

CONFLICT RESOLUTION / CRISES MANAGEMENT

IN

THE CONTEMPORARY SOCIETY

(A Psycho-Morphological Approach)

FOR

(Train the trainers, Universities and Colleges)

BY:

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PART 1

1.0 Preamble: It is possible to generalize about conflict on different levels: between individuals, groups, communities, states, Nations and continents. It is also suggested that how we view conflict and how we define it can affect our response to it and possibly the outcome itself. Conflict is part of life, and often a part of growth and change. We can live with it, which implies learning about it, making choices and seeking to transform it in a creative way; or we can live in it, and allow it to underline objective or become destructive.

Every dispute, disagreement on any level will be a particular event in itself, with a specific context. That context will have cultural and historical factors, which influence the relationship in the conflict, views of authority and acceptance or non-acceptable behavior. There are many broad views of causes of thought'' with writers experience and observation to add to it. We may feel that one is correct or that all add a different view of one problem, as the story of the "Blind men and the Elephant" three theories dominates the field.

- a. Power politics or realism
- b. Structuralism or neo-Marxist and
- c. Liberal – plural or world society view.

- a. **Power Politics:** This is an ancient view based on the idea that human beings and groups everywhere struggle for domination. The need to dominate or fight is seen as based in human nature and the term “balance of power” is used when force is held at a minimum so that a co-existence may be in place.

- b. **Structuralism:** This Looks more to the outside forms- institutions, living conditions, manipulation of money and material goods, to see how exploitation and conflict happen. People become caught in the forms and either gain or lose, accordingly.

- c. **Liberal-Pluralist:** This Views hold that many levels of the human beings are involved in any conflict. The ideas of “human needs”, communication and perception are important laws and attempts at co-operation may help or hinder situations.

What is conflict: Conflict could be explained from the expressions of negative attributable words.

Negative Attributable Word:-

Dispute, Disagreement, Misunderstanding, Controversy, An ideological difference, Power tussle, Domination, Oppression, Difficulties, Disgrace Fighting, Insult, Struggle, Disharmony, Disunity etc.

What is not conflict are positive attributes of conflict such as:

Unity, Peace, Dialogue, Development, Understanding, Resolution, love,
Negotiation, Recognition, Respect, Forgiveness, Change, Progress,
Loyalties, Reconciliation.

Conflict as explained by Ndubuisi S. Duru - Ezekwesiri is the state of tension or stress involved when an individual is faced simultaneously with either tendencies or desires. This definition is not elaborated enough hence the researcher view that conflict is the aggregate aftermath positive or negative effects of emotional collusion within the personality or personalities occasioned by a situation of joy or anger.

DEFINITION OF TERMS

1.1 **Conflict:** The word conflict sometime known as crisis is Latin and French word “conflictus” meaning act of striking together and resolution known as resolutus in Latin and resolution in French meaning the act or process of reducing to simpler form. For better understanding of this concept, we shall study some other words used to refer to conflict in the ordinary course of speech such as TROUBLE and STRESS.

Trouble: This word has an original background in Hebrew and Greek vocabularies. Hebrew words are the followings:

a. ISARAH: This is the most frequently encountered word for trouble and it means “press” or be pushed, pulled, tensioned and squeezed into a narrow part” What this idea conveyed is that of circumstances and /or people who are in great pressure and on the other hand also battered also battered and bruised as well. This trouble is synonymous with being under a serious pressure.

b. AKAR: Akar despites a state of confusion, perplexing and distress. Added to that may be the presence of danger that creates assorted phobias. The response demanded is hard to give and may contain considerable risk.

c. RA: This term generally stands for evil and worthless experiences, events etc. such as adversity, affliction, calamity and distress. It is obvious that both the word excellence in (Hebrew known as TOB) and serenity someone in such conflict state may not know peace and cannot perform excellently.

a. THIPSIS: This word means “affliction” and also “tribution” and like Tssarah in Hebrew it comes from a root that means “pressure”. Her the idea of pressure is exerted by rubbing one object against another and /or by insinuation.

b. TARACHE (ver tarasso) means “stir” stirred up” to disturb, be disturbed to provoke and “be provoked”. This corresponds roughly to AKAR . However, whereas in Akar the stiring levels to confusion or perplexity, contains considerable risk and phobias but in immediate tarache it calls for action and demand fro direct response to.

c. **SKULLO:** Meaning to “frighten/tension”, it focuses largely on the effect a troublesome event is likely to have on someone.

It is possible to generalize about conflict on different level: between individual, groups, communities, states, nations and continents. It is also suggested that how we view conflict and how we define it can affect our response to it and possibly the out come itself. Conflict is part of life, and often a part of growth and change. We can live it, which implies learning about it, making choices and seeking to transform it in a creative way; we can live in it, and allow it to underline objective or become destructive.

Conflict: A serious disagreement, an argument, to be very different to be in opposition. Oxford Advance Learners Dictionary.

By the new lexicon Webster dictionary of the English Language "Is a struggle between opposing principles or aims; a clash of feelings or interests.

Resolution: The quality of being resolute or firm. Oxford Advance Learners Dictionary.

'Is the quality of not allowing difficulties or opposition to affect one's purpose'. The New Lexicon Webster Dictionary of the English Language.

Mediation: To try to get agreement between two or more people or groups who disagree with each other.

