

## SECTION 7

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# FURTHER READING AND REFERENCES

**Adler, P., Barrett, R., Bean, M., Birkhoff, J., Ozawa, C. & Rudin, E.** 2000. *Managing scientific and technical information in environmental cases: principles and practices for mediators and facilitators*. Washington, DC, RESOLVE/United States Institute for Environmental Conflict Resolution/Western Justice Center Foundation. 78 pp.

*Keywords: theory, practical guidelines, managing scientific information.*

This document provides a set of key principles and practices for addressing the unique challenges of managing scientific and technical information in environmental conflicts. The authors present a comprehensive set of issues that facilitators and mediators must confront in the process of incorporating scientific information into collaborative decision-making. They then offer “rules of thumb” for “using science wisely” and negotiating among a diverse set of stakeholder values, interests and knowledge bases. This sourcebook is a useful supplement to the conventional methods and procedures taught in training courses on mediation and consensus building.

*Full text available at: [www.resolve.org/resources/pubs/default.htm](http://www.resolve.org/resources/pubs/default.htm)*

**Bingham, G.** 2000. What is consensus-building and why is it important for resource management. Washington, DC, RESOLVE.

*Keywords: overview, practical guidelines.*

This article explains briefly, yet comprehensively, how consensus building is an effective approach to resolving resource management conflicts. The author describes the elements of effective consensus processes and the primary dimensions of resource management conflicts that facilitators will confront.

*Available at: [www.resolve.org/resources/articles/whatis.htm](http://www.resolve.org/resources/articles/whatis.htm)*

**Borrini-Feyerabend, G.** 1996. *Collaborative management of protected areas: tailoring the approach to the context*. Gland, Switzerland, IUCN. ISBN 2-8317-0350-6. 67pp. (Versions in English, French and Spanish available)

*Keywords: overview, case studies, practical guidelines.*

*Collaborative management of protected areas* describes partnerships in which various stakeholders agree to share the management functions, rights and responsibilities for a territory or a particular governmental agency. It offers a broad definition of the approach and provides a number of examples of how it has been specifically tailored to different contexts. It reviews the assumptions, consequences, benefits, costs and potential drawbacks of collaborative management, and then outlines a collaborative management approach that an agency in charge of protected areas could pursue.

**Buckles, D.** (ed.). 1999. *Cultivating peace: conflict and collaboration in natural resource management*. Ottawa, Ontario, Canada, International Development Research Centre/World Bank. ISBN 0-88936-899-6. 300 pp.

*Keywords: case studies, theory.*

This collection of essays and case studies presents experience in managing conflicts related to forestry, coastal areas and land use in the developing world. Ten case studies from Latin America, Africa and Asia highlight the promise and challenges of moving from conflict to collaborative forms of natural resources management. *Cultivating peace* also includes essays that draw on cases on the following topics: cultural aspects of conflict management; society and the use of stakeholder analysis; peace and conflict impact assessment; and policy dimensions of conflict management.

*Versions in English, French and Spanish available at:*

[www.idrc.ca/acb/showdetl.cfm?&did=6&product\\_id=394&catid=15](http://www.idrc.ca/acb/showdetl.cfm?&did=6&product_id=394&catid=15)

**Center for Women's Resources.** 1999. *Learning guide for women leaders: a special course on conflict management and negotiations*. Quezon City, the Philippines. 61 pp.

*Keywords: training course, manual for trainers, training activities.*

The Center for Women's Resources developed this training module with the aim of enhancing women leaders' capacity to understand and manage

conflict situations within their organizations, families and communities. The *Learning guide* consists of five sections: analysing conflicts and actors; power dynamics; conflict management; strategies for working with the various actors; and negotiation tools. It provides a number of case studies, role plays and other synthesizing activities.

**Deutsch, M. & Coleman, P.T.** (eds). 2000. *The handbook of conflict resolution: theory and practice*. San Francisco, California, USA, Jossey-Bass. ISBN 0787948225. 649 pp.

