Appendix Two
A BRIEF GUIDE TO THE WORK OF SOME PIONEERING SCHOLAR-PRACTITIONERS.

Introduction

Over the last twenty-five years, a number of academics have written theoretically about the use of a variety of related problem-solving approaches, but have based their theoretical and conceptual writings on their own direct, practical experience of conducting workshops, facilitated discussions and other forms of problem-solving exercises. They have thus closely approached the ideals first put forward in the 1940s by Kurt Lewin of being 'practical theorists', and in the 1960s by John Burton of testing out theories in the real world of protracted and deep-rooted conflicts.

Many of the scholars mentioned in the Bibliography below have worked together on particular problem-solving exercises, and it is clearly the case that:

(1) their work as facilitators owes much to the ideas and practical experience of other members of this informal network; and

(2) their theoretical writings borrow from one another's work to varying degrees.

In one sense, these scholars constitute a 'first generation' of theorist practitioners, or practical theorists. It is clearly the case that second and even third generations of such practising theorists now exist, and that there has been a fruitful cross-fertilization of ideas and practices among individuals and institutions that have focused their work on a number of different 'conflict arenas', from the individual to the international. The field has grown enormously over the last ten years, as has its literature. However, the number of scholars thinking and acting as consultants in international or inter-communal arenas remains fairly small, so that our Bibliography will hopefully cover many of the theories and practices currently available for helping to resolve deeprooted and protracted conflicts at this most complex level.

We have attached brief notes on each person and a list of works relevant to their activities as consultants and facilitators, in the hope that this information will be of interest and help to the next generations of problem solvers and facilitators now facing the world of protracted and intractable conflicts.

Azar, Edward E.

Ed Azar was a Lebanese scholar who studied first at Stanford and whose earliest work involved efforts to use events data to provide 'early warning' of conflicts and to trace through sequences of conflicting and peaceful interactions between nation states.

He developed the Conflict and Peace Data Bank (COPDAB), which later scholars developed as GEDS, but later switched his interest to the nature of third-world development and its relationship to protracted conflict and its resolution. In the 1980s, he and John Burton collaborated briefly on theory development and on problem-solving exercises dealing with the Lebanese conflict and the British-Argentine dispute over the Falkland/Malvinas Islands. Azar died tragically young in 1991.

Publications


Burton, John W.

John Burton started his career as a diplomat towards the end of the Second World War. As a member of the Australian delegation, he attended the San Francisco Conference that set up the United Nations. He later became head of the Australian diplomatic service. In England in the 1960s, he drew upon ideas from social case work, industrial relations and the 'human relations' approach used by the Tavistock Institute to pioneer the use of 'problemsolving workshops' (initially called 'controlled communication') to help resolve complex and violent conflicts. Among the panellists in some of Burton's early exercises were Roger Fisher, Herb Kelman, and Chadwick Alger. Burton's list of publications is huge; what follows is a selection of those dealing mainly with problem solving in its practical aspect.

Publications


'Track Two: An Alternative to Power Politics', in McDonald, JW. and Bendahmane, D.B. (eds), Conflict Resolution; Track Two Diplomacy, 1987, US Department of State, Foreign Service Institute, Washington, DC.


Curie, Adam

Adam Curle comes from a background of both educational and development studies, and worked as a consultant at the Tavistock Institute in London. He joined the Society of Friends, and became active in Quaker peacemaking processes, working in the Middle East, in Biafra, in Northern Ireland and in Sri Lanka, among other places, where Quakers have tried to fulfil their peace mission by acting as go-betweens, private diplomats and reconcilers. Curle was the first
Professor of Peace Studies in England, at the University of Bradford, and continues his work as a third party consultant and facilitator.

Publications


Doob, Leonard W.