Mediator: A person or an organization that mediates.

Negotiator: A person who takes part in negotiations

Negotiation Discussion aimed at reaching an agreement.

Arbitration: The process of having a dispute settled by a person or group not involved in the dispute.

Confrontation: An instance of angry disagreement or opposition.

Litigation: The process of bringing or defending a claim before a law court.

Lore: The knowledge and traditions relating to a particular people.

Configuration: An arrangement of the parts of the form shape.

Coercive: Using force or threats.

Alienating: To lose or destroy the friendship, support, sympathy.

Analysis: The study of, by examining its parts and their relationship.

Empathy: The ability to imagine and share the feelings, problems or another person.

Enmeshes: To involves in a situation from which they are unable to escape.

Intransigent: unwilling to change one's views or be persuaded to agree about.

Provocation: the action of making angry by deliberately doing annoying or offensive.

Personality: Has its origin from the Greek Persona meaning mask, it is further defined as the sum total of ones habit, traits, mannerisms, interest, attitudes, emotions and behaviour (Javis and Gibson 1961).

Trait: This is defined to be a distinctive feature in an individual personality e.g. as honesty, persistence, moodiness, hilarity, empathy etc.

STATEMENT OF PROBLEM: All human beings are faced with conflicts situation positively or negatively. Since there are varying kind of conflicts and all leads to psychological, physiological and mental torture individually or communally hence this work to teach how to quench these tortures through knowing different dimensions conflict could be handled to ameliorate their varying degrees of tortures.

SIGNIFICANCE OF THE STUDY: This seminar study is significant to individuals, communities states, natives and even continents the study will enable us appreciate the details of conflict and proffer solutions in the form of knowing which approach to take to resolving nation or community conflict and even individual conflict somehow. Conflict resolution is more than a necessity, in fact being should have hence this great studies.

OBJECTIVE OF THE STUDY: This seminar study is for people to learn skills on how to approach and resolve conflict generally, how to resolve rural community conflicts, to enlighten people on conflict resolution dimension, to learn the causes of conflict, to learn how to manage conflict constructively and analytically, to acquire complete formal conflict resolution skills, to share experience with fellow conflict resolution researching scholars.

4.0 **Causes of Conflict**

The causes of conflict is feather viewed from four aspects or areas are:

- a. Individual causes of conflicts
- b. Family causes of conflict
- c. Community causes of conflict
- d. Beyond the community.

8.1 Conflict

Finance: A situation where money available is not enough to take care of pressure problems that need money.

Time: So pressed with a lot of jobs that time became inadequate leading to confusion.

Lack of Discipline: One that lack self control emotionally and otherwise misbehaviour negatively at others expense which could leads to conflict. **Role**

Conflict: Many jobs to do confused on which to even start.

Ambition: Your ambition could lead you to doing wrong and you won't know.

Health / ill Health: A sick person is always in stress and pain and that is a conflict situation.

Poverty: You are so poor that you cannot do or afford basic things.

Disappointment: Is very dangerous because it could lead to manic depression mentally which is conflict.

4.2 Family Cause of Conflict

Greed (Acquisition of wealth wrongly)

Jealousy / favoritism: Following one child or wife more than the other could lead to conflict.

Lack of trust between spouses:

Lack of respect: Whom you don't respect you disregard so if a wife disregard her husband then there is serious trouble.

Sexual dissatisfaction: The voracious addicts in sex needs it their way and anything sort of this causes conflict.

Problems of extended family: Mostly African's affect either wife or husband in its way especially huge and troubles are on the thin finance of the family.

Chieftaincy tussle: When family is not orderly in doing things, case like this leads to serious chaos and destruction.

Envy: This is very dangerous because it could lead to murder. The person envying is in serious emotional and psychological torture hence conflict. The envied stand a big risk.

Poverty: When the family cannot face their responsibility because of poor, can't compete with other families it sense conflict.

Dishonesty: Not presenting things correctly. When the truth is later known or heart it causes conflict.

Impatience: Those with hot blood do wrong things before realizing.

4.3 Community Causes of Conflict

Land Disputes: When two towns claim a piece of land, this causes serious conflict.

Chieftaincy tussle (Clean Head): Two or more town under one clan with no proper order in clan head selection could lead to serious chaos and fighting thereby causing conflict.

Politics CDC Positions: Politic is always known with tussling and manipulation diplomatically or crooked. A situation where there is no proper guide the actors over act it leads to conflict.

Natural Resources: The position or ownership struggle of natural resources by compounds or individuals in the community or even and town leads to conflict.

Mismanagement of Community funds: When a community fund entrusted into your care is mismanaged assault could arise and the injured family could seek revenge of retaliation.

Oppression: (Deprivation Of Rights Community) When some greedy fellows of a community exhibit this to the extent of under minding the community members it lead to serious reaction and explosion. Due to maybe their more education.

Abuse Of Power: Misusing power or authority vested on you by others with in your domain, the people could lead to conflict.

