

# Third Siders in Theory and Practice, On the Ground and Online



A IIRP 2018 Conference Presentation  
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## Conflict Intervention May Come in Many Forms



Third Party  
Sandy Huffaker, Cagle Cartoons

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## The Plan for the Session

- Explore theory of the 3<sup>rd</sup>-party developed by Law and Society **academics** (Black & colleagues)
- Present intervenor models from several conflict resolution **practitioners** that was based on their own work and life experience
- As time permits: Think about Third Party Roles Online

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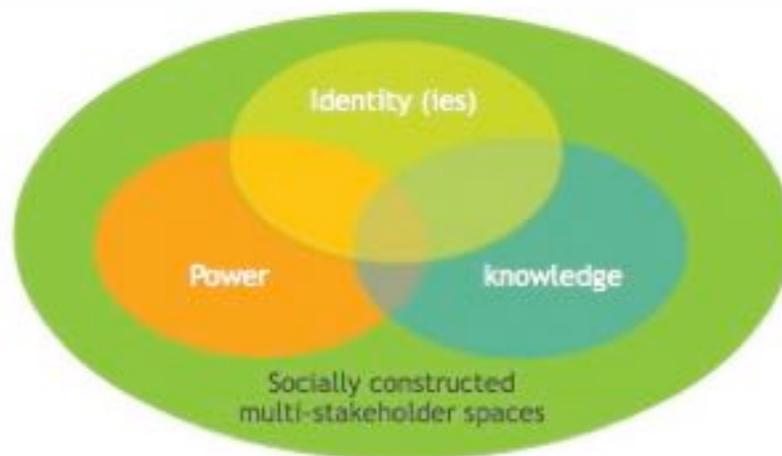
## Pairs Check-in

- 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 Iñigo Retolaza Eguren and Democratic Dialogue Regional Project

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## Academic Theorist – Donald Black

- Professor at the Univ of Virginia since 1985. Got his PhD in Sociology at the U of Michigan in 1968
- Dissertation was based on initial fieldwork doing ride-alongs with the Detroit Police
- Received Russell Sage Fellow in Law and Social Science to go to Yale Law School. In 1979 he moved to Harvard University, with appointments in both the Law School and the Department of Sociology.

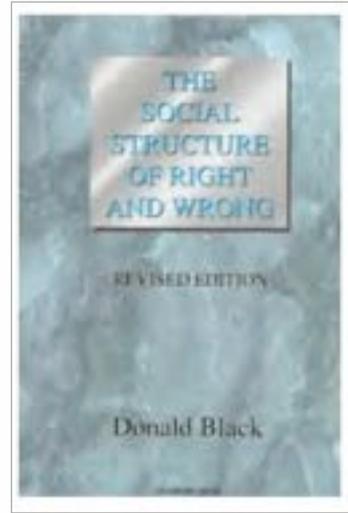


Explores the overlap of Sociology and Law

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## Focus is on How Social Arrangements Influence the Control of “Bad Behavior”

- **Black promotes “Social Geometry” as a model for understanding *behavior of social systems***
- **Social geometry is measured as **relational distances in multi-dimensional social space****



Black's Book  
*The Social Structure  
of Right and Wrong*

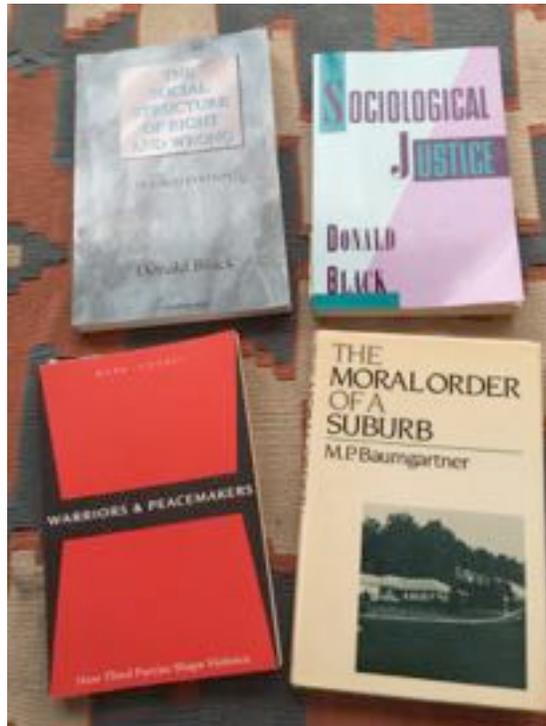
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## Key Social Structural Dimensions Influencing What Methods Are Used

