

Getting into Good Trouble: Theories of the Third Side from People Who've Been There



A Presentation
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Good Trouble

"Speak up, speak out, get in the way. Get in good trouble, necessary trouble, and help redeem the soul of America."

-Congressman John Lewis,
March 2020



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About My Conflict Studies Education

- Social Ecology Institute at Goddard College
- BA in Conflict Resolution from UC Santa Cruz
 - Internship at SC Resource Center for Nonviolence
- PHD from Syracuse University - Program on the Analysis and Resolution of Conflicts
 - Hewlett Foundation Grant
- Always admired "Pracademics" who put theory to use in the world

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Plan for the Session

- Review some conflict intervention models developed by **practitioners** based on their own work and life experiences
 - **Jim Laue** – Community Relations Service
 - **Ray Shonholtz** – Community Boards
 - **Bill Ury** – Harvard Negotiation Project
 - **Adam Curle** – Conflicts involving large scale violence
 - **George Lakey** – Movement for a New Society

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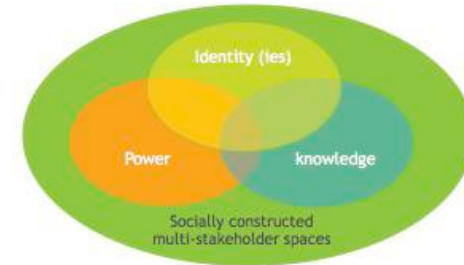
Pairs Check-in

- Introduce Yourself to Speaking Partner
- Take turns talking for a quick 1 minute on

TOPIC:

One of the ways I've
intervened in a conflict is...

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SOME THEORIES ABOUT CONFLICT INTERVENTION ROLES

Developed by **Experienced Conflict Intervenors**

Image by Bolivian Inigo Retolaza Eguren and Democratic Dialogue Regional Project

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First up

JAMES LAUE



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Theorist – James Laue

- Born in River Falls, Wisconsin
- In 1959 completed Undergrad Degree in **Sociology** at U of Wisconsin, River Falls
- Got scholarship to **Graduate Program in Sociology at Harvard**
- Studied **Race Relations** under Gordon Allport & **Sociology of Religion** under Talcott Parsons
- Got active in the Civil Rights Movement sit-ins, and "kneel-ins" w SCLC & SNCC
- Dissertation "**Direct Action and Desegregation: Toward a Theory of the Rationalization of Protest**" was defended in 1966



Sought "a conscious and explicit linking of scholarship and action."

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Community Relations Service

- Laue worked with the US Department of Justice's **Community Relations Service (CRS)** from 1965-1969
- He was with MLK when the embattled leader was assassinated in Memphis, and was the first person to try to revive him.



Laue Chaired the campaign to create a **U.S. Peace Academy**

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Defining Intervention

- “when an outside or semi-outside party self-consciously enters into a conflict situation with the objective of influencing the conflict in a direction the intervener defines as desirable.”
- This is a form of **Advocacy**
- **No Intervenor is Truly Neutral**
- We advocate for **Parties**, or for an **Outcome**, or for a particular kind of **Process**

Page 20 in “The emergence and institutionalization of third party roles in conflict”

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James Laue's 3rd Party Roles

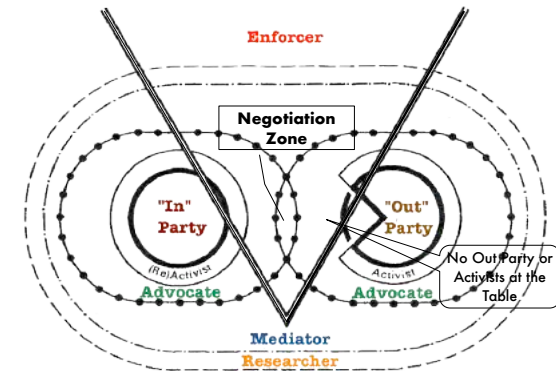
- **Activists** (tied to closely to **Parties & Outcomes**)
- **Advocates** (lawyer or manager serving **Parties**)
- **Mediators** (advocating for a kind of **Process**)
- **Researchers** (journalist or social scientist, may be advocating for **Policy Outcomes**)
- **Enforcers** (Arbitrator/Judge/Police – Legal **Process & Outcomes** focus)

ROLES matter, behaviors associated with status are predictable, and we should acknowledge limits of each

Laue, J. H. (1982). Ethical Considerations in Choosing Intervention Roles. *Peace & Change*, 8: 29-41

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Social Conflict Roles as per Laue



Community Multiparty Conflicts

*Adapted from Laue and Cornick (1978, p. 212).