Mal-Administration Of Local Leaders

4.4 **BEYOND COMMUNITY CAUSES OF CONFLICT**

Boundary Disputes

Religious Differences

Tribal / Language Differences

Marginalization

Cultural / Historical Factors

Murder

Destructive Criticism

Racial Discrimination

Inter-Governmental Relations

Natural Resources

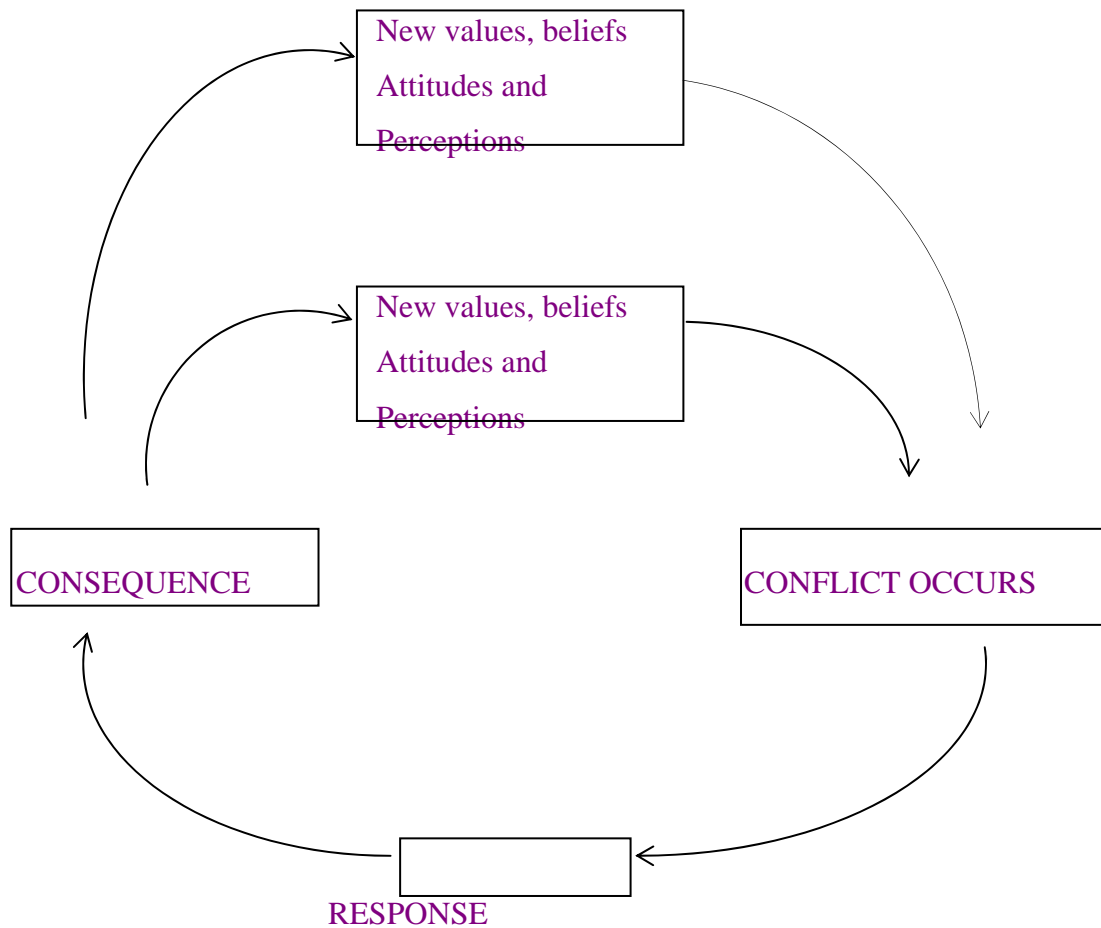
Ethnic Clash

4.5 **SOURCES OF CONFLICT**

- a. Resources
- b. Psychological Needs
- c. Values – Auxiological Needs
- d. Territoriality – Integrity

Conflict Cycle

Figure 1



Explanation:

The arrow pointing from box new values perceptions etc. to the box of conflict occurs is an indication, that conflict is a fact of life and will always be with us. The conflict cycle tells us that if we want to change the negative consequences of conflicts, we have to change our response to conflict. In order to be able to change the responses we have to think back to our values, attitudes, perception

etc. toward conflict and those with whom we are in conflict. This is demonstrated in the arrow from consequence box to the values, Attitudes etc box and from it to conflict occurs box or inner cycle. Change has to begin from here. Particularly important are the stereotypes, lenses that we use to view those we are in conflict.

Further Analysis

- a. Our responses to conflict situations depend on the images, metaphor, associations and perceptions we have toward to conflict and those with whom we are in conflict.
- b. Our images, values, attitudes, perceptions etc. are shaped by our life experiences, cultural lore, myths, stereotypes, messages communicated to us as we grow.
- c. Our response to conflict determines the consequences. Negative responses (e.g. counterattack, revenge, runaway, insult etc) will draw negative consequences e.g. escalation of the conflict, loss of property, displacement of people, death etc.
- d. With such negative consequences, we are locked in the cycle of conflict, because the consequences reaffirm our values, attitudes, perceptions etc. about conflict and those with whom we are in conflict. This is the inner cycle of figure 1 above.

- e. But conflict is not all negative. It is a fact of life, inevitable. If we view conflict as an opportunity for transformation, better understanding, new ideas, growth, change, this could lead to more positive responses (e.g. inquiring, discussion, negotiation, mediation etc.)
- f. Positive responses could lead to positive consequences (e.g. understanding, settlement, forgiveness, de-escalation, new ideas, reconciliation etc.). Such consequences contradict the old values, perceptions, attitudes etc. leading to new ones. This way we move to the outer cycle which points to a positive view of conflict that leads to positive responses and consequences each time there is conflict.