*Keywords: theory, practical guidebook.*

This handbook, which is a compilation of essays by theorists, practitioners, researchers and trainers, explores topics such as developing and repairing trust, justice, power relations, communication, aggression, working with conflict and culture, creativity and internal and social processes for problem solving, decision-making, and conflict resolution. The handbook offers directions for developing constructive solutions to challenging interpersonal, intergroup and international conflict.

**Emerson, K., Movius, H. & Merideth, R.** 1999. "Trouble in Tortuga!" A role-playing simulation game for teaching environmental conflict resolution techniques. Tucson, Arizona, USA, Udall Center Publications.

*Keywords: training activity, role play.*

"Trouble in Tortuga!" provides a role play with exercises to use as part of a training on environmental conflict resolution methods and tools. This fictional case features conflict around ranch and land use issues.

*Available at: [udallcenter.arizona.edu/publications/workingpapers.html](http://udallcenter.arizona.edu/publications/workingpapers.html)*

**Fisher, S., Abdi, D.I., Ludin, J., Smith, R., Williams, S. & Williams, S.** 2000. *Working with conflict: skills and strategies for action*. London, Zed Books for Responding to Conflict. 224 pp.

*Keywords: practical guidebook, case studies.*

*Working with conflict* is a sourcebook for people who work in a context of conflict and violence. It was compiled by Responding to Conflict, an organization that has collaborated with and assisted conflict resolution

practitioners from around the world. The book is divided into four sections: a guide to understanding and analysing conflict and its causes; strategies for addressing conflict and affecting change; strategies for intervening directly in conflict and addressing its consequences; and skills for evaluating the outcome of interventions and learning for improvement. This sourcebook includes examples from around the world and a list of related resources.

**Glasl, F.** 1999. *Confronting conflict: a first-aid kit for handling conflicts*. Gloucester, UK, Hawthorn Press. ISBN: 186989071X.

*Keywords: theory, practical guidebook.*

*Confronting conflict* presents examples, exercises, theory and techniques for analysing the symptoms, types and causes of conflict, whether personal, structural or environmental. The author suggests methods for understanding how temperaments affect conflicts and how to reduce conflict by changing behaviour, attitudes and perceptions. He advocates developing considerate confrontation methods by seizing “golden moments” and strengthening empathy.

**Isenhardt, M. & Spangle, M.** 2000. *Collaborative approaches to resolving conflict*. Thousand Oaks, California, USA, Sage Publications. 256 pp.

*Keywords: theory, practical guidebook, conflict resolution approaches.*

*Collaborative approaches to resolving conflict* describes the major approaches to managing a broad range of disputes, including negotiation, mediation, facilitation, arbitration and judicial processes. Each approach is illustrated with recent cases showing problems that can occur and how to respond most appropriately. This book provides a tool kit for deciding which approach is best suited for different types of conflicts.

**Jeffery, R. & Vira, B.** (eds). 2001. *Conflict and cooperation in participating natural resource management*. London, UK, Macmillan Press. ISBN 03337 9277 7. 264 pp.

*Keywords: case studies, theory.*

This book reports a variety of ways in which local stakeholders around the world have been involved in natural resource management. The

authors critically study what they call the “new orthodoxy” of collaborative management through analysis of detailed case studies from around the world. The book presents limits to the participative approach as well as ways in which it can be improved and adapted appropriately to new contexts.

**Mayer, B.S.** 2000. *The dynamics of conflict resolution: a practitioner’s guide*. San Francisco, California, USA, Jossey-Bass. ISBN: 078795019X. 263 pp.

*Keywords: theory, practical guidebook.*

*The dynamics of conflict resolution* describes how successful mediators, facilitators and negotiators can draw on their internal creative process to manage and resolve conflicts. The author emphasizes the need to move beyond the question of how to *do* conflict management to learning how to *think* about conflict and its resolution. He presents practical ideas to assist people to understand conflict and then to manage it, providing lessons on ways to link conflict management tools and methods, personal skills, substantive knowledge and core values.

