Conflict management analysis tools

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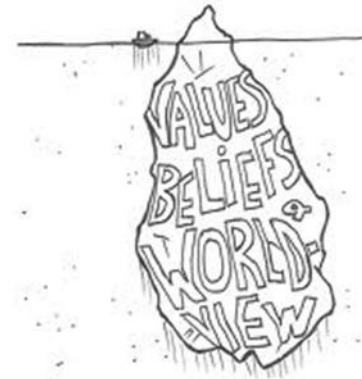
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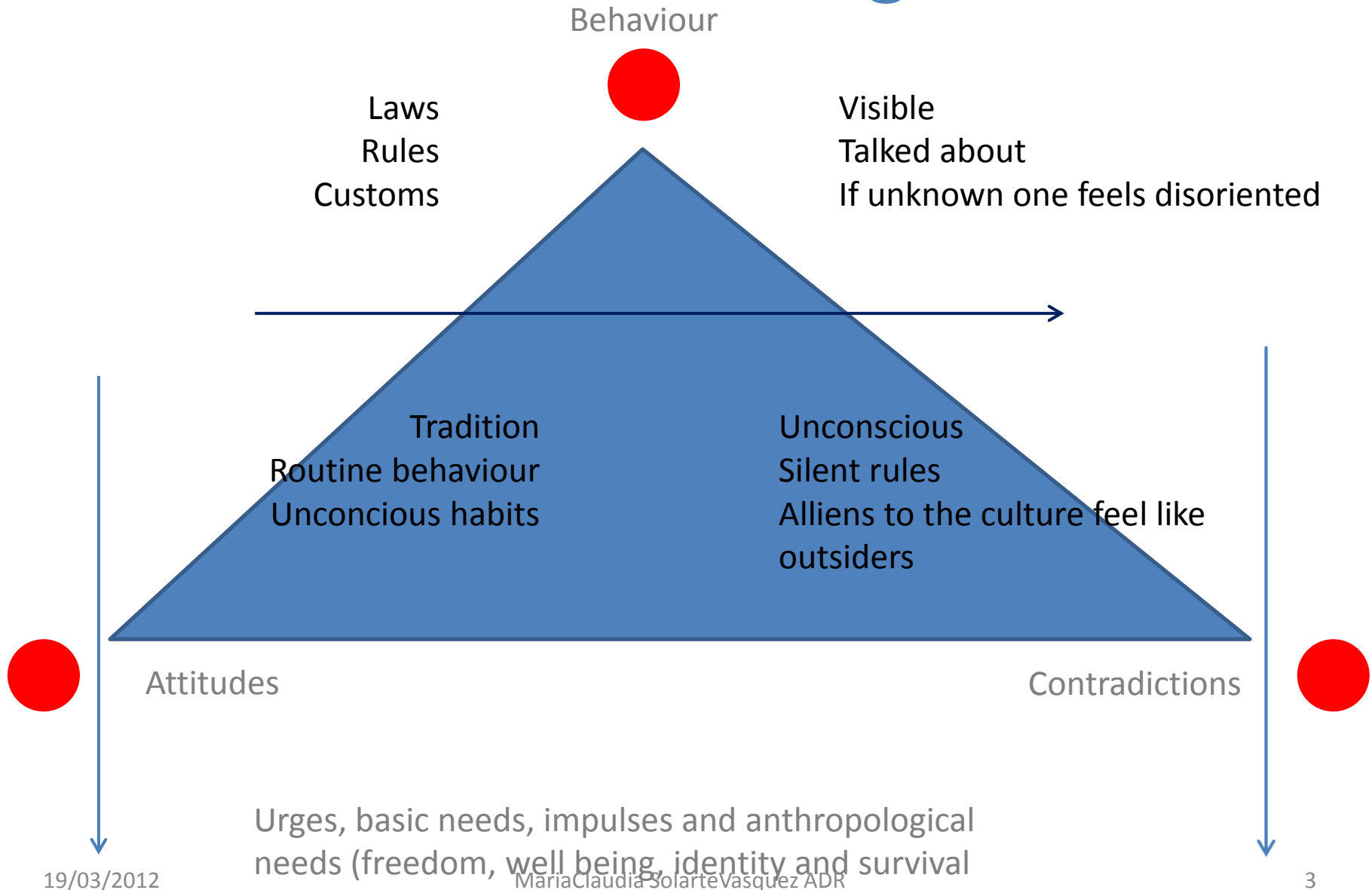
2012