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Key Challenges re Public Disputes

- **Creating a forum** for resolution (building the table)
- Getting the **right parties to come to the table**
- **Maintaining Ethics**: Lave's key question:
– "Does the intervention contribute to the ability of relatively powerless individuals and groups in the situation to determine their own destinies to the greatest extent consistent with the common good?" (Lave and Cormick 1978:217-18).



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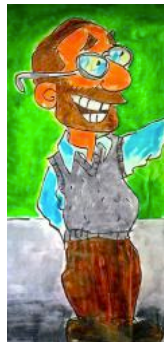
Pairs Check-in

TOPIC: Quakers as Advocates

Jim Lave says that when we get involved in social conflict, we can't really be neutral. We may advocate for **Parties**, or for a particular **Outcome**, or for a particular kind of **Process**.

What or who do you think Quakers are best prepared to advocate for?

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Next up
RAYMOND SHONHOLTZ

“Far from being the enemy of democratic government, conflict is the great engine of democracy. You can't build a stable democracy without conflict, because it is the source of creativity, energy, innovation and citizen participation.”

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Theorist – Raymond Shonholtz

- Studied Polish Social Conciliatory Commissions of the 1950's and 1960's
- Went to UC Berkeley Law School. Worked as a Public Defender
- Developed **Community Boards Neighborhood Justice program** in San Francisco
- Started **Partners for Democratic Change** in 1989 after the fall of the Berlin Wall (18 independent Centers formed)



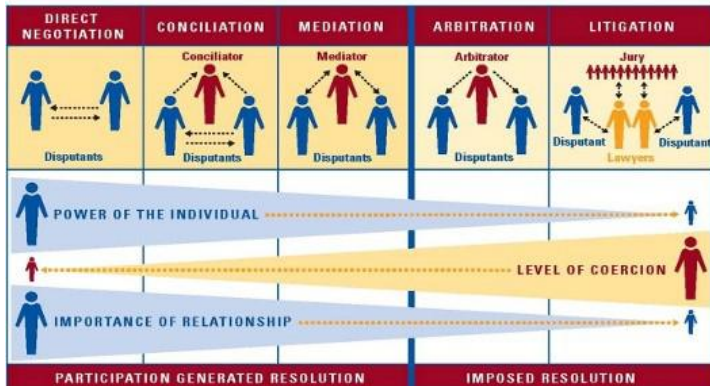
1942 - 2012



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Conflict Management Models

Create civic spaces to transform **conflicts** (no forum) into **disputes** (a forum is available)



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SF Community Boards

- Founded in San Francisco in 1976



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Community Boards Roles

- Outreach Workers
- Case Developers
- Panelists
- Follow-up Workers
- Trainers



Lots of Community Building happens among the volunteers.

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Neighborhood Conflict Resolvers

Community Boards Can Help

1. We'll listen to your problem. If we can help, we'll ask you for information concerning your problem and the other person(s) involved.



Goal is to build community capacity to manage their own conflicts while developing new skills and new relationships with people who are different from yourself. It also promotes the early resolution of conflicts before they cross the "a law has been broken" threshold.

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SIDENOTE: Quaker Jennifer Beer was very influential in supporting community mediation as a place to resolve conflicts.

QUAKER PEACEMAKER



"We called the book *Peacemaking in Your Neighborhood* because ultimately it is not the particular tool of mediation but the interplay of conciliation & confrontation which interests us. Whether a mediator takes on quarreling neighbors, warring gangs, or hostile nations, the goal is a cooperative one of searching for some common ground for new directions."



Promoting Neighborhood Peacemaking

Jennifer Beer is a university teacher, mediator, and anthropologist who guides organizations and communities in negotiating conflicts and cross-cultural issues. In the late 1970's she worked with the Philadelphia-area Friends Suburban Project to develop an early and influential community mediation project described in her book *Peacemaking in your Neighborhood* (1986). Jennifer is also co-author of the popular and accessible *The Mediator's Handbook*, now in its 4th edition, in print for over 30 years.

JENNIFER BEER

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Groups of Three Check-in

TOPIC:

What kind of spaces are available for resolving conflict in your community?

Have you seen examples of Quakers managing conflict effectively?

