survey helps to see which strategy prevails in the interpersonal communication, whether it is the cooperation strategy or any other. Moreover, it provides explanation to the key points of people's behaviour in some difficult or even conflict situations. Furthermore, people can compare themselves to different kinds of animals that are the "images" or "representatives" of each strategy. Therefore, everyone, who wants to know about their belonging to this or that strategy, should try this short test.

Conclusions to Chapter Two

It is impossible to imagine life of humans without face-to-face communication. To communicate without any difficulties and disagreements,

people resort to different face-saving strategies and tactics. Moreover, they use these inevitable strategies to maintain good relationships with the person who is our interlocutor.

One more goal of face-saving strategies in practice is their ability to make the situation run smoothly, to prevent conflicts or when the conflict takes place, to solve it and to save one's reputation at the same time. In the modern world people use face-saving strategies almost every time when they communicate. The conversations may be of different types: between friends, teachers and students, colleagues, girls and their boyfriends etc. There is one thing these situations have in common – each participant of the conversation does not want to lose his or her reputation in the eyes of other people.

Different examples of face-saving strategies can be found in various kinds of films and TV series. Here the actual communication between people is shown and presented. In modern dialogical discourse all face-saving strategies and tactics are used. They can be observed in different British and American movies, especially in comedies, in which almost each episode is full of various conflicts, conversations and negotiations, where it is extremely important to save person's reputation.

Our practical Chapter contains analysis of face-saving strategies as the study of the film according to the classification worked out by K. Thomas and R. Kilmann, who described five main styles of behaviour in a conflict situation: *adaptation (the adaptation strategy)*, *evasion (the avoidance strategy)*, *confrontation (the competing strategy)*, *collaboration (the cooperation strategy)* and *compromise (the compromise strategy)*. This classification is based on two independent parameters: the degree of realization of the speaker's own interests, the achievement of the speaker's goals and the level of cooperation while taking into account the interests of the opponent. Usually people prefer only one kind of the strategies mentioned above.

The examples of face-saving strategies and tactics can be found not only in people's everyday communication. These strategies can be observed by taking a detached view, that is, by watching films. In the 21st century cinematography plays

an especially important role, because it helps people to find themselves in the situation of speech habits and behaviour of the characters.

Therefore, as it was mentioned already one of the examples of the use of face-saving strategies is the film “**Legally Blonde**” directed by Robert Luketic. It is an American comedy that was released in 2001. The leading roles were played by Reese Witherspoon, Luke Wilson, Matthew Davis and Selma Blair. This film is a bright example of one of the most important problems of the modern society: the problem of inequality. Elle wants and manages to prove that she is fairly treated by entering the most prestigious university in the USA and getting a Juris Doctor degree there, at the same university, as her ex-boyfriend Warner does.

The comedy is full of bright examples to illustrate the topic of this Diploma Paper. That is why a table of the most common face-saving strategies and tactics the characters of the movie resort to was made. There each character is represented with the help of a certain strategy that best describes his or her character, manner of behaviour and how he (she) deals with or solves the conflict situations.

GENERAL CONCLUSIONS

The linguistic term “face” and the face itself play a significant role in culture and language behaviour. Face is a sociological concept of a person’s self-esteem. The human face is constantly evolving and developing within the framework of social interaction. Every person in a social group has his or her own face, which he or she wants to protect against various kinds of threats. American sociologist Erving Goffman coined a sociological term “*face*”. The establisher defines it as an image of himself, which depends both on the rules and values of the society, and on the situation in which verbal interaction is takes place.

Within the framework of Goffman’s concepts of *image* or *face* and the most common concept of *politeness* that is based on it, humiliating one’s own face and enhancing the addressee’s communicative role is considered as an important element in politeness. Politeness is considered a conscious expression of respect and includes strategies and tactics to preserve the image. Although the speaker and the addressee are interested in saving face, in communication they have to perform speech acts that pose a threat to it.

The desire to maintain one’s self-image may correspond to the mutual desire of communicators not to restrict freedom and independence of actions or, on the contrary, to show both unity and approval. In accordance with the ethno-cultural conventions, the speaker chooses strategies of *positive* politeness that ensure identification of the interlocutors as partners with common interests, or strategies of *negative* politeness that emphasize the autonomy and independence of the speaker and addressee.

Politeness is a discursive concept. Scientists attribute it to perception and evaluation of verbal behaviour of both the speaker and the addressee. This or that degree of politeness is adequate in a certain frame that is within social experience and relations between communication partners.