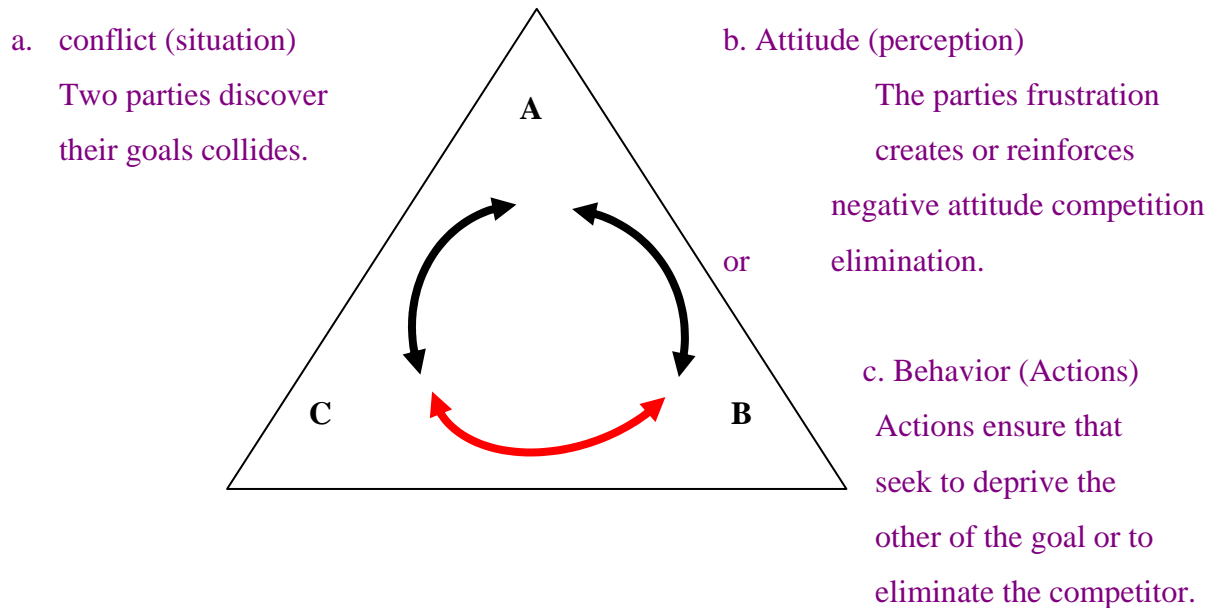
3.0 **Conflict Analysis**

It is possible to move away from observations of what “causes” conflict generally, and to focus more on what is happening in a given dispute. Chris Mitchell suggests that every conflict will have three dimensions for the people involved.

- a. Situation
- b. Behavior
- c. Attitude

The Conflict Triangle

Figure 2



Explanation

- a. The cycle may stand at any point: with A triggered by an attitude from ideology or tradition, with B triggered when a behavior creates a conflict situation or stimulates a conflictual perception, and C triggered when goals collide.
- b. The cycle may move either direction, clockwise or counterclockwise.
- c. The cycle can be stopped, interrupted or regulated at any of the three points, by intervening at A through clarifying conflict perception in B through conflict management, and at C through negotiating conflict resolution.

The conflict (C) can become a positive or negative situation. If the attitudes and perception (A) are competitive, the behaviors (B) will become destructive; if (A) is cooperative (B) will be collaborative and constructive.

Adapted from Conflict mediation Across Cultures - Ausburger.

By charting these three components – Attitudes Behavior and the Conflict context-are interdependent, one can see the systemic inter-relatedness of all three intra-personally and inter-personally. Each affects every other aspect, but each conflict experience has its own unique configuration and sequence. The culturally sensitive mediator develops the skills of breaking open a conflict situation and looking at its basic dynamics. By untangling the attitudes within each party, the behavior going on between the parties, and the conflict that enmeshes them, the mediator can help them see what is confusing with new clarity.

The mediator seeks to separate people (their attitudes and actions) from the problems (the conflict situations). The Negotiator can then be supportive of persons as they clarify their own views and values while being confrontational with the conflict situation itself. The negative spiral can be interrupted by setting mutually agreed on limits to the conflict process, a positive cycle can be encouraged by contracting for a process that will assist each in clarifying attitudes and clearing up behavior so that trust increases and the conflict is transformed into a productive negotiation. This conflict transformation occurs, as there is a metamorphosis in each of three elements.

1. Transformation attitudes, by changing and redirecting negative perceptions, requires a commitment to see the other good will, to define the conflict in terms of mutual respect, and to maintain attitudes of collaborative and cooperative intent.
2. Transformation behavior, by limiting all action to collaborative behaviour, can interrupt the negative cycle. This requires a commitment to seek non-coercive processes of communication, negotiation and dispute resolution even when there has been intense provocation. The commitment on both sides to act with restraint and mutual respect changes the dynamics of the negotiation from mistrust to trust.
3. Transformation conflict, by seeking to discover, define and remove incompatibilities by creative design, can invent options for mutual gain. In negative conflicts incompatibilities are seen as essentially problematic, so attitudes become destructive by negative behaviors is divisive and alienating. Such negative modeling of conflict is present in most person's behavioral repertoire from early childhood, but each element can be relearned and reframe into a positive metaphor and re-experienced in mutually.

