

Conflict transformación and organizational development

Basic concepts



Rita Muckenhirn

October 2021

Triple Nexus

Sustainability



Conflict
Transformación

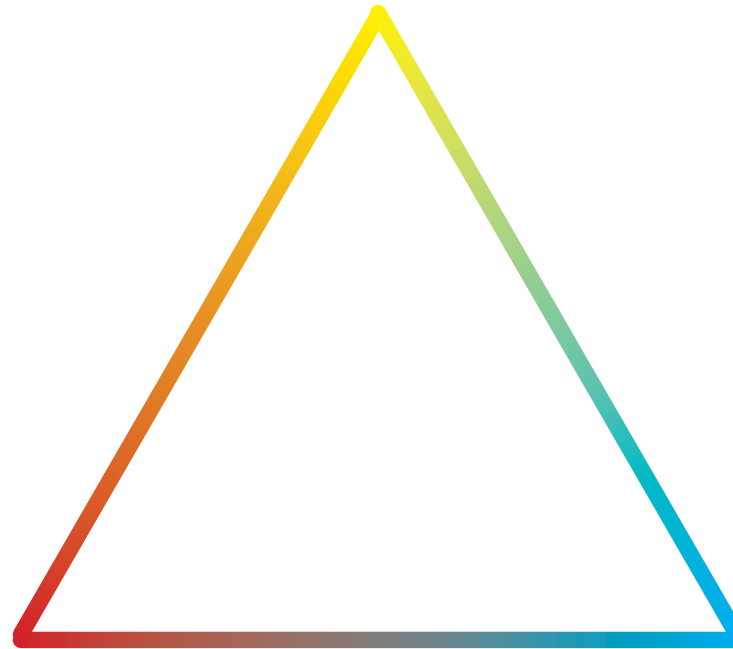
Humanitarian
Action

iiiThe co-parties have to deal with the Triple Nexus all the time and at the same time they are affected by the conflicts!!!

