

<10-1 Table>

Comparing Perspectives

Perspective	How Conflict is Understood	Where to focus attention	Insights for practitioners	More likely outcome or Endpoint
The physical body and Somatics	Innate aggression; Neurological influences on judgment & behavior	Focus on the physical organism and its interaction with the environment	Cultivate practitioner's appreciation for limitations on party autonomy and "free will" Physical movement; Notice ways to reduce environmental triggers	Management by changing the environmental conditions or introducing external change agents; Transformation by changes to physical organism
The nonconscious mind	Impulsive, reactive aggression	Focus on non-conscious drivers and pre-dispositional factors	Appreciate complexity of non-conscious influences on conflict; Cultivate greater introspection and party self-awareness	Reduction, Management through external constraints; Transformation through insight and growth
The Strategic mind	Contest of over rights, perceived incompatible needs & interests	Focus on the parties' individual frameworks of rights, needs and interests	Explore individual needs, interests, options	Management, Settlement through negotiation or 3 rd party intervention; Resolution of the current situation by satisfying individual needs
Language & Symbols	Crisis of Human interaction	Focus on shifts in quality of interaction from destructive to constructive	Follow the interactive dynamics of conflict in real time; support shifts from destructive to constructive interaction	Greater clarity regarding conflict and decisions. Can lead to any of the seven conflict endpoints
Social Construction of Meaning	Incommensurate moral orders; competing master stories	Focus on "moral orders" and master stories - how parties make sense of their social experiences	Recognition of different social truths; shift from negotiation to dialogue and from decision-making to understanding and building new common language	Transformation through emergent understanding of incommensurate moral orders Potential Reconciliation
Systems, Structures and the conflict ecosystem	Power struggle among social categories asymmetric distribution of resources and opportunities	Focus on larger context and system; Notice parties' relative locations within relevant structures	Appreciation for structural constraints and inequalities; Shift from parties to context and structures	Management through internal and relational strategies; Transformation through structural change