Leonard Doob began his career as a young psychologist by contributing to Dollard’s classic work on frustration-aggression, became interested in social conflict and joined those exploring the use of workshops in conflict resolution in the 1960s. His approach to process and procedure varied tremendously. Some cases consisted of highly structured meetings based upon NTL and T-Group models, while others seemed to lack structure at all. He worked on conflicts in the Horn of Africa, Cyprus and Northern Ireland. In this last case, Doob became the centre of a controversy over the treatment of participants during one workshop and the issue of participants’ vulnerability on their return to their own community, both issues which remain controversial in the field of conflict resolution.

Publications

*Resolving Conflict in Africa: The Fermeda Workshop, 1970*, Yale University Press, New Haven, CT.


*Intervention: Guides and Perils, 1993*, Yale University Press, New Haven, CT.


**Fisher, Roger**

Roger Fisher must be the best known of the theorist-practitioners in this group. Coming from a background in international law, Fisher started writing practical handbooks for decision-makers in the early 1960s, going on to write the international bestseller *Getting to 'Yes'* with Bill Ury and thus starting off an avalanche of 'getting' books. He was a founder of the Harvard Negotiation Project in 1984, and (with Jim Laue) of the Conflict Clinic Inc. He has served as a consultant and facilitator in innumerable conflicts from the Middle East to South Africa and beyond. One day he will write up his vast case-work files, or some lucky doctoral students will be allowed access to them.


**Fisher, Ronald J.**

From a younger generation than the theorist practitioners of the 1960s, Ron Fisher's background is in social psychology but he developed an interest in problem-solving approaches early and wrote two excellent survey articles of the practice in *Journal of Conflict Resolution*, while beginning to use workshop methods with participants from Canada. Later, he branched out and began to use a series of workshop approaches in Cyprus, at the same time attempting to investigate comparatively and scientifically the nature of the processes used in problem solving and the actual effects of participation on both participants and the conflict itself.


**Hare, A. Paul**

Much of Paul Hare's work has been carried out from universities in South Africa and Israel using a wide variety of approaches to conflict resolution, often in conjunction with his London-based colleague, Herb Blumberg. Hare has worked in Cyprus, the Middle-East and in South Africa and his work is informed by an individual and unique approach to issues of conflict resolution.

**Publications**


**Kelman, Herbert C.**

One of the original group of scholars involved in John Burton's work in London, Herbert Kelman has probably undertaken more problem-solving exercises and written more papers and articles on aspects of problem solving than any other scholar-practitioner. He originally applied his procedures to a variety of conflicts - Cyprus, India/Pakistan - but since the mid-1970s has concentrated his attention on the Israeli-Palestinian conflict, both at the decisionmaking and opinion leader levels. A number of key figures in this dispute have worked with Kelman over the years, and his influence has been considerable.

**Publications**


**Laue, James H.**

Jim Laue's interest in social conflict and its resolution dates back to the 1960s when he worked for the US Community Relations Commission and continued via the Conflict Clinic Inc and ICAR. He was an active practitioner in protracted social conflicts within the United States, and in recent years had begun to turn his attention to Northern Ireland and South Africa. Unfortunately, he always used to say that you could 'do' conflict resolution or you could talk or write about doing it. He did it, so his writings are sparse, but well worth tracking down.

**Publications**


**Quaker Conciliators**

The Society of Friends has long been active in conciliation, reconciliation and, more recently, problem solving. Unfortunately, Quaker reticence and their commitment to quiet diplomacy works against much in the way of published accounts of their activities as go-betweens or mediators. The techniques of such intermediaries as Sydney Bailey, Landrum Bolling, Elmore Jackson and Walter Martin deserve to be better studied and understood for future generations.

**Publications**


Yarrow, C.H., 1972, *Quaker Experiences in International Conciliation*, Yale University Press, New Haven, CT.


Rogers, Carl

Carl Rogers is probably best known for his leading role in the development of 'humanistic psychology' with its emphasis on a 'person-centred' approach to therapy and the importance of the therapist being capable of 'non-judgemental listening'. The influence of this last idea on the development of facilitative third-party practice needs no emphasis. In the 1960s Rogers was very influential in developing the use of 'encounter' groups, and in the 1980s in the promotion of cross-cultural communication.