Conflict can be unifying, precisely because most our weaknesses and fears are common to us all, connecting us like an invisible bond of

similarity beneath the surface of contrasts and differences. Conflict can be transformed; attitudes can be altered to seek mutual outcomes and behavior can be focused toward reconciliation and co-operation.

5.0 Method of Conflict Analysis

These are structured ways of making the parties to understand the problem by trying to diagnose the problem, try to get a clearer picture of what the issues are in a conflict. There are two methods are:

- a. The Onion / Doughnut method of analysis
- b. Mapping method of analysis

5.1 The Onion / Doughnut Method

This method sees conflicts in layers or straters. It holds that behind every conflict there are unsatisfied or unmet needs.

Figure 3a

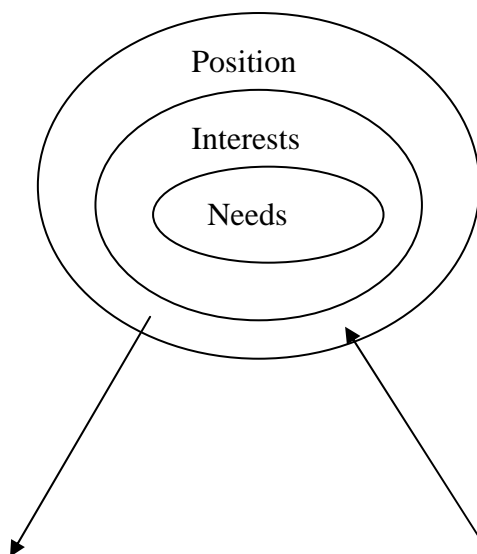
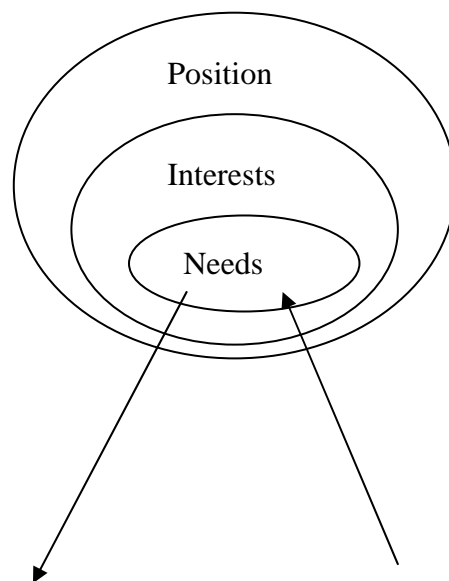


Figure 3b



Disclosure

Analysis or

Disclosure
Empathy

Analysis or
Empathy

When times are stable, relationships good, and trust high, our actions and strategies may stem from our most basic needs. We may be willing to disclose these needs to others and discuss them openly, if we trust them and they may be able through analysis and empathy, to grasp our needs even before we disclose them.

In more volatile or dangerous situations, and when there is mistrust between people, we may want to keep our basic needs hidden. To let others know our needs would reveal our vulnerability, and perhaps give them extra power to hurt us. If all of us hidden from each other, they are also less likely to be able to grasp our needs through analysis or empathy because of lack of knowledge and because of our mistrust changes our perception of each other.

In such a situation of conflict, actions may no longer come directly from needs. People may look at the more collective and the abstract level of interests, and base their actions on these. When the interests are under attack, they may take up and defend a position, which is still further removed from their original needs.

5.2 Mapping Method of Analysis

Mapping is one approach to analyzing a conflict. It forces one to represent the conflict graphically placing the parties in relation to the problem and conveying graphically the relations between them.

5.3 In Order To Map A Situation (Focus)

- a. Decide what you want to map, when and from what point of view. If you try to map the whole history of a regional political conflict, the result may be so time consuming, so large, and so complex that it is not really helpful. Try to reconcile the different view -points.
- b. Map perceptions, needs and fears. This gives us greater insight into what motivates different parties. It may help to explain some of the misunderstandings and misperceptions between parties.
- c. Don't forget to place yourself on the map. Putting yourself on the map is a good reminder that we are part of the situation, not above it, even when you analyze it.
- d. Mapping is dynamics – it reflects a changing situation_and points toward the action. This kind of analysis should offer new possibilities.

What can be done?

Who can best do it?

When is the best moment?

What groundwork needs to be laid beforehand?

And what structures built afterward?

5.4 **Steps In Mapping**

Step 1 Define the issue in a general statement.

Step 2 Identifying the major parties involved in the conflict, to know the primary, secondary, interest group and concerned group.

Step 3 Identifying the position of each of the (4) major parties.

Step 4 Identify the fears of each of the parties.

Step 5 Identify needs of the parties

Step 6 Identify common grounds of all parties involved so as to look for a win / win out come.

5.5 **The Benefits of Mapping Method**

- It structures the conversation and usually keeps it away from excesses of emotion. People can lose their tempers any time but do tend to keep them toned down while mapping.
- It creates a group process so that the problem can be aired co-operatively.
- It provides a forum where people can say what they need.
- It builds empathy and acknowledges people who may not feel they were being understood before.
- It enables you to see both you own and other people's points of views much more clearly.

- It organizes everyone's views on an issue.
- It points out new directions.