Combined graphics on behaviour components

Adapted from Maslow (1970)

The iceberg of culture and behaviour methaphore

A more refined iceberg of culture

Behaviour

Laws
Rules
Customs

Visible
Talked about
If unknown one feels disoriented

Tradition
Routine behaviour
Unconcious habits

Unconscious
Silent rules
Alliens to the culture feel like outsiders

Attitudes

Contradictions

Urges, basic needs, impulses and anthropological needs (freedom, well being, identity and survival

Solving a conflict requires addressing its three components:

Behaviour: Correcting. Control of the external cannot be made without influencing attitudes and contradictions: Example: stopping verbal abuse

Attitudes: the product of combining emotions and cognitions. Empathy (understanding+compassion)

Contradictions: Deep structures, the root of conflict. A solution resides in here. Reframe. Innerworld, calm.

References

1. Transcend training materials. Peace University. Mediation program. Stadschlaining, 2003.

2. Castro, L. Galace, J.,Peace Education. A Pathway to a Culture of Peace. 2nd ed. 2010.

# Iceberg Model Graphic Analysis Tool

Actions and conducts can be just the manifestation of underlying conflicts. (hitting, insulting, disputing, lying) that are invisible and often irrational. Rationality put into deciphering the causes of external behaviour can deter violence and agression.

Feeling, emotions, opinions can fuel certain conducts (being hurt, feeling disconnected, powerless, or insecure). The context is equally important, one that defines our deeper understanding of the basic structures of power, clases, authority, good and bad, etc.

Awareness of the 'invisible' aspects of a conflict helps us to better understand the reasons, be compassionate and influence others through negotiation.

Conflicts that are already perceived and disputes that are running allow this type of analysis. A worker is being harrassed by the employer. Using the iceberg model, we can find the attitude(s), context(s) or contradiction(s) behind the conflict.

Describe
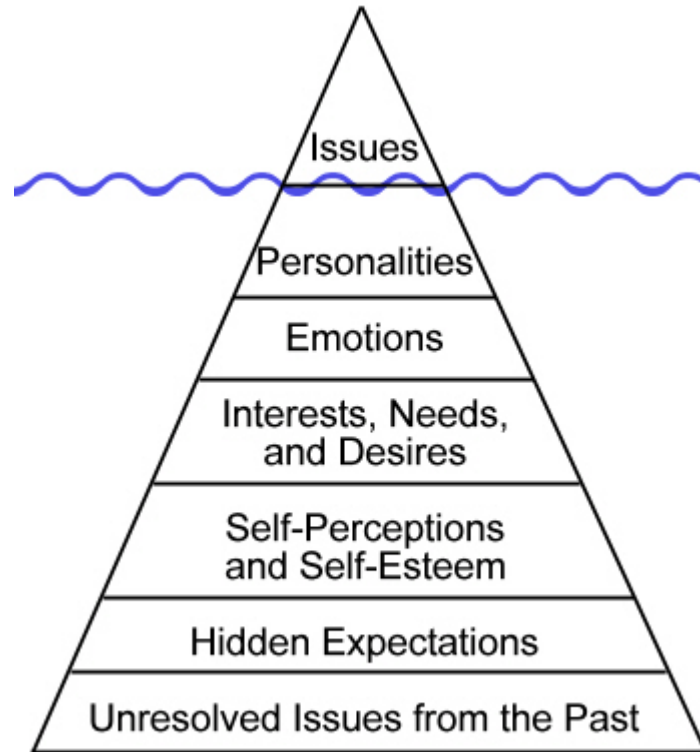
Conflict Tree Analysis Tool

A graphic tool, similar to the fishbone diagram. It helps identifying key problematic issues affecting a situation. The aim is to separate them later into three categories:

CAUSES: the equivalent to the unconscious part in the previous model. What is the source of the problem?

