



Conflict analysis tool

Use this activity to help you develop a peacemaking process for your organisation, community, or nation. Consider each of the questions and use the prompts to help you answer them. You can add your answers in the space provided, or use butcher's paper, sticky notes, or a whiteboard. Remember, there may be more than one perspective/explanation for each of these questions.

Understand the conflict		
Question	Prompts	Answers
What is the conflict?	<p>Define the conflict, issue or problem you want to address.</p> <p>Remember, there may be more than one correct way to look at things. Considering two points of view as equally valid can be the key to successfully resolving conflicts.</p>	
What caused the conflict?	<p>Think about why the conflict is happening. Causes may include misunderstandings, differing interests or values, or the impact of laws, rules, or policies.</p> <p>Perhaps somebody said something that has offended another person. A board may be divided about the 'right direction' for their organisation to go in.</p> <p>Conflicts can also be caused by disagreements regarding cultural values, laws, or systems of authority.</p>	
What is the context of the conflict?	<p>To better understand the context of a conflict, try thinking about:</p> <p>Cultural context: The cultural values, traditions and beliefs of the parties can result in differing views on the conflict and how it should be addressed.</p> <p>Legal context: Laws and regulations can impact the rights and responsibilities of the parties involved. It can impact how decisions are made and who has authority in the situation. For example, in conflicts over native title.</p>	



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Use this activity to help you develop a dispute resolution model for your community or nation. Consider each of the key aspects and use the prompts to help you think through the various elements of a dispute resolution model. Add your own reflections next to each. Remember, there may be more than one perspective/explanation for each of these questions.

	<p>Political context: Government policies, elections, and political agendas and campaigns may influence the way an issue is perceived by parties. For example, a land council election.</p> <p>Historical context: Think about whether the conflict has a history. This may include past events, relationships, and agreements. For example, there may be an unresolved family disagreement that has resurfaced.</p> <p>It may be helpful to provide a timeline of key events if the conflict has been going on for a long time.</p>	
<p>What triggers might make the conflict worse?</p>	<p>Think of any events, actions, or circumstances that could potentially escalate the conflict.</p> <p>This might include further information coming to light, or strong emotions such as anger or frustration.</p> <p>For example, the dispute flares up at the end of the year when the organisation is busy, individuals are stressed and under pressure.</p>	



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Identify those involved		
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Who are the main parties to the conflict?	<p>Consider who is directly engaged in the conflict. Who stands to gain or lose something from it being addressed?</p> <p>Is there anyone involved 'behind the scenes'? For example, there might be someone who is aggravating or intensifying the conflict, even if they are not physically present in the situation.</p>	
What are their interests, goals, positions, skills and relationships?	<p>This might include how the different parties are related to one another. How do they know one another?</p>	
Who needs to participate in the peacemaking process?	<p>Think about individuals or groups who hold positions of authority or power that could impact the process.</p> <p>For example, Elders or community leaders may be able to make sure outcomes are followed through.</p> <p>Consider those who are indirectly involved in the conflict. For example, those who have witnessed its impact.</p>	
Are any of the groups or individuals involved who prone to conflict?	<p>An example might be a particular individual known to be a 'hot head' who is always fighting with someone about something.</p>	



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Choose your peacemaking process		
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Is there a peacemaking process already used by your group?	<p>Your group may already have its own peacemaking processes in place. You may have your own local terms to describe these.</p> <p>For example, group mediation, conflict management, intervention, or peacebuilding. These processes may involve local decision-making or traditional practices and protocols.</p> <p>Consider whether your existing processes are suitable for the current issue.</p>	
Are there any regulatory requirements that need to be considered?	<p>For example, incorporated groups are required to have a rule in their rulebook or constitution setting out how they will resolve internal disputes.</p> <p>There are different requirements for dealing with conflicts, depending on the state or territory legislation your group is incorporated under. Justice Connect provide factsheets which outline these regulations for different states and territories.</p>	
How was the neutral third party/parties selected?	<p>Consider whether you need to engage Indigenous third-party practitioners or an 'outsider.'</p> <p>Does the neutral third party have knowledge of the cultural values and protocols of the parties?</p> <p>Are all parties comfortable with the selected third party?</p>	