- **Horizontal:** Degree of intimacy and integration: kin, friends, strangers
- **Vertical:** Socioeconomic & authority inequalities: class, status, power
- **Corporate/Organizational:** Distances between groups & organizations, amount of integration of people into organizations
- **Cultural:** Symbolic expression - Distances between languages, religions, “We” vs. “Others”
- **Normative:** Social control of crime, degree of stigma for misbehavior, extent of punishment

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Scholarly Work  
by Black &  
Colleagues  
Seeks to Apply  
and Extend  
These Ideas



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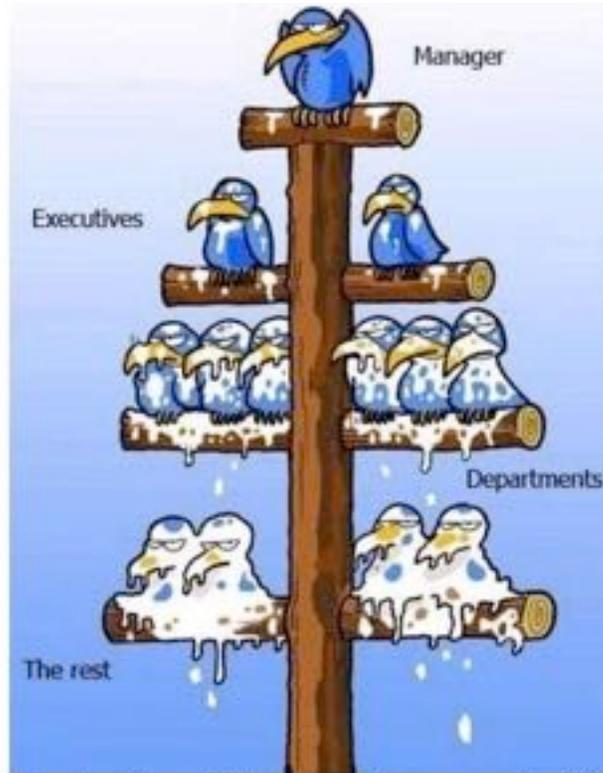
## Some Core Concepts

- **Law tends to be applied downward in the social structure more often than upward**
  - ie Wealthy people more often take legal action, civil or criminal, and are more successful, against poor people than the other way around
  - Relational and status differences are more relevant re the behavior of law than individual personality or attitudes
- **the greater the relational distance between the parties to a conflict, the more law is attracted; conversely, the closer the relational distance, the less law.**

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## Crude, but True?

Position in  
Structural  
Hierarchy  
Influences  
Experiences and  
Perceptions



**When top level guys look down, they see only shitheads;  
When bottom level guys look up, they see only assholes...**

Image from <http://plainadventure.com/2013/04/05/teaching-tip-do-not-let-the-bureaucracy-get-you-down/>

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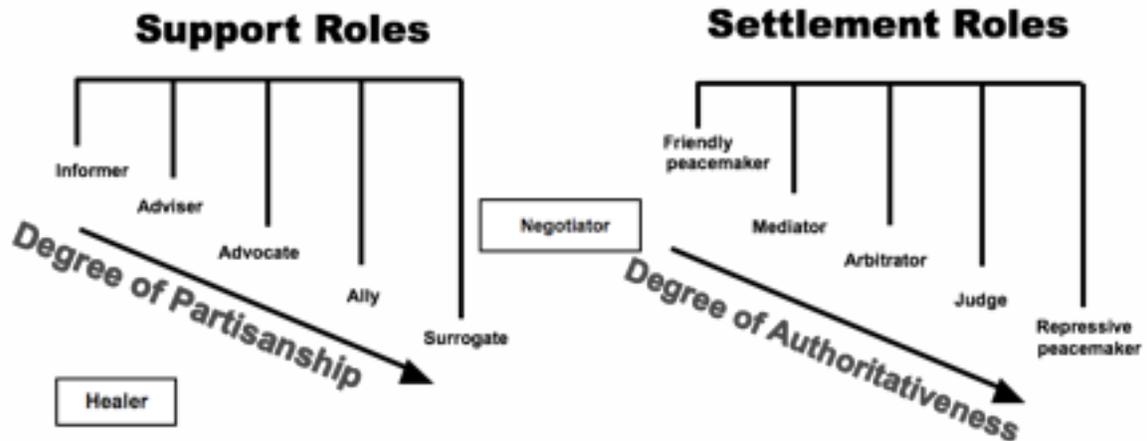
## Responses to Conflict