The dimension of conflict resolution. There are five dimensions of conflict resolution viz.:-

- a. Litigation
- b. Arbitration
- c. Mediation
- d. Negotiation
- e. Collaboration

Litigation

In this dimension parties have lost control as a judge decides who is right and wrong. This involves adjudication – third parties such as judges, lawyers, and facts finders. Best with crisis resolution.

Arbitration

Parties agreed to submit their “cases” to a neutral party acting like a judge, and abide by his or her decision. Best with crisis resolution.

Mediation

Parties rely on a third party intervention, who must be a neutral mediator to facilitate constructive communication leading to voluntary agreement by both sides. Best used by both conflict & crisis.

Negotiation

Parties bargain with one another to satisfy interest. Best for conflict.

Collaboration

Parties works together to resolve problems through constructive dialogue. Best for conflict too with parties forming partnership.

ELEMENTS OF CONFLICT

ELEMENTS	WHAT'S INVOLVED	WHAT PEOPLE NEED
People	<ul style="list-style-type: none">* Feelings & emotions* Self – esteem and reconciliation	<ul style="list-style-type: none">* psychological closure
Process process	<ul style="list-style-type: none">* How decisions get made* Unfairness* Powerlessness	<ul style="list-style-type: none">* Fair decision-making* Balancing of power that leads to empowerment.
Problems really want	<ul style="list-style-type: none">* Values	<ul style="list-style-type: none">* To figure out what they

* Interests & needs

*To uncover basic needs.

* Resources

* To identify commonalties.

Approaches to conflict management / Resolution, there are three approaches to conflict resolution are:

1. Avoiding or Avoidance
2. Confrontation
3. Problem solving

Avoiding or Avoidance Involves

Go-away

Flee

Ignore

Use silence

Laugh

Pretend

It is a loose / win approach

Advantages of Avoidance

Saves time

Shows maturity

Evades trouble

Safety is guaranteed and Expenses are saved.

Disadvantages

Taken for granted

Cheated

Undue influence of oppression gained.

This approach is needful only where is no pre-existing relationship, then it won't cause any thing to use the avoidance approach, but in a regular situation it is like sweeping dirt under the carpet, one day it will smell so it is a disadvantage in a regular situation.

Confrontation Approach:

(do it my way) involves:-

Push

Slap

Fighting

Force

Pull

Abuse or insult

Disadvantages

Lose of life

Poverty

Displacement

Psychological damage.

In this type of approach conflict becomes a context or competition to achieve a win/lose outcome. It is a means to an end, but not an end itself. It is difficult to dialogue again if there is injury involved.

Problem Solving Approach Involves

Dialogue

Negotiation

Partnership

It is let us try and resolve this together approach which lead to a win/win approach adapted by Martin Luther king who achieved more than Carl Max who adapted confrontational approach.

TYPICAL BEHAVIOURS ASSOCIATED WITH CONFLICT RESOLVE

STYLES

AVOIDANCE	CONFRONTATION	PROBLEM SOLVING
Tendency to: Allow self to be interrupted, subordinated and stereotyped. Have poor eye contact. Have poor posture and defeated air. Withhold information,	Tendency to: Interrupt, subordinate and stereotype others Have intense and glaring eye contact. Have in-vading posture and arrogant air. Conceal information,	Tendency to: State feelings, needs and wants directly. Have a good contact. Have a straight posture and competent air. Be able to disclose

Opinion and feelings.	Opinion & feelings.	Information, opinion & feelings.
Be an ineffective listener.	Dominate	Initiate & take clear position.
Apologize, avoid & leave	Be loud, abusive	Approach with skill
	Blaming & sarcastic	

Guidelines For Negotiation

Prepare

Clarify your objective

Consider rapport, customary approaches, anticipate exchange of gifts etc.

Establish your ideal solution your fallback position and your minimum requirements

Consider acceptable alternatives

Gather documentation.

Establish the boundaries of your authority to negotiation.

Prepare a conflict map

Time, place, refreshments

Discuss

- * Meet other party
- * Establish rapport
- * Agree the purpose of the meeting
- * Confirm your and their authority to make agreements (you may have authority to agree some things that came up, but not other).

- * Verify each others understanding of such limitations
- * Confirm a respect for each others' rights to request that some issue be put to one side.
- * Explain your perception of the other's position.
- * Invite them to explain your position to you (verify)
- * Acknowledge any part that you may have played in creating the problem invite other party to do the same.
- * State that you are willing to work towards an agreement.
- * Confirm that the other party is also willing to work towards an agreement.

Propose

- * Begin movement with “what if _____ then perhaps _____” type. Statements.
- * Offer tentative proposals such as “if we were to _____ how would you respond?” or “what do you think if”
- * Observe response
- * Listen carefully and verify understanding often.
- * Repeat your understanding of the other party's proposals.
- * Invite them to do the same with your proposals
- * Test the ground with new proposal

Bargain

- * Begin to establish common ground.

- * Begin movement towards bargaining by statements like “what it take for you to -----?” what would you need from me in order for you to ---?”
- * Think about what each offer you; make means in the other party’s terms
- * Try to think of their position ----- the better you understand it, the better equipped you are for the negotiation process.