Johan Galtung's Violence Triad

Cultural Violence

Lack of intrinsic perception



Direct Violence

Rejection - Mistrust

Structural Violence

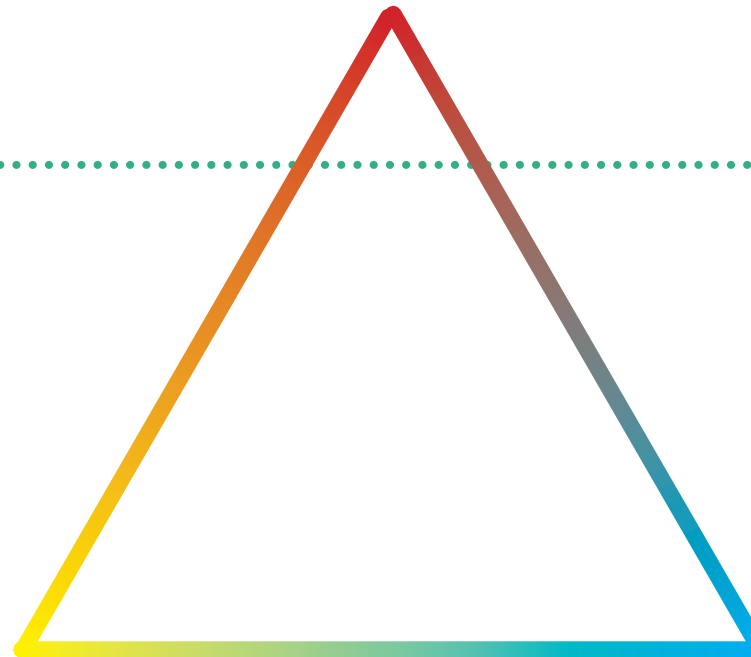
Attraction - Greed

Violence Triad

Direct Violence

visible

invisible



Cultural Violence

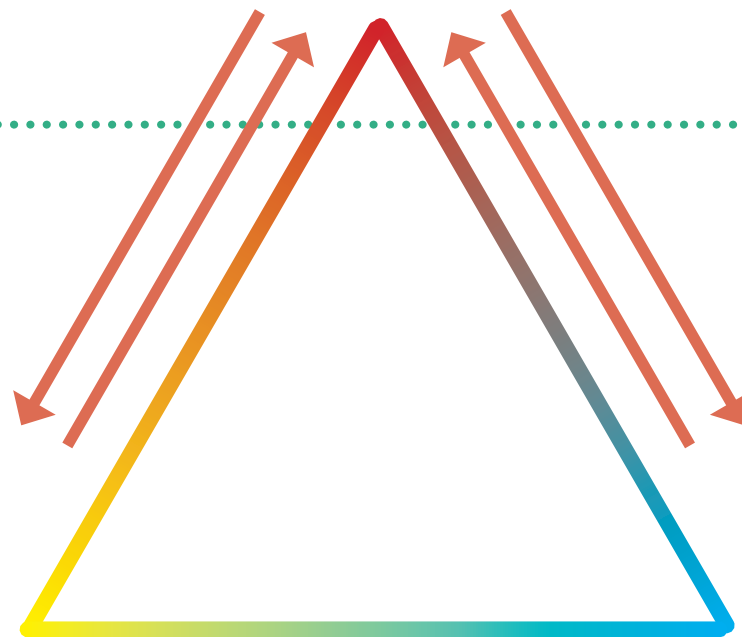
Structural Violence

Direct Violence

Physical
Sexual
Verbal
Digital
Psychological
Economic
Violence against things
Violence against nature

visible

invisible



Cultural Violence

Social norms
Values and beliefs
Empirical and formal science
Art, Language
Education, Religion
Ideology (... isms)
Paradigms
Worldviews