During the last fifteen years of his life Rogers attempted to apply his person-centred approach to politics, using its methods with leaders, policy-makers and groups in conflict. He was particularly interested in the reduction of racial tensions and in the application of the approach to multicultural disputes, working with groups in South Africa and Northern Ireland, as well as in the United States, Brazil, France, Japan, Italy and the Philippines.

*On Becoming a Person*, 1961, Houghton Mifflin, Boston, MA.


'The Underlying Theory Drawn From Experience with Individuals and Groups', *Counselling and Values*, 1987, 31 (1) pp. 38-45.


Saunders, Hal H.

Hal Saunders was a diplomat who took part in many of the formal diplomatic interactions involving the Arab-Israeli conflict before deciding that information approaches also offered ways of dealing with such protracted conflicts. He was an early member of the exchanges between Americans and Soviets at the Dartmouth Conference, and strongly advocates such a gradualist approach in tackling deep-rooted conflicts. More recently he has written about the whole 'pre-negotiation' phase of conflict resolution, while acting as a facilitator in a large number of dialogues between adversaries in conflicts occurring in widely different arenas, from Latin America to the former Soviet Union.

Publications

_The Other Walls; The Politics of the Arab-Israeli Peace Process_, 1985, University Press of America, Lanham, MD.


'We Need a Larger Theory of Negotiation: The Importance of the Pre-Negotiation Phase', _Negotiation Journal_, 1985, 1 (3) pp. 249-262.

'International Relationships; It's Time to Go Beyond "We" and "They"', _Negotiation Journal_, 1987, 3 (3) pp. 245-274.

'When Citizens Talk; Nonofficial Dialogue in Relations between Nations', in McDonald, J.W. and Bendahmane, D., _Conflict Resolution; Track Two Diplomacy_, 1987, Foreign Service Institute, US Department of State, Washington, DC.


'Track Two'

In the 1980s a number of diplomats began to take seriously the idea of quiet, private diplomacy and problem solving as a useful adjunct to formal 'Track One' efforts at the official level. This was mainly due to the work of two members of the US Foreign Service Institute, John McDonald and Joseph Montville, who coined the term and proceeded to explore and explicate it, as well as beginning to put some of its ideas into practice themselves.

Publications

Bendahmane, D.B. and McDonald, JW., _1986, Perspectives on Negotiation_, Foreign Service Institute, US Department of State, Washington, DC.


McDonald, J.W. and Bendahmane, D.B., _1987, Conflict Resolution; Track Two Diplomacy_, Foreign Service Institute, US Department of State, Washington, DC.

McDonald, JW., _1987, Guidelines for Newcomers to Track Two Diplomacy', Foreign Service Institute, US Department of State, Mimeo.


van de Merwe, Hendrik

Hendrik van der Merwe was the founder of the Center for InterGroup Studies at the University of Capetown, and a leading practitioner of 'quiet diplomacy' between the various parties to the protracted conflict in South Africa. He acted
as a go-between for the various parties over a long period of time when contact between the warring groups was otherwise reduced to coercion and violence; arranged contacts between South African business leaders and the ANC, and facilitated communication between ANC, PAC and Inkatha at a time when divisions among these organizations threatened the peace process.


**Wedge, Bryant**

Bryant Wedge was a psychiatrist and public servant who worked both in and out of government to advance ideas which first came to him in the Dominican Republic in the 1960s where he found himself unexpectedly in the role of an intermediary between some of his Dominican student contacts and the US Embassy. He worked with Jim Laue and many others on the US Peace Academy campaign, was an early advocate of dialogue between the USA and the Soviet Union and founded the conflictresolution programme at George Mason University in 1981.

_Publications_


'Mediating Inter-Group Conflict in the Dominican Republic', in McDonald, J.W. and Bendahmane, D.B., _Conflict Resolution: Track Two Diplomacy, 1987_, Foreign Service Institute, Washington, DC.