- **Self-help** (aggression)
  - Vengeance, Downward Discipline, or Upward Rebellion
- **Avoidance**
  - Staying away from other party if social situation enables it
- **Negotiation**
  - Disputants call on the larger network of allies to resolve things formally and voluntarily via joint decision-making
- **Settlement**
  - Nonpartisan third party intervention, sometimes authoritarian
- **Toleration**
  - Lumping it, often used if party is unable to mobilize support

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## Donald Black on 3rd Parties in Conflict

### Typology of Third Parties Either Partisan or Settlement Oriented...



From: "Toward a Theory of the Third Party" p. 98 in the  
Social Structure of Right and Wrong by Donald Black

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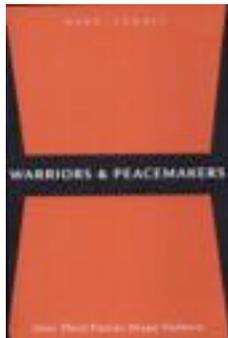
## Partisanship and Social Geometry

- Conflicts normally have two adversaries and possibly also third parties—anyone else with knowledge of them. *Each adversary effectively creates a gravitational field that attracts third parties with strength proportional to their nearness to them and their distance from the opponent.* Intimates attract each other, for example, and are less likely than strangers to take opposite sides of a conflict. Third parties remote from both adversaries tend to be little attracted to either, those close to both tend to be drawn to both but strongly partisan to neither, while those close to one and remote from the other tend unequivocally toward partisanship.

*Summary of Chapter 7 "Taking Sides" in the Social Structure of Right and Wrong*

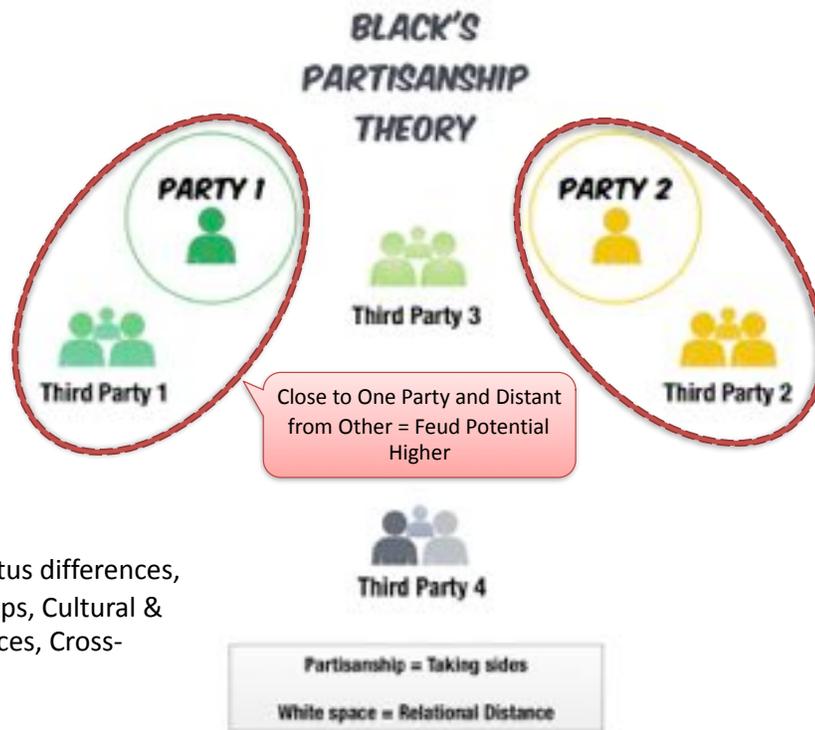
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## Certain Forms of Partisanship Can Lead to **Self-help Violence & Feuding**