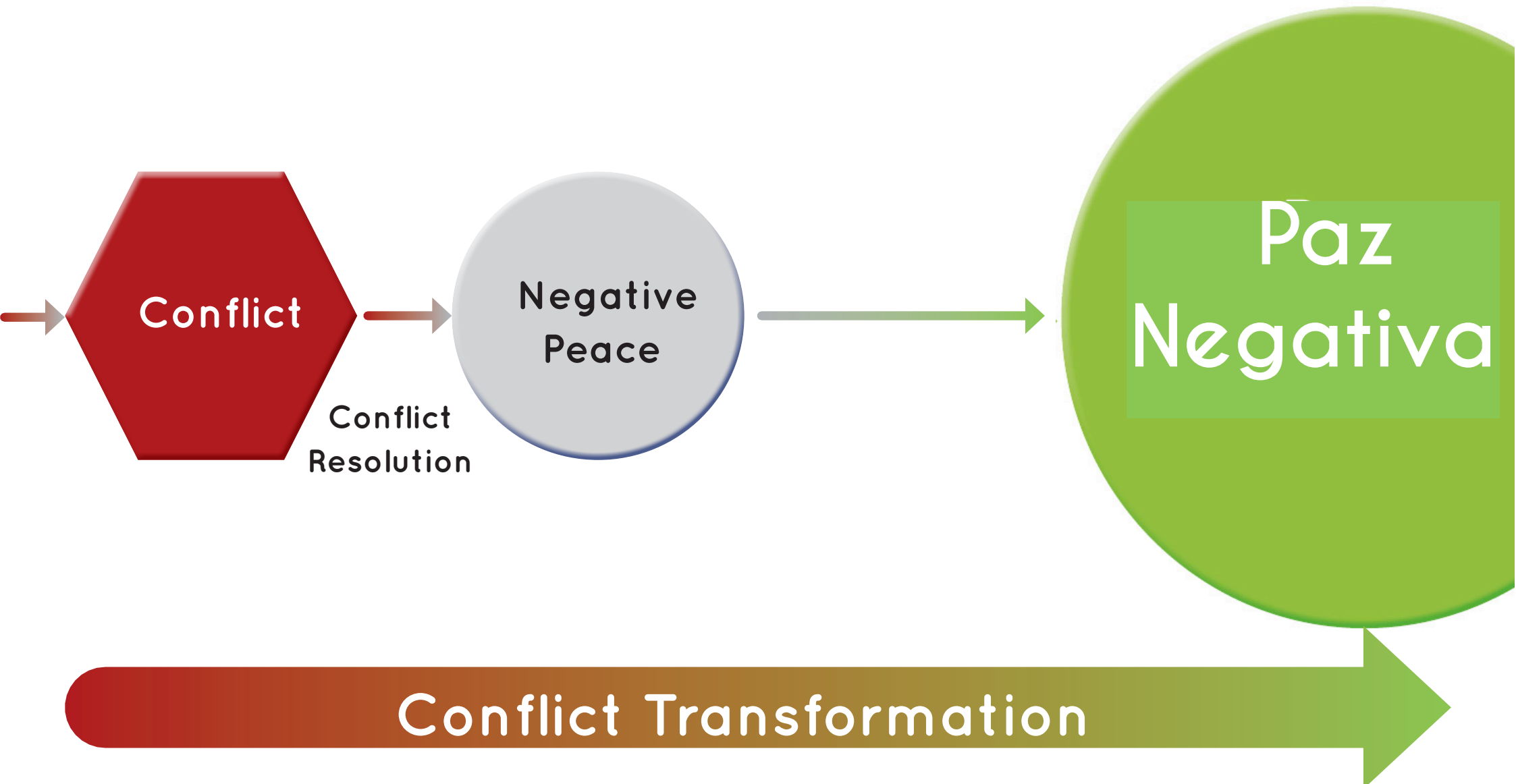
Violencia Estructural

Repression and exploitation
Social and ecological injustice
Rich-poor gap
(global and national)
Legal framework, financial system
Access to resources, services, justice...
(according to ...isms)

...reinforces...

...legitimise...

Conflict resolution and conflict transformation



Conflict transformation is...

...

- **envisualise and respond** to the **ebbs and flows of social conflict**