**Merideth, R. & Yaseen, R.** 2000. Using role-play simulations to teach environmental decision making and conflict resolution techniques. *Environmental Practice: Journal of the National Association of Environmental Professionals*, 2(2): 139-145.

*Keywords: guidebook for trainers, training activities, education theory.*

This article provides guidance for trainers, government officials, environmental practitioners and trainers on using role play techniques to instruct adult audiences in environmental decision-making and conflict resolution techniques. The authors discuss how environmental role plays can serve as alternative methods to instruct about the range of scientific, social, cultural and political issues present in a particular environmental conflict, as well as the complex dynamics of group decision-making processes. After discussing their experiences of creating and enacting role play training exercises, the authors present 12 steps to designing and developing role play simulations.

**Moore, C.W.** 1996. *The mediation process: practical strategies for resolving conflict*. Second edition. San Francisco, California, USA, Jossey-Bass Publishers. 430 pp.

*Keywords: practical guidebook, theory.*

*The mediation process* outlines the broad field of dispute resolution and provides a comprehensive, step-by-step sequence of activities that can be used by practitioners in approaching a broad range of conflict contexts. It pays particular attention to the different roles of mediators; variables influencing the success of mediation (e.g., power imbalances); and the 12 stages of mediation.

**Rothman, J.** 1997. *Resolving identity-based conflict in nations, organizations, and communities*. San Francisco, California, USA, Jossey-Bass Publishers. 195 pp.

*Keywords: theory, practical guidebook.*

This book defines and addresses identity-based conflicts that take place within and between national, organizational and community groups. The author presents a four-part framework he calls ARIA (antagonism, resonance, invention and action). By bringing antagonism, or buried anger, to the surface, seeking points of common interest, inventing creative solutions and planning a joint agenda for action, disputants in interest-based conflicts can use conflict as an opportunity for growth. The book includes a series of tools for conflict assessment and analysis, as well as a prototype for a two-day ARIA workshop.

**Slaikue, K.A.** 1996. *When push comes to shove: a practical guide to mediating disputes*. San Francisco, California, USA, Jossey-Bass Publishers. 301 pp.

*Keywords: practical guidebook, training activities.*

This is a general primer on the mediation of interpersonal and intergroup disputes. The author introduces a five-step model that uses a combination of caucuses, interviews and joint meetings for every mediation event, drawing from three foci during each phase: awareness/empowerment; understanding/recognition of interests, facts and proposed solutions; and agreement/reconciliation. It covers a basic introduction to getting the parties "to the table" and, once there, to resolving or managing disputes. This

primer uses case material and diagrams throughout to illustrate the principles of mediation in a wide range of contexts. Each chapter contains exercises and activities, including role plays, to help put the concepts into practice, as well as several resource chapters reviewing communication skills, sample ground rules for meetings and ethical standards.

**Smock, D.** (ed.). 1999. *Training to promote conflict management: USIP-assisted training project*. Washington, DC, United States Institute for Peace. 57 pp.

*Keywords: case studies (conflict management training programmes).*

*Training to promote conflict management* provides a set of tools for conflict analysis, conflict prevention, negotiation, third party mediation and coalition building. The booklet presents USIP-sponsored conflict management training projects from a broad range of contexts and regions, and shares lessons learned from these projects.

**Susskind, L., McKernan, S. & Thomas-Larmer, J.** (eds). 1999. *The consensus building handbook: a comprehensive guide to reaching agreement*. Thousand Oaks, California, USA, Sage Publications. ISBN: 0761908447.

*Keywords: practical guidebook.*

This handbook serves as a reference guide to help non-profit organizations, corporations, public agencies and communities work together more effectively in a way that addresses everyone's primary interests and concerns. It contains three sections: a short guide summarizing the essential steps and procedures involved in building consensus; "how to" explanations for reaching agreement, including definitions, phases, facets and forms of consensus building; and numerous case studies illustrating the variety of contexts in which stakeholders can successfully employ consensus building.

**Tillett, G.** 1999. *Resolving conflict: a practical approach*. South Melbourne, Victoria, Australia, Oxford University Press. ISBN 0-19-551151-4. 248 pp.