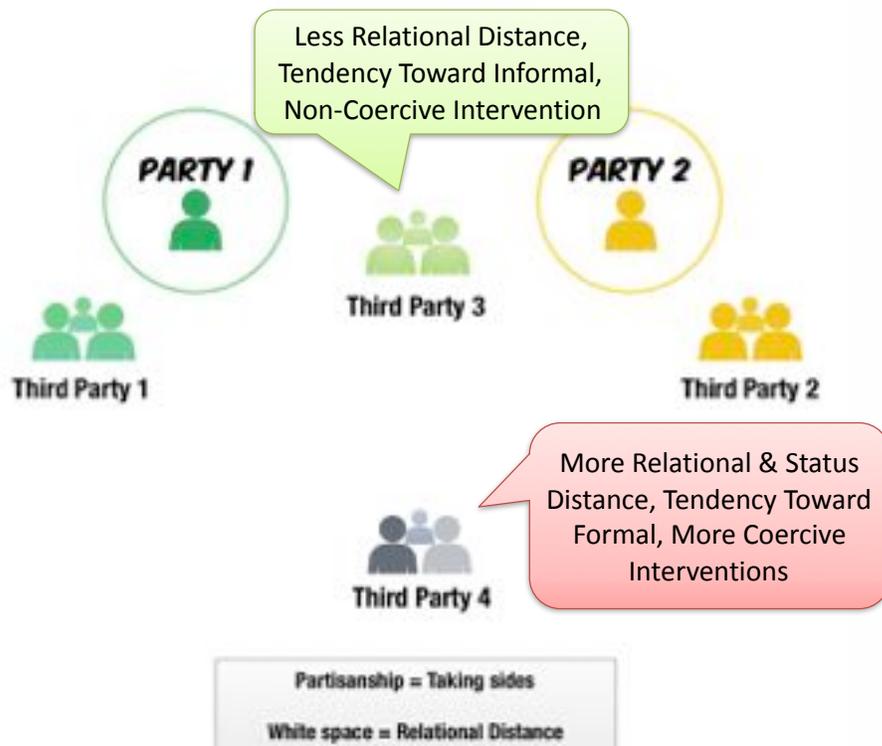
In *Warriors & Peacemakers* author Mark Cooney explores Third Party Roles using Black's Theory

Must consider Status differences, Group Memberships, Cultural & Language differences, Cross-cutting ties, etc.



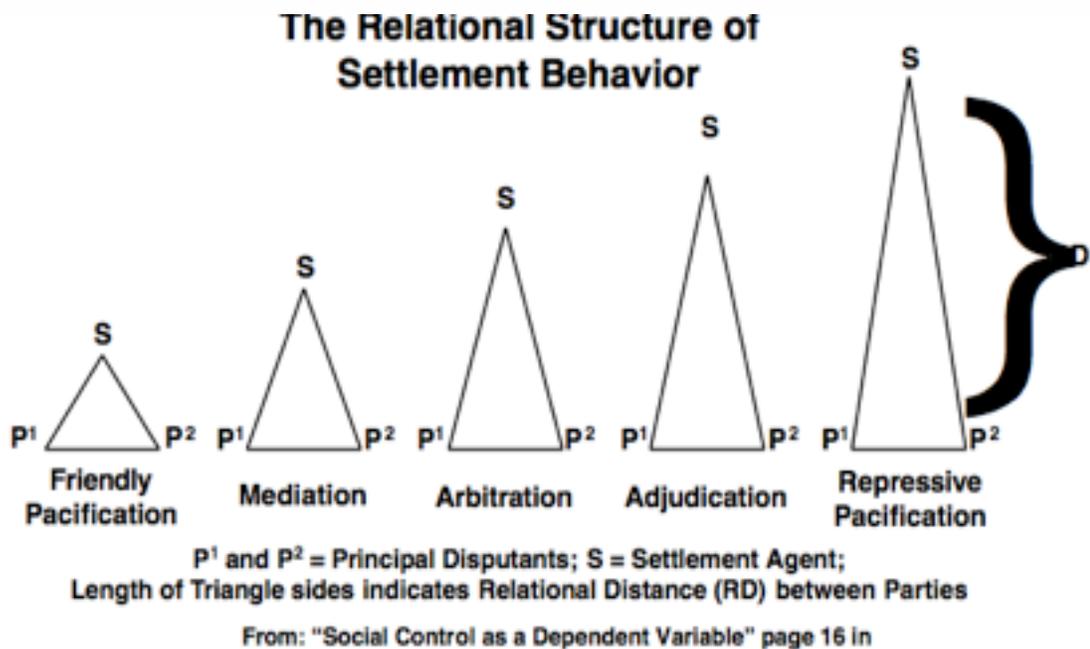
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## Third Party Settlement Roles



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# Relational Distance Matters



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## Higher-Status Third Parties