- as vital opportunities to **create processes of constructive change** that **reduce violence** and **increase justice in direct interaction and social structures**, and respond to **real-life problems in human relationships**.

John Paul Lederach (2009)

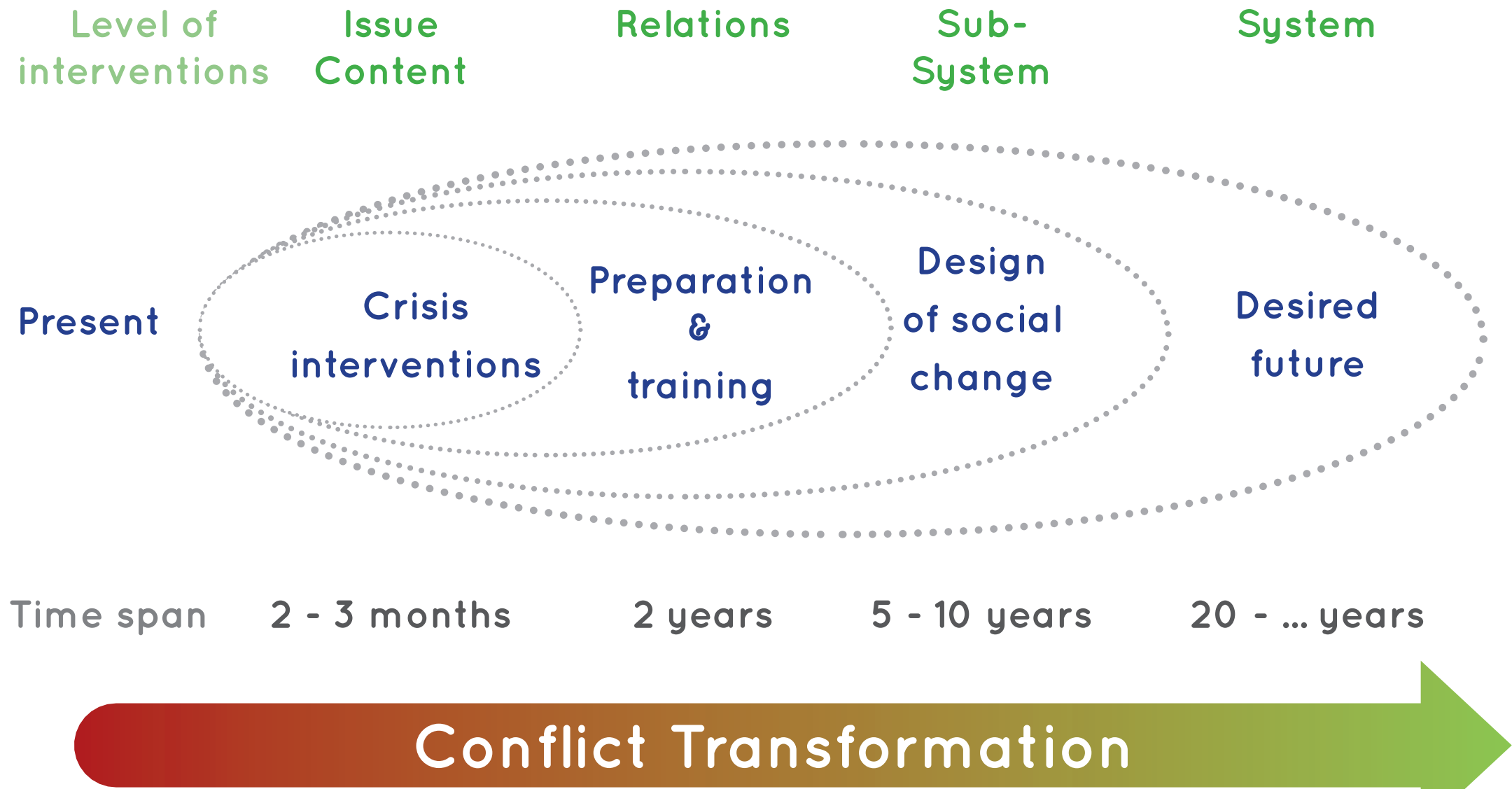
...a complex process of **constructive change of relationships, attitudes, behaviours, interests and discourses** in **violence-prone conflict situations**.