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Next up

WILLIAM URY



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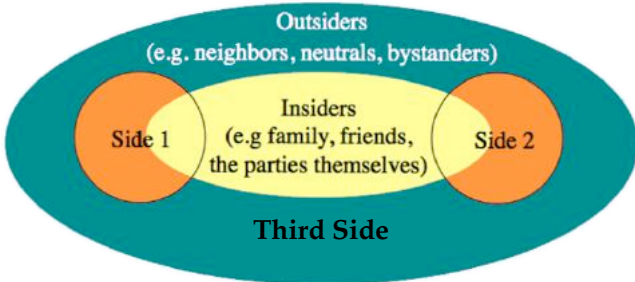
Theorist - William Ury

- Studied anthropology, linguistics, & classics. Got B.A. from Yale & PhD in social anthropology from Harvard.
- In 1979 he co-founded the Harvard Negotiation Project.
- In 1981, he helped found the Program on Negotiation at Harvard Law School.
- Wrote the popular **Getting to Yes** negotiation primer with Roger Fisher
- Co-developed the Abraham Path
<http://abrahampath.org>



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The Third Side: A broad view of intervention roles

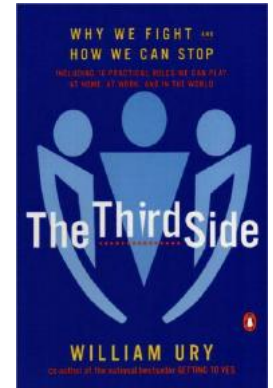


- as per William Ury in The Third Side: Why We Fight and How We Can Stop

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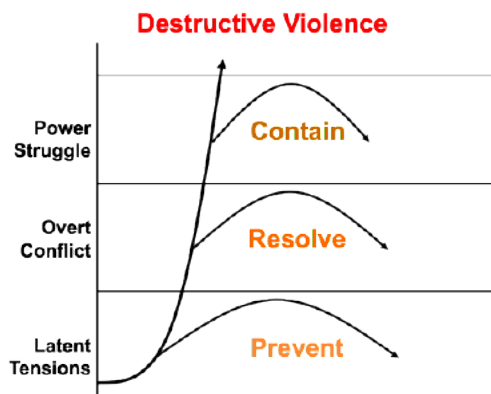
3rd Side Roles

- **Provider** - Enabling People to Meet Their Needs
- **Teacher** - Giving People Skills to Handle Conflict
- **Bridge-BUILDER** - Forging Relationships Across Lines of Conflict
- **Mediator** - Reconciling Conflicting Interests
- **Arbiter** - Determining Disputed Rights
- **Equalizer** - Democratizing Power
- **Healer** - Repairing Injured Relationships
- **Witness** - Paying Attention to Escalation
- **Referee** - Setting Limits to Fighting
- **Peacekeeper** - Providing Protection and Security



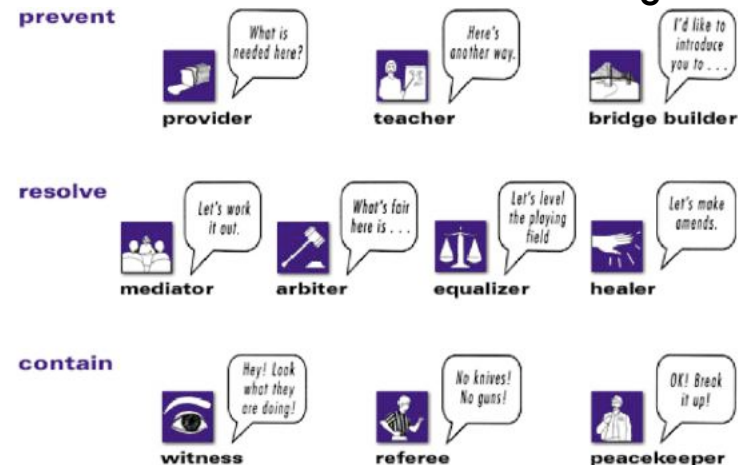
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Levels of Conflict & Intervention Goals



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3rd Side Roles & Conflict Stage



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ESCRO Project

ESCRO = East Side
Conflict Resolution
Outreach Project

Bill developed it with his
students from Wayne
State University.

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What Roles for Friends?

prevent



LARGE GROUP Discussion

resolve



What roles have
we seen Quakers
acting in?

Are we better at
some than others?

contain



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Next up

ADAM CURLE

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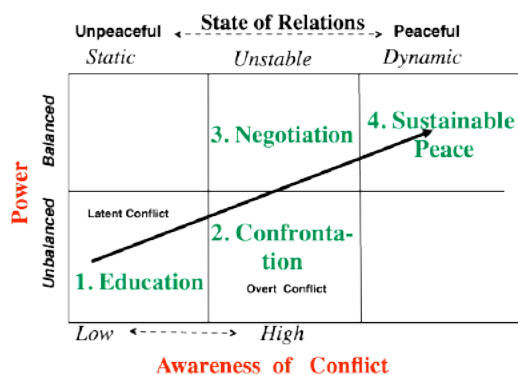
Theorist – Adam Curle

- British Quaker and peace activist
- Undertook international mediation of conflicts in India/Pakistan, Nigeria/Biafra, South Africa, Zimbabwe, Northern Ireland, Sri Lanka, Bosnia and Croatia.
- In later years he moved beyond third-party mediation to focus on **“peacebuilding from below”**
- In 2000, he was the recipient of the Gandhi Foundation International Peace Award.
- Lived from **1916 - 2006**