- Black argues that as third parties increase in status compared to the disputants, their behavior changes along 4 dimensions
  - **More Decisive** (more likely to declare an outright winner rather than forge a compromise decision)
  - **More Formalistic** (more oriented to explicit rules and less concerned with the equities of the case)
  - **More Coercive** (more willing to use force rather than persuasion)
  - **More Punitive** (greater propensity to punish)  
Intervenor of higher status are **more severe, unsympathetic and moralistic**

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## Disputants Don't Like Moralistic, Higher Status Intervenor

- If the only conflict intervenor available is of a much higher social status, parties will tend to avoid use of them and are more likely to resort to *self-help* or *lumping it*
- On the other hand, if the only available conflict *intervenors are of equal or lower status*, the parties don't trust them to have power or credibility needed to solve the conflict

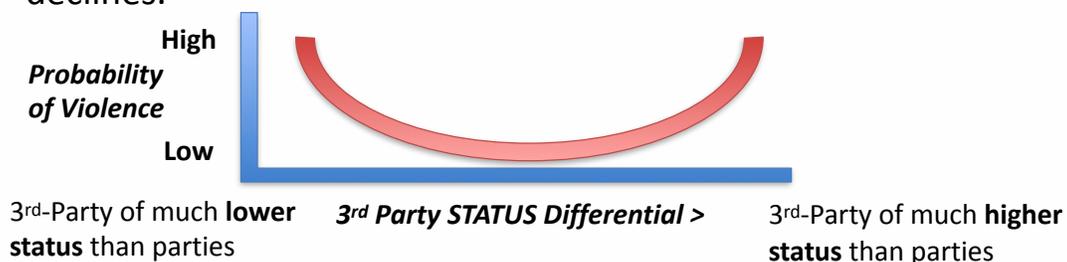


**The sweet spot: an intervenor who is someone of moderately higher status who understands the local community norms**

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## A U-curve?

- In his book *Warriors and Peacemakers* Mark Cooney explains it this way – “The relationship between violence and third-party status superiority is U-curved” (p. 38)
- “The probability of violence will be high when third parties are considerably superior to the principals in status or inferior to them in status. Between these extremes – when the third-party is moderately superior in status – the likelihood of violence declines.”



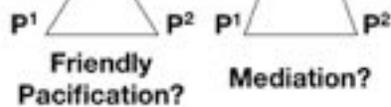
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# Violence Interrupters in Chicago



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## What Kind of Role Does Ameena Play?



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Models from the Field

## PRACADEMIC THEORISTS

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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



"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.



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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 Cormick (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:** Laue'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?” (Laue and Cormick 1978:217-18).



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## Theorist – Raymond Shonholtz

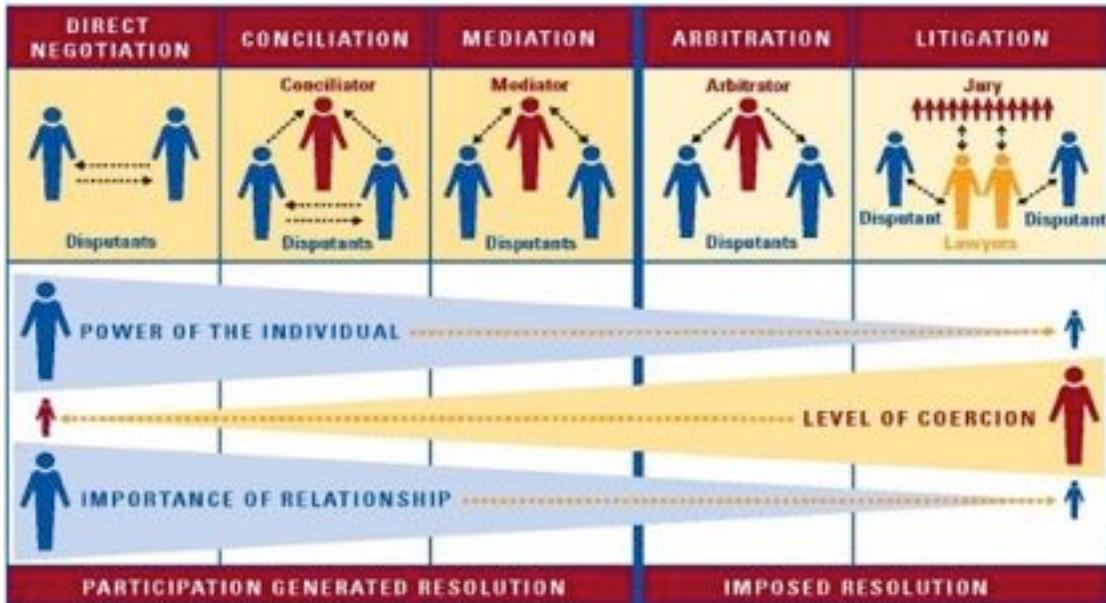
- Studied Polish Social Conciliatory Commissions of the 1950's and 1960's
- Developed **Community Boards** Neighborhood Justice program in San Francisco
- Started **Partners for Democratic Change** after the fall of the Berlin Wall