It is important that conflict transformation addresses **underlying structures, cultures and institutions** to change those that foster and condition long-term violent political and social conflict.

Berghof Foundation (2020, p.163)

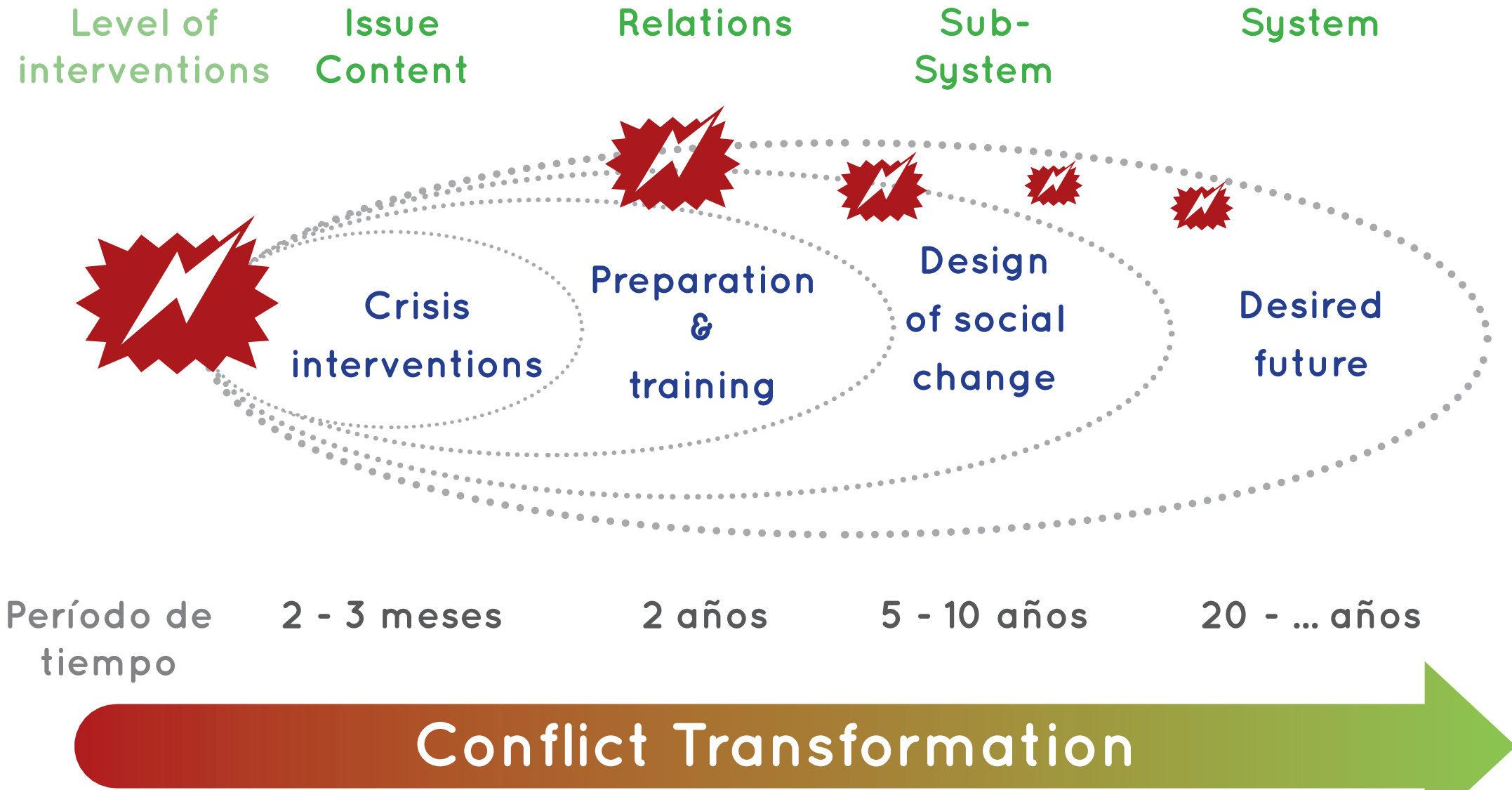
Conflict Transformation ...