CORE PROBLEMS: Identification and formulation of the main issues. These shoudl reflect reflection and understanding of causes.

EFFECTS: Consequences

This is a scheme often used for strategic planning, a more elementary way than a swot analysis of a circular diagram.

Look up: Wolfram Zunzer in Fisher, S. Working with Conflict: Skills and Strategies for Action. London. , 2000.

Identify

Ishikawa (Fishbone) Diagram
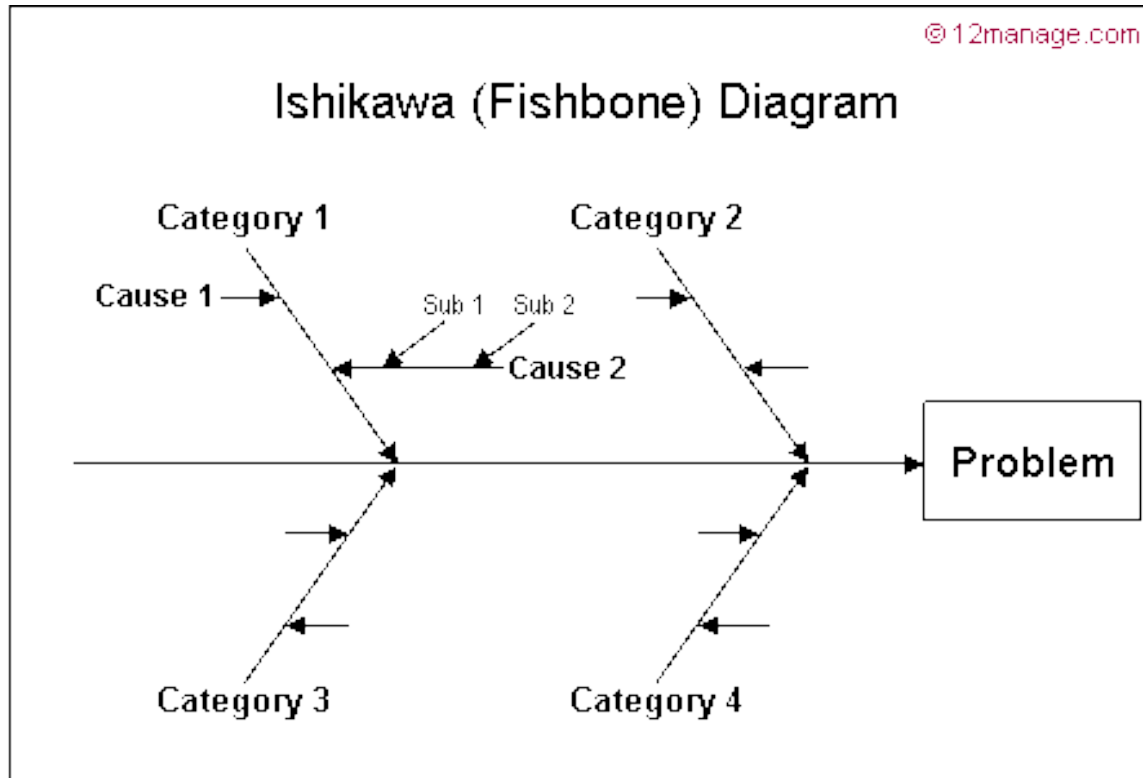
The Onion Analysis Tool

This model is based on the idea that conflict develops in layers. Only the superficial variables are perceivable and explicable at first. What lies at the core, explains conduct. This aproach distinguishes between needs, interests, concerns and wishes. What the parties want do not necesarily coincide with what they need.

The outer layer of the onion represents **positions** we allow everyone to see and hear
Underlying these are our **interests** , that require satisfaction and we should achieve .
At the core of the onion are **needs**, urges, the basic impulses which must be fulfilled for the conflicting parties to be truly satisfied with an outcome.

