

TWO PARADIGMS

Johan W. Burton i *International Conflict Resolution: Theory and praxis*, 1986.

Analytical Assumptions

Set A

1. Scarcity of resources renders human conflictual relations inevitable.

2. Conflict is objective because of scarcity.

3. Conflict is win-lose in its outcome.

4. Relative power and bargaining power determine proportions in win-lose outcomes.

5. Due to scarcity humans have evolved as aggressive.

6. Conflicts are settled by relative power and/or by the application of legal norms.

7. Individual values are subordinate to institutional or social values.

8. Authorities have a right to expect obedience and others a duty to obey.

Set B

1. Human relations are dominated by exchange of social goods that increase in supply with consumption – identity, ethnicity, recognition, stimulation, participation, development

2. Conflict is subjective because of hierarchies of values that alter with perceptions and altered relationships.

3. Conflict is perceived as win-lose but because it is subjective has potential positive sum outcomes.

4. Power cannot be defined and outcomes are indeterminate.

5. Humans maximize their goals by responding to the environment to the best of their abilities within limits imposed by structural conditions and knowledge of possible options open.

6. Conflicts are *settled* not *resolved* by coercion.

7. When institutional values and human needs are in conflict, the latter prevail.

8. Authority finally rests on values attached to relationships between authorities and those over whom authority is exercised.

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| 9. Deviance of all types requires separate analyses and treatment. | 9. Deviance and 'legal' behaviour are not different forms of behaviour and should be analysed within the same behavioural framework |
| 10. Authorities owe their legitimacy to effective control and foreign recognition. | 10. The legitimacy of authorities is derived from those over whom the authority is exercised. |
| 11. The role of authorities is to preserve the institutions and values of the society. | 11. The role of authorities is to manage relationships so that human needs are satisfied. |
| 12. Deterrence and coercion control deviant behaviour. | 12. Deterrence as a control of behaviour is confined to threatened loss of or damage to valued relationships and, without the prior existence of such relationships, it has no effective power of control. |
| 13. Processes of judicial settlement, arbitration, mediation, conciliation and good offices are adequate means of settling conflicts. | 13. Confrontation processes fail to separate tactics and goals; they seek the application of norms or compromises but not resolution of conflict. |
| 14. Decision making is necessarily reactive and hierarchical. | 14. Effective decision making is interactive i.e. parties affected are participants in the decision-making process. |
| 15. Structures and institutions are the appropriate units of analysis or explanation of political phenomena. | 15. The individual identity group is the appropriate unit of explanation of political behaviour at all system levels. |

Process Assumptions

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| 16. Mediation is an art; there are 'born' mediators who cannot pass on their techniques; success is measured by the reputation of the mediator as diplomat or lawyer and not by his performance, for | Mediation is a learned technique and performance is measured by success of failure. |
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this is determined by the complexity of the situation.

17. The personality of the mediator is the important consideration.

18. The mediator requires power support from an international institution, powerful states or financial institutions.

19. It is part of the role of the mediator to suggest solutions.

20. The mediators' genius is in suggesting reasonable and workable compromises.

21. The interest of greater powers and world society as a whole must sometimes be placed before the interests of the parties.

22. Relations between states are relations between authorities within them and mediation must be between authorities involved in conflict situation.

23. International conflict is separate from domestic conflict.

17. Personal temperament is relevant to all occupations, but the presence or absence of learned techniques is the important consideration.

8. There is a difference between enforced settlement and resolution of conflict and the latter is accomplished without support except respect for the professional knowledge and status of the mediator; authority is derived from the parties and not from external institutions.

19. It is only the parties that can arrive at solutions and the mediator should never prejudice his position by suggesting them.

20. No party should ever be asked to accept a compromise and the mediation exercise is to arrive at alternative goals or means that do not acquire compromises.

21. In any conflict, the relations of the parties most directly concerned take precedence and are then subjected to the resolution of any conflict they have with interests at other levels.

22. World society is not comprised of states as separate entities, but of transactions of all kinds that cut across state boundaries: mediation must be at different levels involving parties and different issues, sometimes parties within parties and not only legal authorities.

23. International conflict is usually a spill-over from domestic conflict in which parties seek foreign assistance. Mediation must involve domestic consideration of

ethnic and other groups and not be confined to international conflict.

24. Parties 'should' accept process arbitration and mediation.

24. No party can be expected to submit to third party judgements or be involved in processes which place it in a position of having to accept a consensus view. Failure to accept some form of arbitration or mediation is a reflection on the mediation process and is not evidence of a party's unwillingness to resolve the conflict or to cooperate in a world society.

25. Some decision makers behave 'irrationally'.

25. Parties to a conflict are responding to the situation in the ways that appear most beneficial to them in light of the knowledge they have of the motivations of others and the options open: 'irrational' behaviour is behaviour not understood or approved of by others.

26. No fixed procedures are possible.

26. A disciplined adherence to rules of procedure is desirable once they have been tested.

27. The mediator should be one person.

27. The mediator needs to be a panel of specialists in the field of conflict.