How to get there?



Transformación de conflictos...

un proceso dinámico y no lineal



Social conflict in teams and organizations

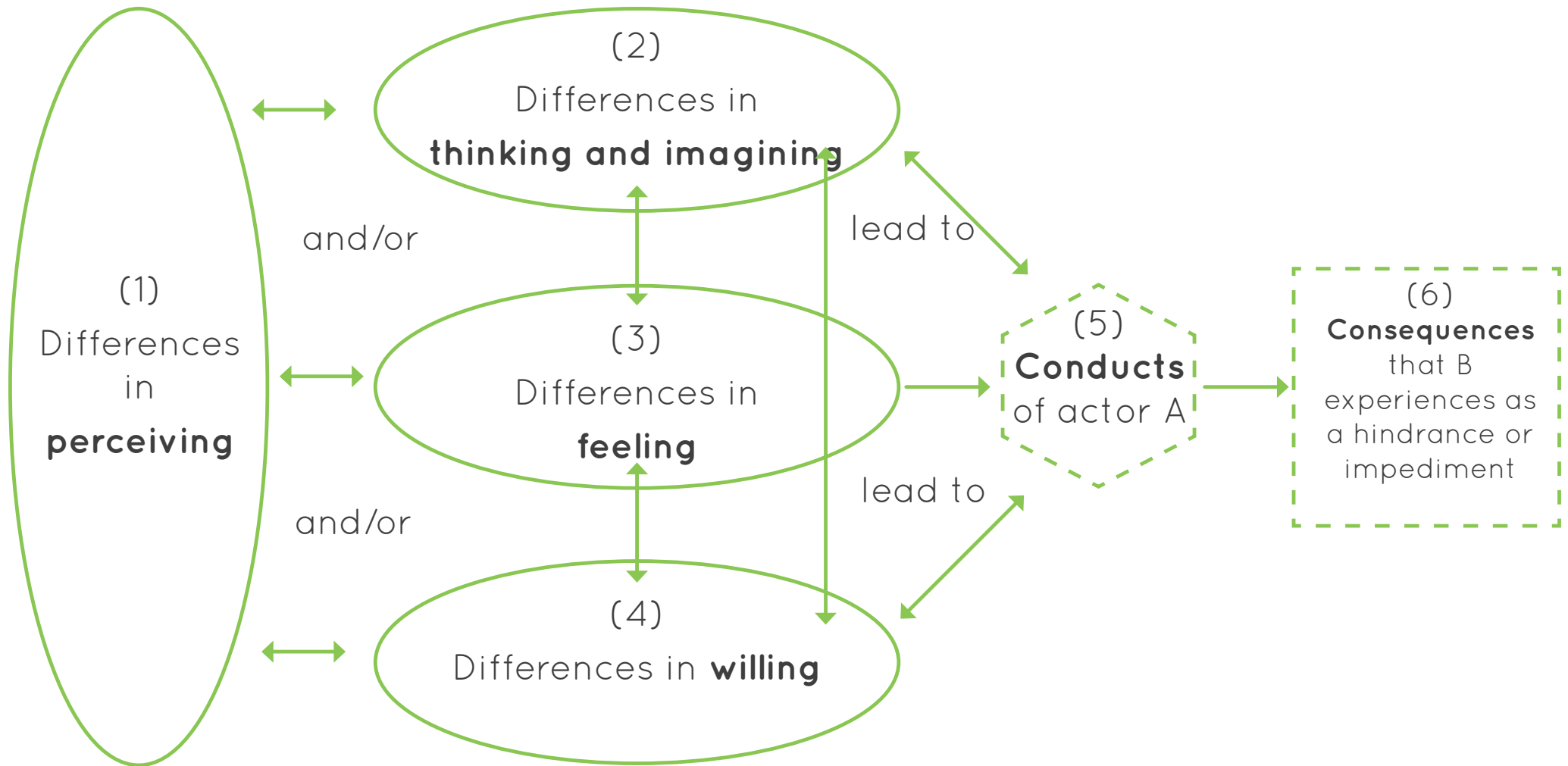


Social conflict

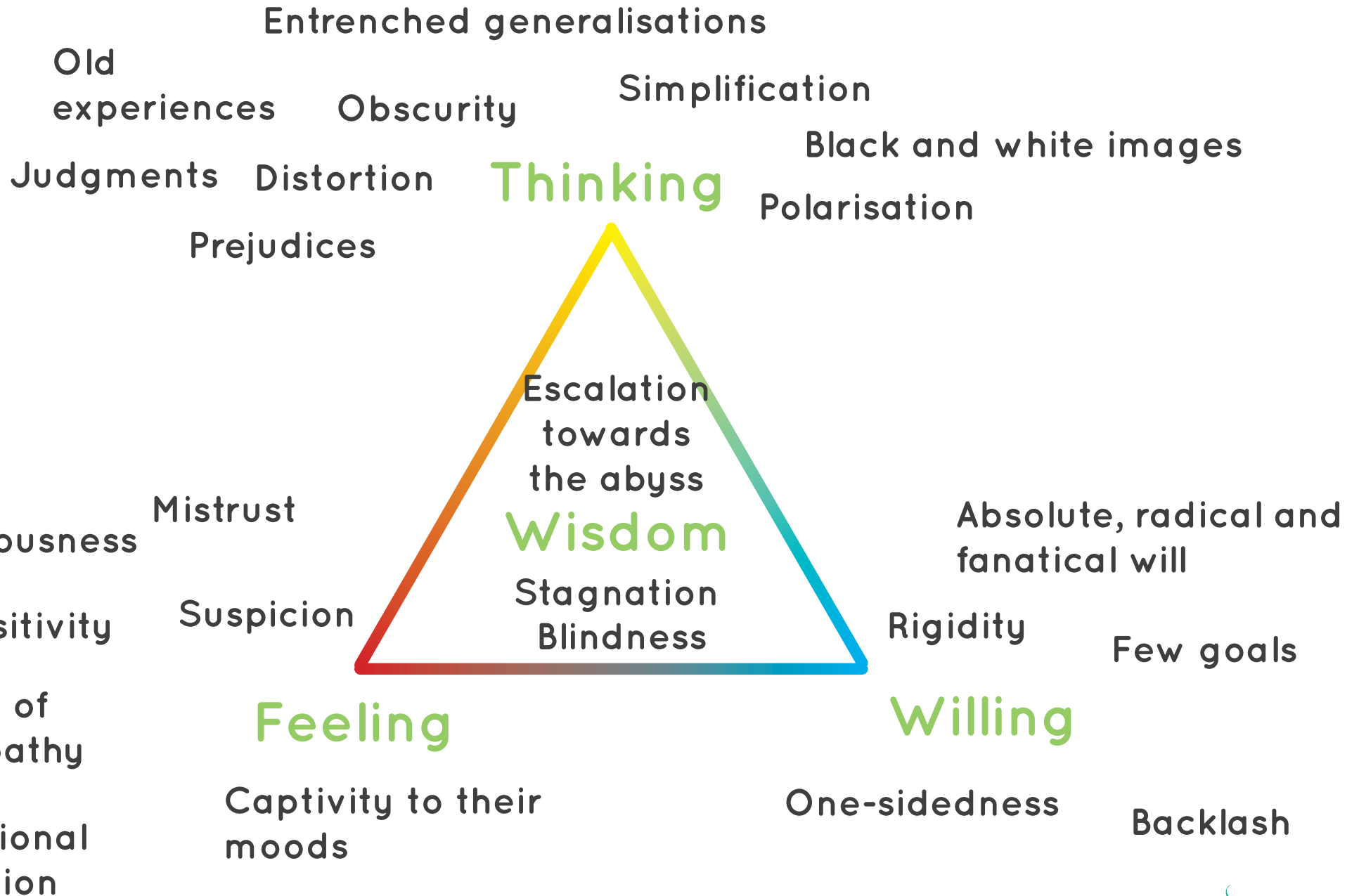
A social conflict is....