“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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# Conflict Management Models



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

From: "A General Theory on Disputes and Conflicts" in Journal of Dispute Resolution 2003 No. 2

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# SF Community Boards



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# Community Boards Roles

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



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# Not neutral, but neighborly

## 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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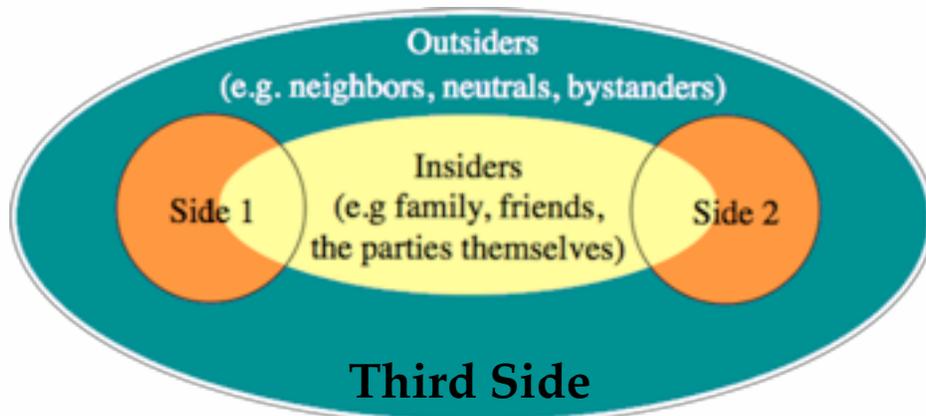
## Theorist - William Ury

- 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

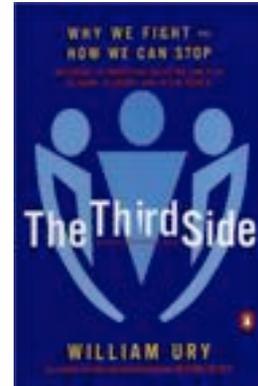


- as per William Ury in [The Third Side: Why We Fight and How We Can Stop](http://www.thirdside.org) see <http://www.thirdside.org>

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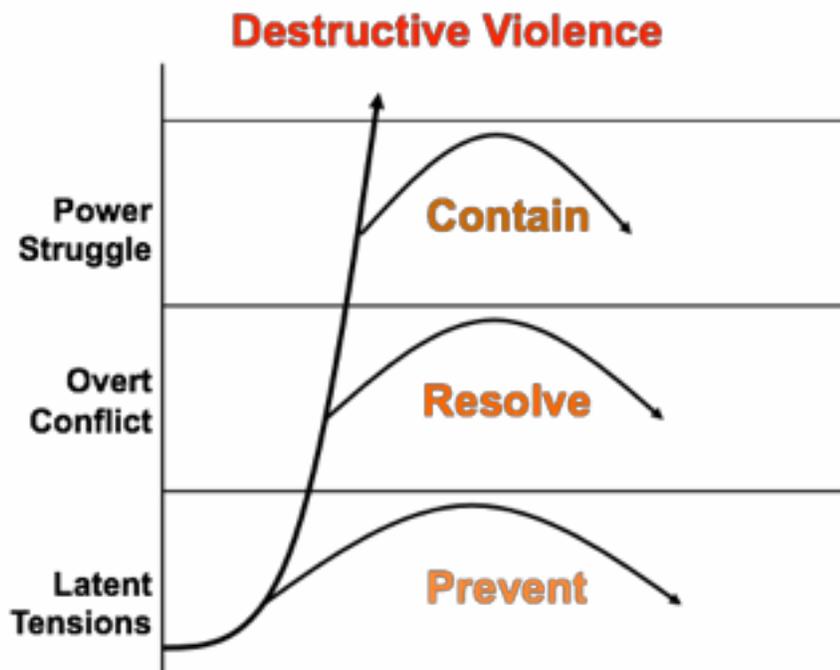
# 3rd Side Roles