Agree

- * Begins as a verbal agreement.
- * Check implications for you (do you need to confirm the agreement with other people or do you have to agree.)
- * Write out agreement (Draft)
- * Verify with other negotiating parties
- * Modify as necessary
- * Sign.
- * Agree on any need for and outline purpose of any further negotiation meetings
- * Ask each other the question “what’s the next step?”
- * Verify.
- * Rapport.
- * Closing meeting

⇒ **Points to bear in mind through out the process.**

- * Stay focused on issues not personalities
- * Do not run too quickly towards a solution
- * Verify, Verify, Verify.
- * Move through the process at a pace, which is comfortable for you
- * Anticipate and monitor your feelings

Negotiation Skills

The Art of Good Negotiation.

- * The aim is to change the game from face-to-face confrontation to side-by-side problem – solving.
- * The prize in negotiation is not obtaining your position but satisfying your interests.
- * If you want the other party to acknowledge your point, acknowledge theirs first.
- * To get the other party to agree to you, begin by agreeing with them all you can
- * Effective negotiators listen for more than they talk.
- * Distinguish between the person and his behavior
- * Always start off by acknowledging the common ground.
- * Use positive feedback to the other party
- * Try and build good working relationship before problems arise
- * Don't say, but say “yes and”

- * Present your views as an addition to, not in opposition to.
- * Use I-statements, not YOU-statements.
- * Acknowledge the other party's views and stand up for your own
- * We can influence other people's behaviors by the way we behave ourselves. We cannot make any one do anything he does not want to, except by (threats of) violence.
- * If feelings stuck against an open intransigent opponent, reframe the question into becoming problem solving. Get them to help you understand their concerns.
- * Build trust incrementally.
- * Ask "what if" questions and open ended questions
- * Ask 'advice'
- * Reframe 'You' to 'me'
- * Try sitting side-by-side rather than confrontationally
- * Negotiate on the substance and the rules of the negotiation
- * Reframe a retreat from his position as an advance towards a better solution.
- * Look for low-cost high-benefit trades
- * Help the other party save face.
- * If the other party attacks, do not attack back, try and get him to continue negotiating.
- * Turn adversaries into parties

- * Aim for mutual satisfaction, not victory
- * The best guarantee of a lasting agreement is a good working relationship
- * Your goal is not to win over the other party, but to win him over.
- * Destroy your enemies by making them friends.
- * We can break through difficult negotiations by resisting normal human temptations. There are five ground rules.
- * When you feel like striking back, SUSPEND YOUR REACTION.
- * When you feel like talking back, LISTEN
- * When you like talking them the answer, ASK QUESTIONS
- * When you feel like pushing for your way, BRIDGE YOUR DIFFERENCE
- * When you feel like escalating, EDUCATE.

Adapted from “Getting Past No” by Ury

Successful Negotiation

The following criteria are proposed for assessing the successful outcome of negotiation: Achievement of an agreement/problem solved such an agreement should;

- * Meet the legitimate interests of all sides to the extent possible/ resolve conflicting interest fairly.
- * Be durable.
- * Not damage the relationship between the parties
- * Be workable, that is, parties must be able to live with it.

- * Be rectified by all the parties, constituencies and have no adverse political consequences for leaders.
- * Be unambiguous and complete
- * Be achieved within an acceptable time frame.
- * Promote the used of the negotiation process.

Source: Negotiating conflict by Mark Anste.

Collaboration

Constructive negotiation uses collaborative process. The parties educate one another about their needs and concerns, using good communication skills especially active listening techniques, Search for common interests and work together to solve problems. According to Ernie Chatter "Nothing is more dangerous than idea when it is the only one you have" this is a clear truth because if you exhaust that idea and the conflict or problem persist you are sunk so collaboration is further subdivide into two positional and collaboration. Collaboration-people are soft on personal issues.

Positional Collaboration

Process, Adversarial, Competitive

Approach: bargain initial "position" or demands.

Emphasis: Pressuring, outwitting, intimidating or outlasting the opponent.

Danger: engages parties in a contest of will, stubborn adherence to positions leads to compromise of limited satisfaction, impose, dominance of one side by the other, resentful or broken relationship.

Collaboration Or Interest-Based Negotiation

Process: Collaboration

Approach: Search for common interest as basic for relationship and agreements.

Emphasis: Mutual understanding based on mutual education about one Use murmuring if the emotions are high. This controls abuse and checks that each person has heard the other accurately. (have each person rephrase the other's statement and have it confirmed before making a reply.).

Encourage: "I" statements to clarify how each person sees the situation. Discourage personal attacks. More to specific examples of people's needs concerns, and causes of irritations. Acknowledge feelings and thank people for openly expressing them. Reinforce willingness to resolve when people show it.

More: Identify Areas Of Agreement And Negotiate.

Ask what it would take for the situation to be benefit?

Acknowledge common ground and affirm this as the case

Seek some flexibility and movement from each party.

Check out agreement even if it is only in principle, so far develop many options.

What can each person do to help solve the problem?

Have define measurable criteria for change, what sign will show what problem is being addressed?

Close Completion

Suggest meeting to evaluate how agreement is working.

Check that people have really agreed and can live with the chosen options

Characteristics of Community Conflict.

Community conflicts are different from most other sets of conflicts. Although more no dispute is exactly like another community conflicts do have common characteristics.

Parties:

- Complicated Network of Interests- involve several parties, parties are often groups- Representative often are responsible to many parties, with diverse even competing interests.