- an **interaction** between actors (individuals, groups, organisations, etc.)
- in which **at least one actor experiences**
- a **difference or incompatibility** in
 - perception,
 - thinking or imagination,
 - feeling and
 - will
- **with the other actor** (the other actors) in such a way that
- the **realisation of what the actor thinks, feels or wills**
- will **result in interference** (obstruction, resistance, defence or attack) by another actor (the other actors).

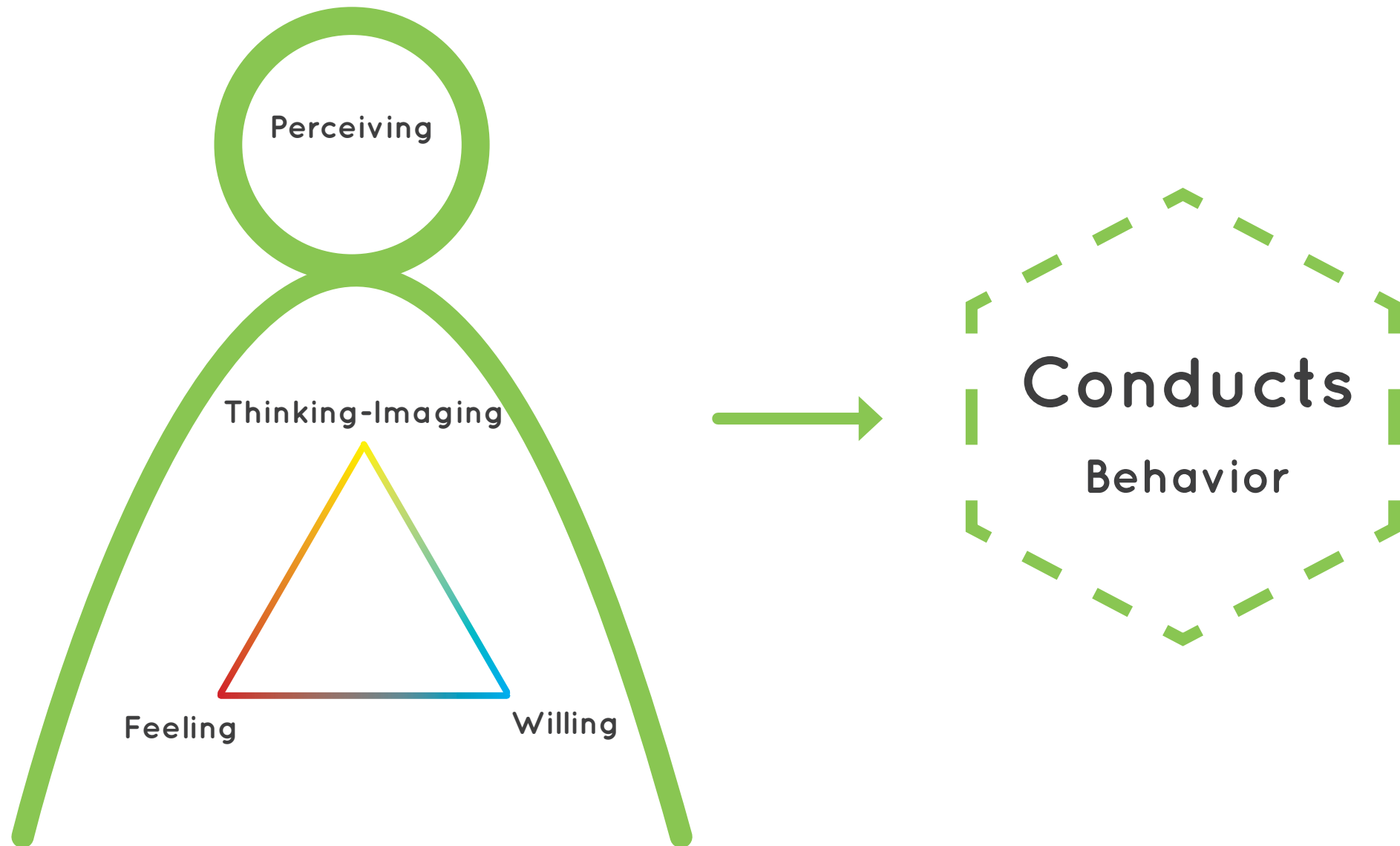
Elements for defining a social conflict



Differences in the Social Conflict



Changes in personal factors



Phases of conflict escalation



Taller sobre comunicación y gestión de conflictos,
Comisión Nacional de Educación de la Iglesia Católica,
La Habana, Cuba

Phases of conflict escalation

Each theory of change and intervention depends on where we are in the **escalation of the conflict**.