- A solution to the problem should meet most interests of all parties involved
- Acceptable solutions to a problem can be formulated in many ways
- The first agreement to reach is the one on DIFFERENCES
- Personalize, do not dehumanize

This is a section of any process of negotiation, compatible with our methodology for strategic planning

Inquire

Wishes:
positions

Needs and
basic urges

Interests and
concerns
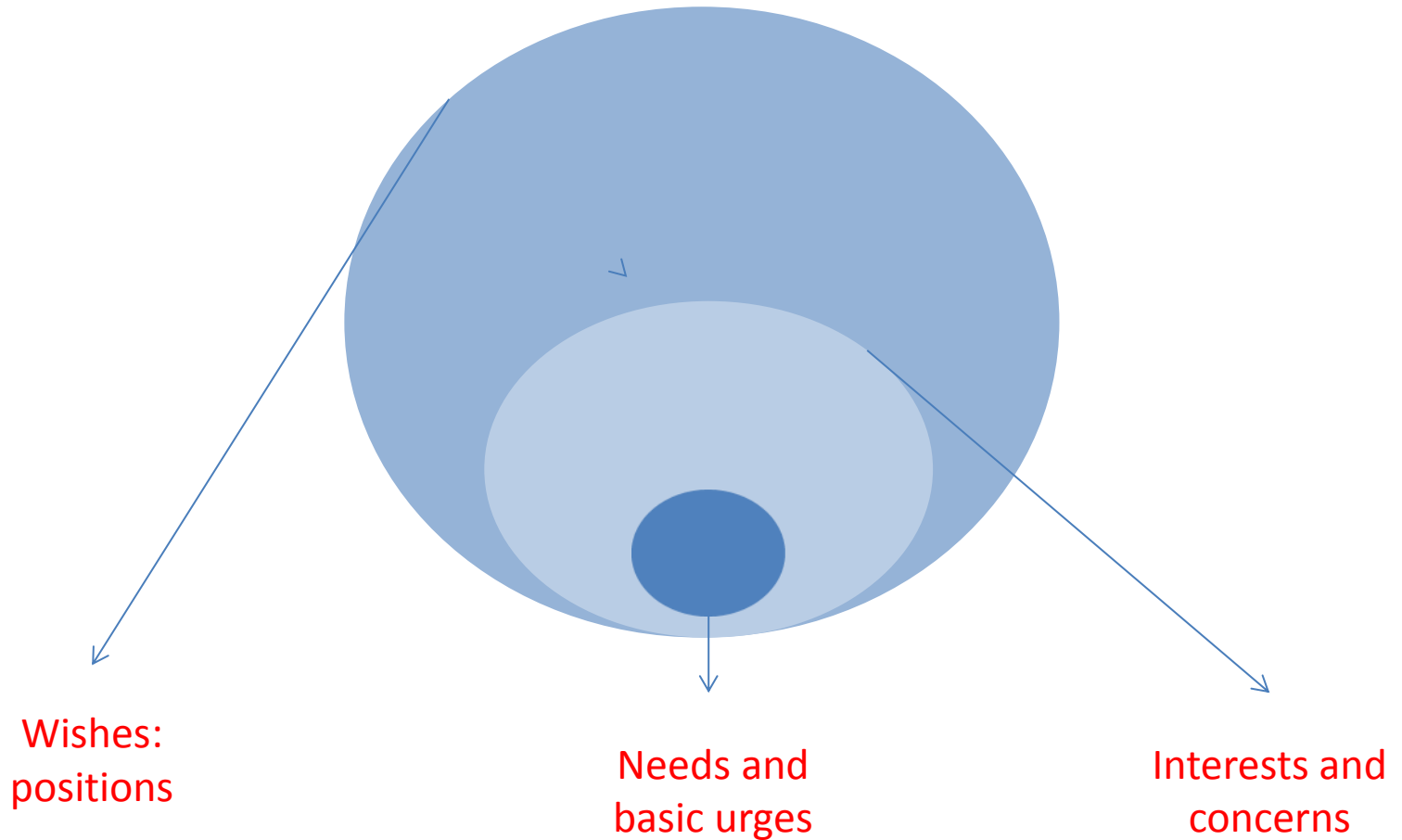
Triangle of Conflict Analysis Tool

Attitudes, Behaviours, Context

According to Johan Galtung, these are the basic elements of a conflict. They are connected in a triangular fashion where each element influences and is influenced by the others.