- **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



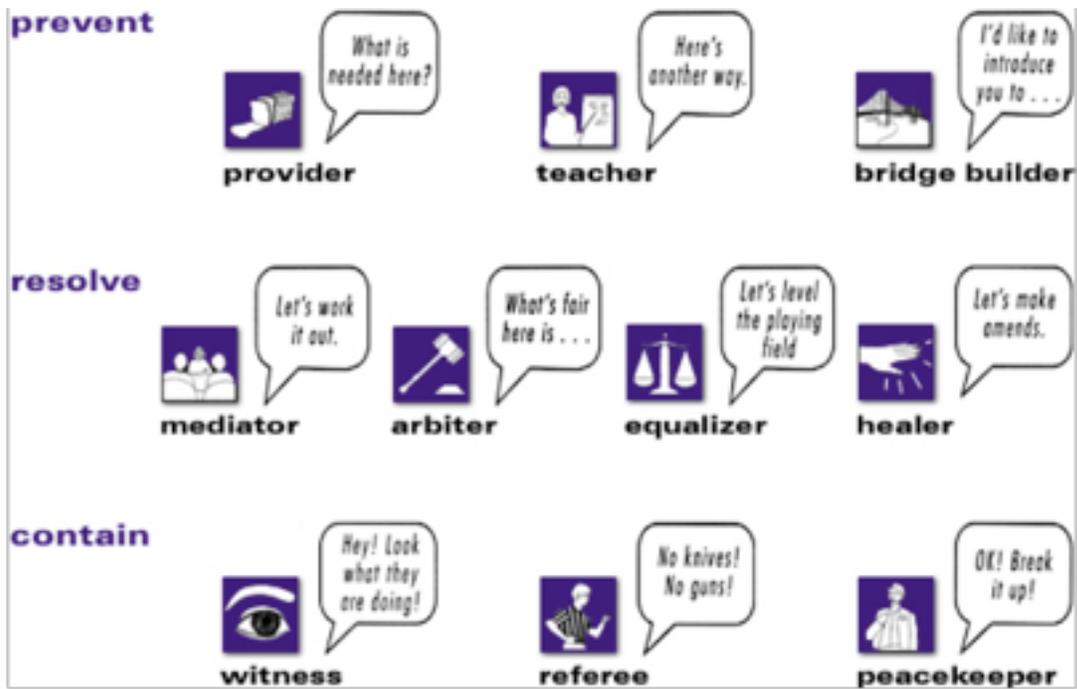
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## Levels of Conflict & Intervention Goals



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# 3<sup>rd</sup> Side Roles & Conflict Stage



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## ESCRO Project

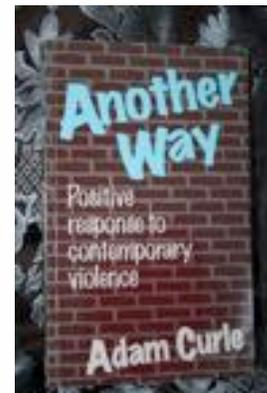


ESCRO = East Side Conflict Resolution Outreach Project

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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.
- 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

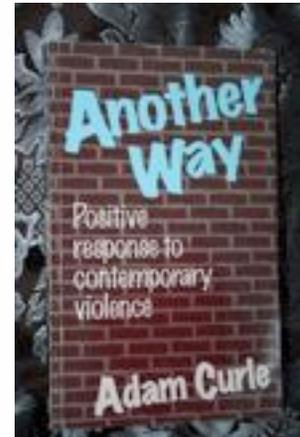


Based on Curle, 1971, as in Lederach, 1995

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## Curle's Roles?

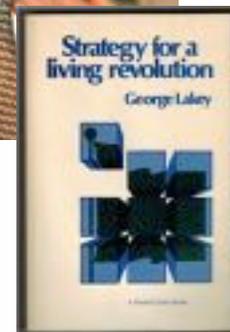
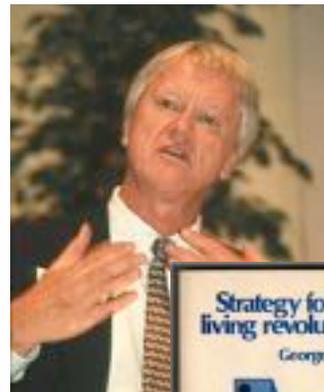
- Educators, Consciousness Raisers, Fact Finders
- Nonviolent Movement Organizers and Activists
- Negotiation Skills Trainers and Negotiation Facilitators/Mediators
- Experts in Methods of Collaboration and Shared Social Development
- Other?