!!! Humiliation !!!



1. Tension & Hardening

2. Debate & Polemic

3. Facts instead of words

4. Images & Coalitions

5. Loss of face

6. Ultimatum Threat strategies

7. Delimited destructive strikes

8. Fragmentation
Destruction of the enemy

9. Together to the abyss

Possible solution of self-help interventions

Part of the toolbox

Eventual external professional support

Solution with external mediation

Solution only with external power

Sources

In addition to the sources already cited, the presentation draws on contributions from the following authors and/or training processes:

- Aronson, Ellito et al. Sozialpsychologie (2014). Pearson Deutschland. Hallbergmoos/Alemania.
- Austin, Beatrix et al (2020); Berghof Foundation (Hrsg.). Berghof Glossar zu Konflikttransformation und Friedensförderung
- Brot für die Welt (2020). Atlas der Zivilgesellschaft. CDA Collaborative Learning Projects (2009, 2016). Reflecting on Peace Practice: Participant Training Manual. Cambridge.
- Clarke-Habibi, Sara (2020). Peace Psychology Course. ForumZFD.
- Civicus Report 2019. <https://civicus.contentfiles.net/media/assets/file/GlobalReport2019.pdf>
- ForumZFD (2019). Berufsbegleitender Kurs "Friedens- und Konfliktarbeit", Modul 1.
- Galtung, Johan (1990). Cultural Violence. Journal of Peace Research, vol. 27, N° 3, pp. 291-305.
- Glasl, Friedrich (2013). Konfliktmanagement. Ein Handbuch für Führungskräfte, Beraterinnen und Berater. Haupt Verlag; Verlag Freies Geistesleben. 11a edición. Stuttgart, Alemania.
- Harto de Vera, Fernando (2016). La construcción del concepto de paz: paz negativa, paz positiva y paz imperfecta. En: Cuadernos de estrategia, N°. 183, 2016 (Ejemplar dedicado a: Política y violencia: comprensión teórica y desarrollo en la acción colectiva), págs. 119-146 <https://dialnet.unirioja.es/servlet/articulo?codigo=5832796> (downloaded 08.01.21)
- Institute for Economics and Peace (IEP); (2020). Global Peace Index 2020.
- Kessler, Thomas; Fritsche, Immo (2018). Sozialpsychologie. Springer Fachmedien Wiesbaden.
- Körppen, Daniela; Ropers, Norbert; Giessman Hans J. (2011). The Non-Linearity of Peace Processes. Theory and Practice of Systemic Conflict Transformation. Barbara Budrich Publishers. Leverkusen Opladen, Alemania
- Lederach, John Paul (2009). El pequeño libro de Transformación de Conflictos. Good Books; Eastern Mennonite University. USA.
- Lederach, John Paul (2010). The Moral Imagination. The art and soul of building peace. Oxford University Press. New York, USA.
- Rodríguez, Guisselle; Meléndez, Narda; Velásquez, Emma; Fuentes, María Alicia. Serie hacia la Equidad. Unión Mundial para la Naturaleza y Fundación Arias para la Paz y el Progreso Humano. San José, Costa Rica. Agosto, 1999.
- Rosling, Hans; Rosling Ola; Rosling Rönnlund, Anna. Factfulness: Ten reasons we're wrong about the world - and why things are better than you think. Sceptre. Great Briain. 2018.
- Schippa, Camilla (2013). From measuring negative peace to understanding positive peace. Institute for Economics and Peace. <https://www.slideshare.net/genevadeclaration/camilla-schippa-institute-for-economics-and-peace> (Download: 07.01.21)
- Stockholm Resilience Centre. <https://www.stockholmresilience.org/research/planetary-boundaries/planetary-boundaries/about-the-research/the-nine-planetary-boundaries.html>
- United Nations. <https://sdgs.un.org/goals>