Attitudes psychological states of people involved in a conflict; perceptions and misperceptions of each other and of themselves, prejudice, stereotypes, favorability, etc. Attitudes include feelings and beliefs, and are influenced by emotions (distrust, apathy, anger, etc). Thay may cause or fuel problems because attitudes provoke reaction.

Behaviours Conduct, the events that can be described as incompatible, contradicting or disturbing. They are expressed with complex signs ranging from nagging and name calling to violence.

Context This is where the real or perceived "incompatibility of goals„ resides. Patterns found at this level reflect political, economic and societal understandings, processes and the adherence to institutional structures. For instance being unemployed is a condition that defines a context.

The Conflict Triangle can be used as a tool to analyse a conflict as a dynamic process where factors continually evolve and reshape, influencing each other..

Galtung´s Triangle
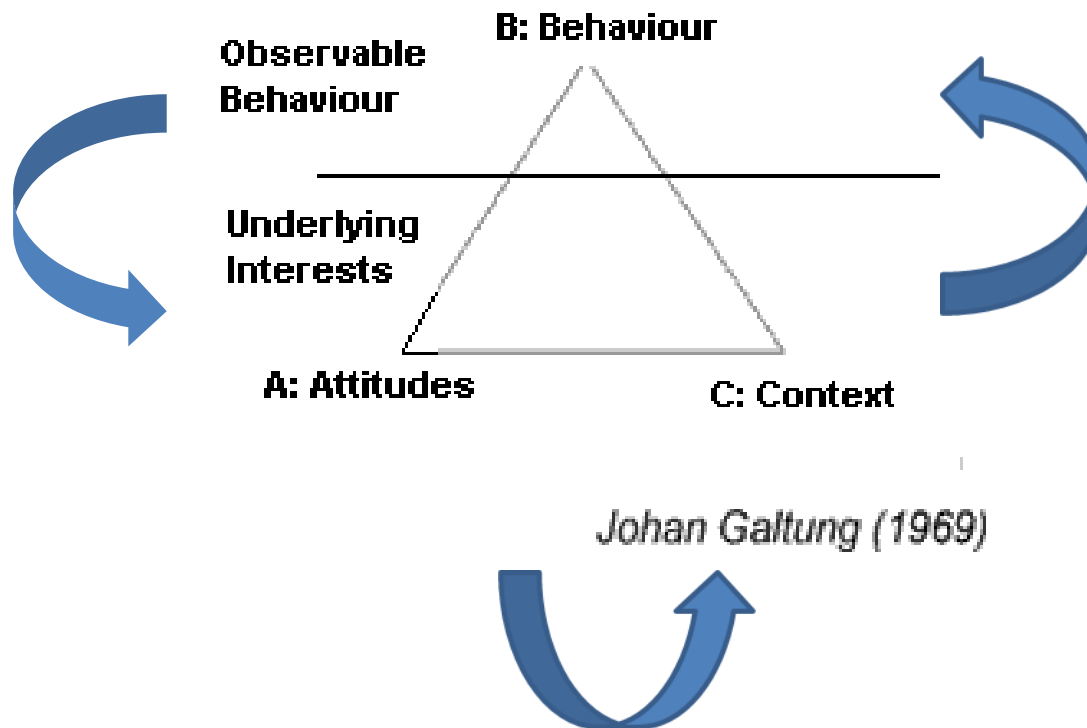
This set of diagrams and schemes intends to show the compatibility and suitability of all approaches. Combining them is convenient for the accurrate evaluation of a conflict.