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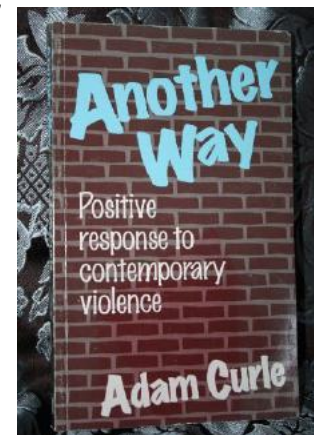
Stages of Change - Adam Curle



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Curle's Roles?

- Educators, Consciousness Raisers, Fact Finders
- Nonviolent Movement Organizers and Activists
- Negotiation Skills Trainers and Negotiation Facilitators/Mediators
- Experts in Methods of Collaboration and Shared Social Development
- Other?



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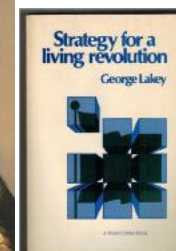
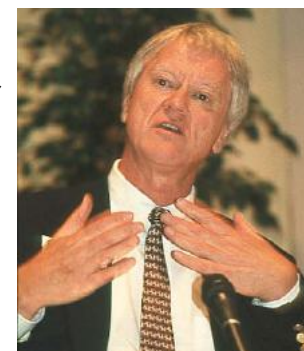
Next up

GEORGE LAKEY

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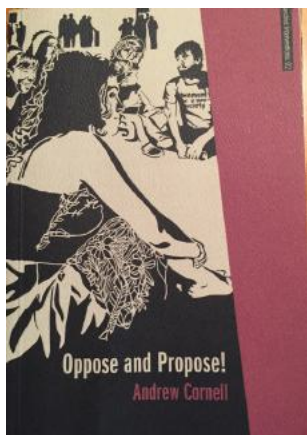
Theorist – George Lakey

- Quaker Activist and Trainer
- Author of 1973 *Strategy for a Living Revolution*
- Active in the **Movement for a New Society**
- A Founder of Training for Change and Earth Quaker Action Team



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Movement for a New Society



- A national network of feminist, radical pacifist collectives that existed from 1971-1988
- Started primarily by Quakers
- Documented in a 2011 Book by Andrew Cornell
- *Oppose and Propose! Lessons from Movement for a New Society*

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Roles for Nonviolent Activists

3 Major Applications of Nonviolence

- Social Change
- Social Defense
- **Third Party Nonviolent Intervention**



Intervention Types

- **Interposition**
- **Protective Accompaniment**
- **Observation/Monitoring**
- **Presence/Modeling**

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Our Saturday Night Movie!



CITIZEN GEORGE

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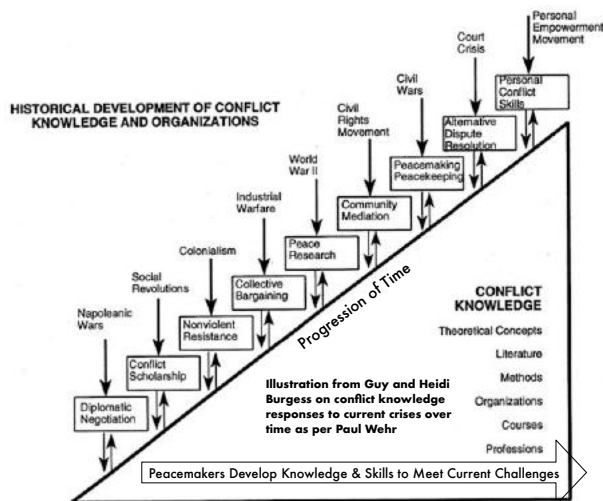
In Review

- Theories emerging from the field
 - **Jim Laue** – Community Relations Service
 - **Ray Shonholtz** – Community Boards
 - **Bill Ury** – Harvard Negotiation Project
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Deeper Dive: Explore the more academic work of sociologist **Donald Black** on the social structure of right and wrong

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Conflict Knowledge Grows & Adapts over Time



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Conflict Intervenor Must...

- Consider the Type of Conflict
- Consider the Level of Escalation
- Work toward creating respected forums for conflict intervention
- Create more cross-cutting ties to prevent polarization
- Develop more “everyday people” who have some status as conflict engagement specialists

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Pairs Conversation

TOPIC:

What kind of Good Trouble do you think Friends are built for? Are there new roles not mentioned here that we can create?

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Our Challenge

Finding and Fitting the Resourceful Person to the Fuss



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THANK YOU



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Project Portfolio: <http://campus-adr.net>