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Part I  Generic theory and practice in conflict resolution  1

1  Paradigms, theories, and metaphors in conflict and conflict resolution: Coherence or confusion?  Dennis J. D. Sandole  3
A discussion of theory and research relevant to conflict initiation and escalation (with implications for resolution) at various levels — interpersonal to international — and the extent to which the literature reflects 'coherence or confusion'.

2  An analytical research agenda for conflict and conflict resolution  Daniel Druckman  25
A discussion of theory and research in conflict and conflict resolution organized in terms of a four-part framework: (1) structure of conflict; (2) processes of conflict; (3) influence on conflict behavior; and (4) the contexts for conflict.

3  Symptoms of cultural pathologies: A hypothesis  Mary Clark  43
This chapter is an exercise in hypothesis development regarding the fit between the social institutions that emerge from a particular worldview and the universal 'human needs' postulated by John Burton and others. In it the author suggests that not all cultural visions are 'equal' in meeting these needs, and proposes that a useful area for further philosophical inquiry is the identification of the ways in which, and the degree to which, various societies meet those needs, as a means for predicting and perhaps averting conflict.

4  Conflict resolution as a political philosophy  John W. Burton  55
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Delineation of a major approach to understanding protracted, deep-rooted conflicts, plus a needs-based approach to dealing with them, as a radical alternative to traditional modes of conflict management, settlement and resolution.

5 Complexity and cognitive equilibrium: Experimental results and their implications  John N. Warfield
A critique of traditional complex problem-solving in light of experimental data; and presentation and discussion of three laws related to complex group problem-solving derived from the data.

6 Problem-solving exercises and theories of conflict resolution  Christopher R. Mitchell
Examination of problem-solving workshops as one practical method for dealing with protracted, deep-rooted conflicts, and the utility of such workshops as theory-testing and theory-generating processes.

Part II Concepts and aspects of the resolution process  95

7 Managing differences in conflict resolution: The role of relational empathy  Benjamin J. Broome
This chapter proposes that conflict resolution should focus on the relationship between parties to a conflict, rather than solely on the views and needs of the individuals. Relational empathy is proposed as the concept that allows a shift in focus away from individual-centered resolution to the development of shared meaning: a 'third culture' that facilitates successful conflict resolution.

8 The healing function in political conflict resolution  Joseph V. Montville
This chapter analyzes the psychological nature of traumatic loss in political conflict, the ways that historic grievances are transmitted across generations, the psychology of victimhood, the need for the mourning of losses, and the role of contrition and forgiveness in the healing process. It also describes how the process works in small problem-solving workshops.

Part III Theory and practice at different levels  129

9 Conflict resolution in intercultural settings: Problems and prospects  Kevin Avruch and Peter W. Black
An examination of special problems that may arise when conflict theory and practice are applied to intercultural (inter-ethnic) situations. Intercultural conflict resolution requires, on the part of parties and intervenors alike, an analysis of disputes that is essentially a cultural analysis. The chapter outlines an appropriate approach for dealing with such situations.
The analyzing and resolving of class conflict
Richard E. Rubenstein
An analysis of the reasons that the field of conflict resolution has had difficulty coming to terms both theoretically and practically with conflicts between social classes. It explores the distinction between dispute settlement and conflict resolution and outlines a method of using analytical problem-solving techniques to deal with serious class conflicts.

Public organizations and policies in conflict: Notes on theory and practice
Brack Brown
Analyzes ways in which deep organizational-level conflict is reflected in the literatures of theory, conflict resolution, public administration, and public policy. It also outlines some of the conflict resolution theory and practice in public organizational settings.

Public-policy conflict resolution: The nexus between culture and process
Wallace Warfield
Examines how organizational culture frequently conflicts with the cultures of the organization's clients as the organization attempts to make and implement public policy. Societies in transition from totalitarian/autocratic to more democratic forms will be particularly affected by these circumstances as client cultures gain more access to public-policy services. This chapter discusses how to devise strategies to 'sell' and bring about more holistic resolution to these conflicts.

States, boundaries, and environmental security
Elise Boulding
Explores the distinction between 'national' and 'common' security and argues for reframing the issue away from the former and toward the latter. Explores the limitations of the state as provider of security and the characteristics of other entities that contribute to security. Examines the possibility of greater interfacing between state and non-state structures in the management of the more complex security problems of the next century.

Part IV
Relevance of theory to the practitioner

Theory and alternative dispute resolution: A contradiction in terms?
Joseph A. Scimecca
The chapter calls for the integration of conflict theory with what has become one of the fastest growing areas in the field: alternative dispute resolution (ADR). In the absence of such integration, the practitioners of ADR will lack insight into the generic nature of different disputes and will be mere technicians, not professionals.
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15 Using theory in conflict resolution practice  
John S. Murray  
This chapter traces the patterns of theory use by the practitioner in designing and facilitating a process for defining school-based management in a large suburban school district. The model used is a joint problem-solving process designed to achieve consensus among all interested stakeholders.

16 From theory to practice in environmental dispute resolution: Negotiating the transition  
Marcelle E. DuPraw  
Explores the conceptual framework and practical insights to which students should be exposed to enable them to make a smooth transition from student to practitioner. The focus is on environmental conflict resolution.

17 International conference diplomacy: Four principles  
John W. McDonald  
This chapter delineates four principles relevant to effective multilateral diplomacy and demonstrates their validity through reference to United Nations conferences that have taken place during the last twenty years.

Part V Feedback: What does it all mean?  
18 Relating theory to the practice of conflict resolution in South Africa  
Hugo van der Merwe  
Explores different frameworks through which the complementarity and interconnections of the preceding chapters can be examined and how these insights can provide suggestions for intervention in urban-governance conflicts in South Africa.

Epilogue: Future directions in theory and research  
Dennis J. D. Sandole  

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