Conflict Mapping Tool

HARMONIZE
PEOPLE. POWER. PROCESS.

Conflict is nested. By that, we mean that conflict exists in each layer of human connection. Our map recognizes & helps us understand the nested nature of conflict. Using this Nested Conflict Map will help you identify how each layer is relevant to your conflict and the possibilities that exist for intervention at that layer of the conflict.

Using the Tool:

This Nested Conflict Mapping Tool includes a *description* of each layer, *questions* to ask to help see each layer of the conflict, the *possibilities* created by addressing that layer of the conflict, and *limits* of over-focusing on each layer.

Layer	Description	Questions	Possibilities	Limits
Personal	An individual's navigation of their mind, body, and/or soul	• What is the personal pattern, unspoken need, vulnerability, unconscious pattern, limited perception or belief that might be motivating/influencing how a person is reacting to/behaving in the situation? • What am I bringing from outside of the situation that is shaping my sense of what is possible in the conflict? • What might be happening for someone else? (Note: Be careful not to over invest here.)	Addressing this level of a conflict can: • Expose new choices one can make in response to the conflict • Help someone rediscover their agency in a conflict • Unlock internal blockages to engagement and resilience	Over-prioritizing this level of a conflict can: • Limit institutional changes and/or material changes that need to occur
Interpersonal	A relationship dynamic between 2+ people	• Is there a person/people that I am in direct tension with? (a foil?) • What are the specific ways that escalate the situation when we engage? • What are the ways that I understand and talk about the difference in how we engage? Different styles? Paces? Approaches?	Addressing this level of a conflict can: • Reveal new choices one can make in response to another person • Help someone rediscover their agency in a conflict • Create empathy and discovery of mutuality with others	Over-prioritizing this level of a conflict can: • Limit institutional changes and/or material changes that need to occur

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Organizational	Many individuals united by a common purpose	• How do group practices, processes, culture, roles, relationships, policies, & structures influence how we're relating?	Addressing this level of a conflict can: • Expose new choices that the group can make • Increase efficiency & effectiveness inside of the organization	Over-prioritizing this level of a conflict can: • Limit how individuals' choices and mindsets may need to change
Systemic	Solidified networks of organizations that impact the material reality of large populations (i.e. legal, health care, economic systems)	• How is this situation connected to larger material structures and realities? • How might this conflict be replicating those structures? • How are we as individuals positioned differently with respect to that system inside of this conflict and how might that be impacting our emotional, psychological, and material experience?	Addressing this level of a conflict can: • Increase empathy for other people in the dynamic & create more willingness to expand our stories • Develop movement strategy and political analysis • Increase understanding of positions & intersections of oppression	Over-prioritizing analysis of this level of a conflict can: • Dislocate individuals and groups from our power to impact systems. • Lead to belief that we cannot resolve issues on other layers until we first solve systemic problems (i.e. bc capitalism contributes to a conflict between Tina & Tony, until we change capitalism, they can't along / "Trickle-down" conflict change) • Lead to belief in the permanence of a dynamic • Obscure that an important purpose of analyzing systems impact in org conflict is to build trust through shared understanding and analysis of group circumstances
Ideological	Commonly held beliefs, stories, & patterns of thought across a society	• What are the large scale stories about who we ought to be, what is good/bad, legit/illegitimate at play? (Including internalized memes from all the "isms) • How are those stories expressing themselves in this dynamic?	Addressing this level of a conflict can: • Increase empathy for other people in the dynamic & create more willingness to expand our stories • Develop movement strategy and political analysis • Help people unlearn harmful things which can lead to change at personal level regarding how we relate to the ideological patterns	Over-prioritizing this level of a conflict can: • Miss how getting a deeper analysis doesn't, in itself, create structural change • Miss how critique on this layer needs to be nuanced & used to build interpersonal trust. • Miss how knowing another's story may not, in itself, create personal or interpersonal transformation or realignment.

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Layer	Description	Questions	Possibilities	Limits
World	Physical, material, environmental realities people in the conflict are navigating	• What are the conditions of the world (beyond humans) that we are in relationship to and navigating? • How are we positioned with respect to that? • How does that positioning impact what's occurring?	Addressing this level of a conflict can: • Increase awareness of personal triggers & contexts that undermine resourcefulness, which can lead to new personal practices • Increase empathy & connection to non-human beings • Develop movement strategy and political analysis	Over-prioritizing this level of a conflict can: • Miss how critique on this layer needs to be nuanced & used to build interpersonal trust. • Dislocate individuals and groups from our power to make new choices despite stagnant external circumstances • Miss that work on this level needs to be connected to personal, interpersonal, & org practices
All	The intangible aspects of reality (e.g., ancestral planes, cosmic energies).	• What are the different threads of cosmic, spiritual, ancestry/lineage patterns that are playing out? • How might we see what's occurring in the context of mythological, astrological, and magical narratives?	Addressing this level of a conflict can: • Increase awareness of personal triggers & contexts that undermine resourcefulness which can lead to new personal practices • Increase empathy & deepen connection	Over-prioritizing this level of a conflict can: • Lead to by-passing (e.g., going on an ancestral healing journey vs. just calling up a person and apologizing) • Lead to belief in the permanence of a dynamic
Source	The ineffable from which *all* springs	• What do you have faith in? • What is your object of primary concern? • What is your God and guidestar? • Where are you in or out of alignment with these?	Addressing this level of a conflict can: • Increase awareness of personal triggers & contexts that undermine resourcefulness which can lead to new personal practices • Increase empathy & deepen connection	Over-prioritizing this level of a conflict can: • Lead to over-focus on the self and not the self in the context of conflict.