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## Theorist – George Lakey

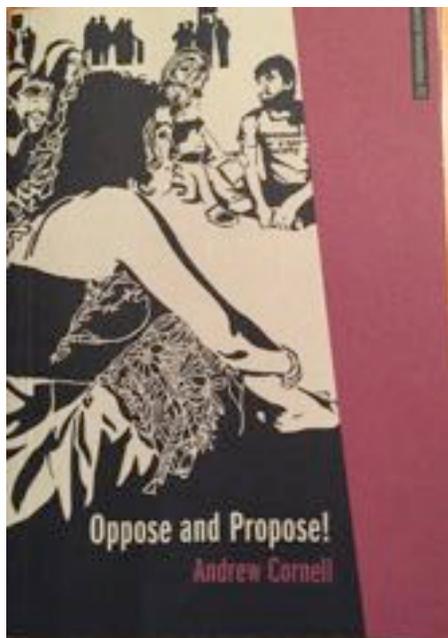
- Quaker Activist and Trainer
- Author of 1973 *Strategy for a Living Revolution*
- Active in the **Movement for a New Society**
- A Founder of Training for Change and Earth Quaker Action Team



Author of new 2016 book entitled *Viking Economics*

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## Movement for a New Society



- 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

- Social Change
- Social Defense
- Third Party Nonviolent Intervention

### Intervention Types

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

*Opening Space  
for Democracy*  
THIRD-PARTY NONVIOLENT INTERVENTION  
CURRICULUM AND TRAINER'S MANUAL



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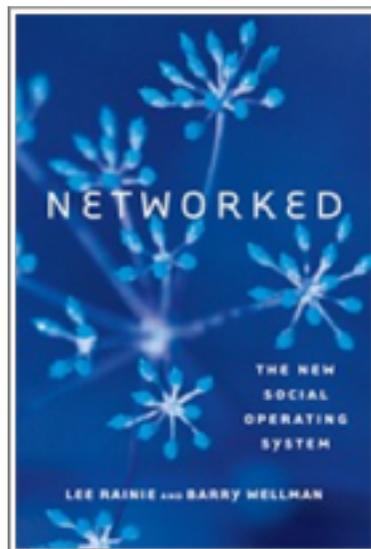
Moving to Where the Action Is

## ONLINE INTERVENOR ROLES

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## Networked Individualism

- Rainey and Wellman
- *Networked: The New Social Operating System* (2012, MIT Press) by Lee Rainie & Barry Wellman
- Builds on Barry Wellman's studies of community networks and Lee Rainie's PEW Internet surveys



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# The “Triple Revolution”

- A Turn from **Groups** to **Social Networks**
- The Proliferation & Differentiation of a **Personalized Internet**
- The **Personal, Mobile and Always-Accessible** Nature of Information and Communication



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# What’s Different Now

- **People Function as Networked Individuals** more often, even at home, **with reduced emphasis on group membership**
- Social ties & events are **Organized Around the Individual** rather than around social units like family, neighborhood, workgroup or organization
- **Person** is the **main node**. Cell phones and internet allow real-time, person-to-person contacts to supplant place-to-place communication



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# ACResolution Magazine Article

The Association for Conflict Resolution's quarterly magazine featured my article "[Empowering Networked Individuals \(and Practitioners\) to Better Manage Conflict](#)" in the Summer 2015 Issue on Looking to the Future.



[http://www.acresolution-digital.org/acresolutionmag/summer\\_2015?folio=22](http://www.acresolution-digital.org/acresolutionmag/summer_2015?folio=22)

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## Adapting Our Roles

- Breaking through the **filter bubble**
- Update Chris Moore's **social network mediator** role
- Take advantage of the changing forms of "**presence awareness**"
- Fast-access to domain specific knowledge & **modular response sets**
- **Stream filters & analysis tools** designed for constructive conflict engagement
- An **expanded spectrum of supported community roles** for conflict engagers
- A **broader spectrum of professional conflict resolution roles**



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## Conflict Intervenors 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
- Leverage the Web



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## In Review

- Theories emerging from academia
  - **Donald Black** – combining sociology and law
  - Cooney and Baumgartner (students of Black)
- Theories emerging from the field
  - **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
- Expanding to Serve Networked Individuals

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## Our Challenge

Finding and Fitting  
the Resourceful  
Person to the Fuss

Character from peacebuilding game  
*Cedaria: Blackout* - see  
<http://www.cedariagame.com>

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