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<p>Which people can we identify as advocates for a resolution?</p>	<p>In this context, an advocate is someone who will support and protect any outcomes that come out of the dispute resolution process.</p> <p>For example, a CEO might give their word that they will watch that 2 members of their management team uphold the agreed terms of a negotiated outcome.</p> <p>You might have your own cultural terms to describe advocates in these scenarios.</p>	
<p>Are there any options for consensus and resolution that we can identify?</p>	<p>These suggestions may come from those directly involved, or be solutions from the third-party practitioners or people on the sidelines with more neutral perspectives.</p> <p>It's helpful to have a few ideas to work with as a starting point.</p>	
<p>Are there any challenges or roadblocks that may prevent the conflict from being easily resolved?</p>	<p>This could be anything with the potential to get in the way of working towards consensus, or cause issue for a proposed solution.</p> <p>It may be that a certain individual is not willing to be involved in a process of peacemaking.</p> <p>There may also be logistical roadblocks. For example, it may be difficult to get all participants together in the same place or at the same time.</p>	



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Choosing the right time and location for peacemaking		
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Are there opportunities to resolve the conflict?	This might be an upcoming AGM where you will have the opportunity to make some family-wide decisions based on compromise or consensus to address conflict.	
What scenarios can we develop from this analysis to help find a resolution?	For example, an upcoming AGM might provide the opportunity for a family group to come together and decide that Elder X has 6 more months representing them on Committee Y before Elder Z will become the new family representative.	
Is it necessary to meet face-to-face?	Consider whether the peacemaking process should take place online or in person. For example, if the conflict requires a mediator, then face-to-face meetings may enable them to build rapport with participants more easily.	
Have you discussed the most appropriate venue or location for peacemaking?	Make sure the location is a culturally safe and neutral space. For example, outside on Country or in a local library. It's best to avoid meeting in people's homes.	

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Plan your timeline		
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How much time do you estimate will be needed to resolve the conflict?	<p>Consider the availability of the parties and participants involved in the peacemaking process.</p> <p>For example, if peacemaking involves the support of an external party or organisation, then a set time may be allocated. If the process is internal, you may not need to define a strict timeframe.</p>	
Have you set a realistic timeframe?	<p>Ask yourself whether the timeframe is achievable given the scope of the conflict and the resources available.</p> <p>Conflicts that have been ongoing or that involve multiple parties may take longer than other, more straightforward conflicts.</p>	
How frequently should the parties involved meet?	<p>The frequency of meetings may depend on the availability of the participants and any third-party practitioners.</p> <p>You may also need to factor in an initial meeting to talk through the process, as well as a follow-up meeting/s.</p>	



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Discuss outcomes		
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What have we done or what can we do to try and resolve the conflict?	<p>You may have tried ignoring the other party, or tried to explain why you are right and they are wrong.</p> <p>Have you tried to see things from their perspective?</p> <p>Have you made sure your communications are respectful and genuine?</p>	
What outcome are we looking for?	<p>Are you hoping for an apology?</p> <p>Are you looking to prove that you are right?</p> <p>Are you hoping for an undertaking that things will happen differently next time?</p>	
What are our chances of achieving this outcome?	<p>Is it actually possible?</p> <p>Is it a long shot?</p> <p>Is it unrealistic? Why?</p>	
What is important about that outcome?	<p>If you are going to fight for it, you need to be able to explain, and possibly defend, why it is the 'right' outcome.</p> <p>Think about why the outcome matters, why it is important to you.</p>	



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<p>If we can't reach that outcome, what other outcomes will we be happy with?</p>	<p>Compromise is a big part of peace-making. Think about what your 'meeting half way' would be.</p>	
<p>Repeat the above 4 questions but from the other party's (or parties) point of view.</p>	<p>For example, we think the other party is looking for outcome x...</p> <p>The chances of them achieving this are...</p> <p>I can see this outcome is important to them because...</p> <p>A fair compromise from their perspective would be...</p>	
<p>What is the cost of the dispute?</p>	<p>This should include the cost of the dispute continuing as well as any attempts to resolve it.</p> <p>Consider legal fees, reputation of the group, reputation of individuals, risks to funding, disruption of services and/or unrest in the community.</p>	



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Follow up		
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Are there any follow-up mechanisms in place to ensure that the issue has been dealt with effectively?	<p>Consider whether you need a process in place to check up on participants after the peacemaking – determine who has the job of following up and how outcomes will be measured. For example, verbal feedback from participants, or regular meetings which each party to review how things are going.</p> <p>How can you ensure that the solution found through the peacemaking process has been implemented and/or sustained among parties?</p> <p>If the conflict continues, consider whether the matter need to be brought to the attention of certain people. For example, the board of directors or an Elder with a certain level of influence or authority.</p>	