Preserving face as one of the concepts of pragmatic linguistics is the topic that scientists are still interested in. That is why different theories are presented to

explain this concept. The most famous theories are those put forward by *K. Thomas and Ralph Kilmann, Paul Grice and Stella Ting-Toomey.*

Face-work is an extremely significant concept if we are eager to avoid and correct deceitfulness of face. That is why it includes several typologies of strategies.

Protection or defence mechanisms protect an individual's self-esteem, especially when he or she wants to avoid potential threats, excessive anxiety or negative consequences. The aim of such protection mechanisms is to maintain and increase self-esteem while preventing self-depreciation or social exclusion. Many defence mechanisms take the form of camouflage. In Western culture, where self-esteem relates to an individual's own self-esteem, this defence mechanism is an advantage for the speaker or user who actually applies tactics. Therefore, the defence mechanism works as a face-loss recovery strategy. Saving face or the image of a person involves the self-esteem of participants.

Face-saving tactics are actions that are used in order not to cause distress to a person during a conversation. In the conflict and its solution, the preservation or saving of face is always aimed at preserving the dignity, self-esteem, personality or good reputation of people that are involved in the conflicts or negotiations.

So, for the communication to proceed successfully, the communicators should pay special attention to maintaining good relations with the interlocutor. They need numerous and varied strategies of face-saving because self-image plays a great role in face-to-face communication. That is why people usually pay special attention to it. The loss of face leads to loss of dignity, self-esteem, and reputation to the other party involved in the negotiation. It also most always leads to humiliation and failure of negotiation process while face-saving leads to successful negotiations.

In our practical Chapter we carried out the analysis of face-saving strategies. We described five main styles of behaviour in a conflict situation: *adaptation (the adaptation strategy), evasion (the avoidance strategy), confrontation (the competing strategy), collaboration (the cooperation strategy) and compromise (the*

compromise strategy). This classification is based on two independent parameters: the degree of realization of the speaker's own interests, the achievement of the speaker's goals and the level of cooperation while taking into account the interests of the opponent. Usually people prefer only one kind of the strategies mentioned above.

RESUME

Людина живе в суспільстві, в якому вона спілкується з іншими людьми. Так як діалогічне мовлення не можливо спланувати чи підготувати заздалегідь, іноді буває так, що розмова чи переговори проходять не зовсім гладко, наприклад, може настати такий момент, коли хтось із учасників втрачає своє “обличчя”, свою репутацію. Важливо пам’ятати про концепцію “збереження обличчя” та її основні стратегії і тактики, щоб уникнути подібних ситуацій та підвищити ефективність процесу мовленнєвої взаємодії.

Стратегії також використовуються для того, щоб зробити ситуацію не конфліктною, тобто для того, аби вирішити певні незгоди, або, коли конфлікт відбувся, щоб його вирішити належним чином. Кожну із стратегій можна легко знайти не лише у нашому щоденному спілкуванні, але й у різних видах фільмів та телесеріалів. Кожна стратегія збереження обличчя застосовується в сучасному діалогічному дискурсі, і її можна широко спостерігати в різних британських та американських фільмах, особливо в комедіях, де практично кожен епізод наповнений різними моментами, коли надзвичайно важливо зберегти репутацію людини.

У майбутньому результати роботи можуть окреслити шляхи подальшого дослідження стратегій та тактик збереження обличчя як засобів успішної комунікації в англomовному діалогічному дискурсі, а також можуть бути корисними для тих, хто вивчає англійську мову як іноземну.

За теоретичну основу взято принцип кооперації Стелли Тінг-Тумі, класифікацію стратегій збереження репутації Кеннета Томаса та Ральфа Кілмена, а також теорію ввічливості П. Браун і С. Левінсона.

Дипломна робота складається зі вступу, двох розділів та висновків. У списку використаної літератури нараховується 65 джерел теоретичного матеріалу.

У першому розділі роботи увага зосереджується на теоретичному опису концепції обличчя, теорії переговорів, понятті збереження обличчя, а

також різним наукових класифікаціях тактик та стратегій збереження обличчя.

Розділ другий містить практичний аналіз стратегій та тактик збереження обличчя в сучасному англомовному діалоговому дискурсі на основі сучасної англійської кінематографії. Існує також опис найпоширеніших стратегій збереження обличчя, що допомагає людям зрозуміти поняття та роль збереження обличчя при спілкуванні з іншими людьми. Окрім цього, досліджено функції та роль тактик на матеріалі сучасних англомовних фільмів. Також в роботі обґрунтована важливість використання стратегій та тактик збереження репутації в сучасному суспільстві

Ключові слова: обличчя, стратегії і тактики збереження обличчя, діалогічний дискурс, теорія переговорів, особистісне спілкування, теорія ввічливості.

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