

# Conflict Map

- I. Conflict Parties
  - A. Primary
    - 1. Who are the primary parties?
    - 2. What is the conflict style of each primary party for this conflict?
  - B. Secondary
    - 1. Who are the primary parties?
    - 2. What is the conflict style of each primary party for this conflict?
  - C. Tertiary
    - 1. Who are the primary parties?
    - 2. What is the conflict style of each primary party for this conflict?
- II. Description of the Conflict
  - A. How do the parties describe of the conflict?
  - B. If there are party representatives (lawyers), what are the representatives' description of the conflict.
  - C. What is your description of the conflict?
- III. Context Analysis
  - A. History
    - 1. What is the history of the relationship?
    - 2. How did the conflict develop?
    - 3. Is this conflict in the context of an ongoing relationship?
  - B. Culture
    - 1. High context or low context

High context means that the ways people communicate is highly dependent upon their culture. Indigenous societies, such as rural Laotians, have high context cultures. In contrast, the dominant North American culture is low context because the culture does not create meaning.

2. Gender considerations
  3. Matriarchal or patriarchal?
  - C. Values
    1. Survival or secular-rational?
    2. Traditional or self-expressive
    3. Does a religious belief dominate the basic value structures of the parties?
    4. Is the religious belief shared?
    5. If different, do the religious beliefs appear to conflict?
  - D. Climate
    1. Is the climate cooperative or competitive?
    2. What is the factual basis for the climate assessment?
- IV. Conflict Goals Analysis
- A. Assessment of goals in conflict
    1. Content
      - a) What are the substantive issues in the conflict?
      - b) Are issues power-based, rights-based, or interest-based?
  - B. Relationships
    1. How are the parties related in the conflict?
    2. What relational goals exist in the conflict?
  - C. Identity
    1. Who is each party in the conflict?
    2. What self-esteem or face issues present in the conflict?
    3. What other identity issues may exist?
  - D. Process
    1. How do the parties perceive the conflict to be resolved procedurally?
    2. Competitive or adversarial?
    3. Cooperative and constructive?
  - E. Assessment of parties' goal specialization
    - a) Are the parties' goal specializing?
    - b) Are the parties' goals transforming during the conflict?
- V. Power Analysis
- A. Assessing Power
    1. What are the relative power positions of each party?
    2. What are the primary resources of the high powered party?
      - a) Threats and promises
      - b) Information control
      - c) Special skills and abilities
      - d) Expertise about the task
      - e) Personal attractiveness and likability
      - f) Control over rewards/punishments
      - g) Moral standing
      - h) Legal standing
      - i) Legitimacy/recognition
      - j) External support

- k) Formal position in a group
  - l) Loyal allies
  - m) Persuasive skills
  - n) Control over critical group possessions
  - o) Other resource control
3. What are the primary resources of the low powered party?
- a) Threats and promises
  - b) Information control
  - c) Special skills and abilities
  - d) Expertise about the task
  - e) Personal attractiveness and likability
  - f) Control over rewards/punishments
  - g) Formal position in a group
  - h) Loyal allies
  - i) Persuasive skills
  - j) Control over critical group possessions
  - k) Other resource control
4. What are the effects of power?
5. Who is acting most conservatively?
- B. Evaluation of Power Imbalances
1. What are the power tactics that are being manifested?
- a) Threats and Promises
  - b) Does the party exercising this power have the ability to carry out the threat or promise?
  - c) Does the party exercising this power have the resolve to carry out the threat or promise?
  - d) If executed, is the consequence as bad or as good as the party exercising the power wishes it to be?
2. Issue control
- a) Are any issues being hidden?
  - b) Are any issues being withdrawn?
  - c) Are any issues not being raised?
  - d) Are any issues being mischaracterized or trivialized?
  - e) Is any party misdirecting attention away from issues?
  - f) Are the criteria for decisions being controlled by one person
3. Power denial
- a) Is one party denying that anything was communicated?
  - b) Is one party denying that something was communicated?
  - c) Is one party denying that something was communicated specifically to the other party?
  - d) Is one party denying the situation in which a communication occurred?

## VI. Conflict Cycle Analysis

- A. What is the conflict escalation stage?
- B. Are there conflict triangles or toxic triangles?

- C. Conflict Styles and Behaviors
  1. What conflict styles are being revealed?
  2. How would you plot the styles using Van Vliert's analysis?
- D. Evaluation of Emotion
  1. What are the parties' emotional responses to conflict?
  2. Which parties express emotion and which do not?
  3. What is the basis for the emotion?
- E. What are the perceived injustices experienced by the parties?
  1. Is injustice based on imbalanced perceptions of equity?
  2. Is injustice based on imbalanced perceptions of equality?
  3. Is injustice based on imbalanced perceptions of need?
- VII. Game Theory Analysis
  - A. Does the conflict appear to fit into one of the four social dilemmas?
  - B. What is the information state between the parties?
- VIII. Outcome Analysis
  - A. What are the needs of the parties?
    1. Restoration of relationship?
    2. Reconciliation of interests?
    3. Reconciliation of injustices?
    4. Should a process of apology, forgiveness, and repentance be considered?
  - B. What intervention process will be best for the parties?
    1. Facilitated negotiation
    2. Evaluative mediation
    3. Transformative mediation
    4. Narrative mediation
  - C. Do the parties need a conflict management system?
- IX. Conflict Management
  - A. Working with Goals
    1. Has each party clarified his or her goals?
    2. Can the parties' goals be restated in a collaborative way?
    3. Can the goals be changed?
  - B. Working With Power
    1. Can issues be reframed?
    2. Can the higher power person empower the lower power person?
    3. Can shared power strategies be invoked?
    4. Can the parties agree on primary group goals?
    5. Can group resources be made available to all parties?
    6. Can restraint be exercised?
    7. Can interdependence be fostered?
    8. Can calm persistence be fostered?
  - C. Are the parties actively engaged?
    1. Are parties speaking up?
    2. Who is remaining silent and why?
    3. Are parties presenting a balanced picture of strengths as well as weaknesses.

4. Are parties making clear their beliefs, values, and priorities?
5. Are the parties acknowledging the existence of each other's perceptions?
6. Are the parties' actions and words consistent with their beliefs, values and priorities?
7. Are the parties staying emotionally connected others even when things get intense.
8. Are the parties stating differences and allowing others to do the same?