

Conflict Assessment

By
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Assessment.htm

Introduction

Conflict assessment is the essential first stage in the process of conflict management and resolution. A primary goal of such assessment is for all concerned parties to gain a deeper understanding of the dynamics inherent in their relationships. This understanding not only clarifies one's own interests and positions, but leads to an acknowledgement of the basis for the interests and positions held by others, and thereby promotes reflection by the stakeholders. The assessment maps the conflict, and then uses it as an evaluation tool to determine whether or not there is a reasonable possibility for initiating an intervention process to manage or resolve the dispute.

Susskind and Thomas-Larmer[1] have pointed out that since the 1970s and '80s, assessments have been used as preludes to intervening in disputes. They noted that the assessment concept became formalized in the context of prospective negotiated rulemaking in the early 1980s,[2] and that the Administrative Conference of the United States formally recommended that such assessments be included as part of negotiated rulemaking in 1990. [3] (Rulemaking is the process that administrative agencies go through when they develop the details -- the rules -- that specify how laws are to be applied. This used to be done by administrative agencies alone, but since the '80s, it is increasingly done through negotiations with all of the parties that are likely to be affected by those rules.) Conflict assessments are now commonly employed in consensus-building and dispute resolution, in informal ways as well as through the utilization of outside, impartial assessors in the conduct of formal assessments.[4][5]

The assessment is designed to be embedded in reflection and social learning. The assessor must therefore be particularly sensitive to helping the disputants reveal, often through self-discovery, the issues that are really important to them, as well as to understand the priorities that motivate the beliefs and actions of the other stakeholders. In this sense, then, the assessment becomes a learning process.

The initial data-gathering stage is interactive, as stakeholders clarify their interests and positions. The assessment can be helpful in building relationships among stakeholders as well as between the stakeholders and the assessor, and in eliciting stakeholder participation in managing and resolving the dispute. As an evaluation tool, assessment has inherent advantages. It offers insights into the type of intervention most likely to succeed, and provides input into designing a work plan, should intervention be initiated.

What differentiates conflict assessment from other forms of evaluation is that stakeholders and other interested parties may not have come together as a group previously, and therefore may lack a common information base. The initial phase of the process presents the opportunity to build such a shared body of information and knowledge, before group interaction commences. Moreover, as issues that had previously been submerged come to the forefront, this informational stage can lead to the identification of other stakeholders. Stakeholder identification is therefore more than an a priori action,

- Request for comments, corrections, suggestions.
- Guidelines for using Beyond Intractability resources.
- Citing Beyond Intractability articles.

Assessment is a learning process that:

- ✦ Elicits stakeholder participation
- ✦ Builds relationships
- ✦ Develops a shared knowledge base
- ✦ Determines whether or not there is a reasonable possibility of a successful intervention process
- ✦ Offers insights into the type of intervention most likely to succeed
- ✦ Provides input into designing a work plan for intervention

Assessors' qualities -- should be facilitative and communicative:

- ✦ Effective interviewers
- ✦ Sensitive listeners

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Table of Contents Wilmot Hocker Conflict Assessment Guide

1. Understanding the eBook Wilmot Hocker Conflict Assessment Guide
 - The Rise of Digital Reading Wilmot Hocker Conflict Assessment Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Wilmot Hocker Conflict Assessment Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Wilmot Hocker Conflict Assessment Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Wilmot Hocker Conflict Assessment Guide
 - Personalized Recommendations
 - Wilmot Hocker Conflict Assessment Guide User Reviews and Ratings
 - Wilmot Hocker Conflict Assessment Guide and Bestseller Lists
5. Accessing Wilmot Hocker Conflict Assessment Guide Free and Paid eBooks
 - Wilmot Hocker Conflict Assessment Guide Public Domain eBooks
 - Wilmot Hocker Conflict Assessment Guide eBook Subscription Services
 - Wilmot Hocker Conflict Assessment Guide Budget-Friendly Options

6. Navigating Wilmot Hocker Conflict Assessment Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - Wilmot Hocker Conflict Assessment Guide Compatibility with Devices
 - Wilmot Hocker Conflict Assessment Guide Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Wilmot Hocker Conflict Assessment Guide
 - Highlighting and Note-Taking Wilmot Hocker Conflict Assessment Guide
 - Interactive Elements Wilmot Hocker Conflict Assessment Guide
8. Staying Engaged with Wilmot Hocker Conflict Assessment Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Wilmot Hocker Conflict Assessment Guide
9. Balancing eBooks and Physical Books Wilmot Hocker Conflict Assessment Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Wilmot Hocker Conflict Assessment Guide
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Wilmot Hocker Conflict Assessment Guide
 - Setting Reading Goals Wilmot Hocker Conflict Assessment Guide
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Wilmot Hocker Conflict Assessment Guide
 - Fact-Checking eBook Content of Wilmot Hocker Conflict Assessment Guide
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

-
- Interactive and Gamified eBooks

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