*Keywords: practical guidebook, training activities.*

In *Resolving conflict*, Gregory Tillett presents a practical guide for resolving conflicts. He outlines a range of approaches, developed from both academic research and real-world practice, for transforming destructive con-



flict into a force for creative, positive change. In addition to a discussion of the meaning, benefits and challenges of conflict and its management, the book contains practical skills and exercises for working through conflict and how to overcome obstacles in the conflict management process. It suggests a number of tools for trainers, including role plays, games, case studies and other activities. Chapter 14 discusses the particular issues that arise in environmental and technical conflicts.

**Ury, W.** 1999. *Getting to peace: transforming conflict at home, at work, and in the world*. New York, Viking Penguin. 250 pp.

*Keywords: practical guidebook, theory.*

Writing in a conversational style, in *Getting to peace* William Ury presents an alternative to coercion for handling serious differences when negotiation is not enough. He emphasizes the existence of the “third side” – the community – in all disputes, which serves as a “container” within which conflict can gradually be transformed from confrontation into cooperation. In the book he examines the historical roots of conflict and offers ten practical roles that people can play to help themselves and others get to peace.

**Warner, M.** 2001. *Complex problems, negotiated solutions: tools to reduce conflict in community development*. London, ITDG Publishing. ISBN 18533 9532 3. 120 pp.

*Keywords: practical guidebook, case studies, training activities.*

This book suggests strategies, principles and tools to reduce development-induced disputes and interpersonal conflict as obstacles to achieving sustainable rural livelihoods. It promotes consensual win-win negotiation and conflict management processes that fit with local customary and legal approaches. It provides a way to analyse the complexity of conflict situations in rural environments, offering a guide to designing practical conflict mitigation and prevention strategies. Case studies from around the developing world illustrate key principles and tools of consensual negotiation. More than 20 group and individual exercises are included for training purposes.

**Warner, M. & Jones, P.** 1998. Assessing the need to manage conflict in community-based natural resource projects. *Natural Resource Perspectives*, No. 35 (July). London, Overseas Development Institute.

*Keywords: theory, practical guidelines.*

This article discusses the role of conflict management assessment in community-based natural resource projects, particularly in the rural areas of developing countries. The authors present an assessment framework, within which they set forth the advantages of managing conflict through a consensual win-win process of stakeholder negotiation. The article describes the causes of conflict in community-based natural resource management, distinguishing among different types of conflict and presenting scenarios and options in conflict management.

*Available at: [www.odi.org.uk/nrp/35.html](http://www.odi.org.uk/nrp/35.html)*

**Wondolleck, J.M. & Yaffee, S.L.** 2000. *Making collaboration work: lessons from innovation in natural resource management*. Washington, DC, Island Press. 277 pp.

*Keywords: case studies, practical guidelines, theory.*

*Making collaboration work* provides a framework for understanding lessons learned from a diverse set of collaborative resource management efforts and settings in the United States. The book draws on ten years of research into experiences of working across boundaries to resolve or manage resource-based conflicts using a variety of approaches, from formal dispute resolution to public-private partnerships. The authors present eight themes, or lessons, that they consider critical to successful collaboration and problem solving, describe barriers and suggest a set of implications for policy-makers, natural resource managers, non-governmental groups and communities trying to find a better, more productive mode of civic interaction. The book includes a primer for agencies considering collaborative approaches and a guide to getting started for individuals.

**Yarde, R., Merideth, R. & Moodie, S.** 1999. "Conflict on the Culebra!" A role-playing simulation game for teaching environmental conflict resolution techniques. Tucson, Arizona, USA, Udall Center Publications.

*Keywords: training activity, role play.*

“Conflict on the Culebra!” provides a role play with exercises to use as part of a training on environmental conflict resolution methods and tools. The focus of this fictional case is a watershed-based controversy.

Available at [udallcenter.arizona.edu/publications/workingpapers.html](http://udallcenter.arizona.edu/publications/workingpapers.html)

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