New Parties Emerge – no matter how carefully a process is designed to include all parties, it is not uncommon that new stakeholders emerge as the process unfolds and new issues emerge.

Varying Levels Of Expertise: – e.g. in conflicts that involve large amount of technical data, or complicated financing, the understanding of this information may vary from group to group.

Different Forms of power: power come in a variety of forms, including that derived from formal/informal authority, resources, access to decision – makers,

moral high ground, information personal characteristics. This may vary from group to group, or individual to individual.

Lack of continuing relationships:

There is often a need for a continuing relationship after the dispute is resolved. This is in contrast with e.g. a conflict at work or in the family, where the fact that parties need to continue to live or work together may cause them to temper their actions, and be more sensitive to the needs of the others.

Strongly Held Values:

Community conflicts often are about different beliefs, about what is right / wrong, just / unjust, and policy decisions are often choices, between competing values. Often what seems to be a conflict between competing economic interests has its roots in the different worldviews or experiences of parties, neither of whom can understand the other. Conflict does not happen because values are different however, but because one side demands the other give in.

Issues:

Broad Range Of Issues

Usually a wide range of complex issues e.g. in a dispute about toxic waste storage, issues could include monitoring for safety, maintenance, transportation, value of property etc.

New Issues Emerge:

Issues that were not apparent/important at first, become important, and often as new issues emerge, it becomes necessary to involve new stakeholders. An equal amount of attention should be paid to issues that emerge late in the process as to those apparent from the start.

The Important Of Technical Information:

Technical information is important in terms of understanding the nature of problem, and helping to find a solution, since each party brings its own set of facts / perceptions into the debate. All parties need to agree in a common database before solution can be developed.

Differing Decision Making Procedure.

The organizational structure of different groups may vary, which means they use widely different procedures for making decision. This means that parties with a hierarchical decision making structures are often represented by the individual responsible for making decisions, Representative from loosely organized groups may need more time to consult with constituencies and achieve consensus, and decisions made immediately by them.

Unequal Accountability

Accountability varies among group depending on the type of organization corporations are held accountable by law for their behaviour. They are concerned about their public image, and often have relationship with government and other organizations, which make them additionally

accountable. Community groups do not often have the same legal constraints, and their behaviour and reliability of their commitments often depend on the character of individuals and on public opinion.

- No Formal Guidelines- unlike for example labour disputes, community conflicts have few formal mechanisms for resolving conflicts. Enforcement of agreements is also done only on a case - by-case basis, and can break down very easily. As far as government intervention is concerned, it is also not always clear which government departments/agencies have jurisdiction. There is also very little in terms of statutory rules for public disputes other than legislation that relates to damage of property etc.

Conflict Progression - Case study 1

The two conflicting communities Angalama and Kirigbene. Angalama communities are the descendants of Angala, who was the first to settle in the said piece of land under discussion.

Languages.

The Angalama people distinctly speaks the Angala language in the Angala clan while the Kirigbene people speak the Kiri language in the Kiri clan Both Towns have a population of about twenty thousand each. In the year, an oil well was discovered. " From this period, the problem emerged owing to claim of ownership of the said piece of land by both communities.

Sides Forms

People started having opinions and views. People associate with similar opinions and disassociate from opposing views. Both communities were now subdivided into different opinion groups.

Positions Harden

Them versus us " Angalama versus Kirigbene. So rigid in their position.

Communication Scarce / Stop.

Misunderstanding' misconceptions, Rumours starts spreading. Wrong information and deliberate tale-bearing spreads even faster. A potential cause of conflict escalation.

Debates.

Information is used as propaganda. People talk about each other instead of each other.

Influential People Takes Sides:

They used their resources and commit their time into the conflict with a view to gain or win at all cost. They ignore moderates.

Conflict Go Beyond Community:

Secondary, interest and concerned groups take sides. The various communities' members' starts looking for help outside their immediate environs. Government positions either positive or negative outcomes emerge. The people form

coalitions. At this point the communities losses identity because outsiders identify with them.

The influential rich people look for experts and lawyers so that they can help them win. The conflict expands beyond control from this point.

Perceptions Are Distorted.

Objectivity and purpose is lost, there are no Grey area meaning neutral areas are seen as enemies and any member of the communities cannot be neutral. This conflict under review has escalated into crises level.

The Solution (Conflict Mapping.)

1. Identity Parties.

Primary parties - Angalama and Kirigbene

Secondary parties - State Government and L.G.As.

Interest parties – Azu and Popo communities.

Concerned parties – Ekerekere and Okporoko communities.

2. Position of Communities - Is our land and oil well.

3. Fears: Being deprived of natural rights, royalties accruable and wealth.

4. Needs- Both communities need recognition by oil companies and government development, self-determination etc.

5. Common Grounds: - Both need development and recognition

PART 2

CRISIS MANAGEMENT AND PSYCHO-MORPHOLOGICAL OVERVIEW

INTRODUCTION: An organisation whether an Industry, Church, School, the family etc. that has exist from two to infinitude must unavoidably and inescapably be confronted with crisis situation directly or indirectly. No organisation is immune even, infact no single individual is exempted from crisis situations. Crisis had been occuring and will continue to occur at our homes, schools, society, towns, countries, industries, churches, at recreation etc.

They majorly occur due to human error (Unsafe Acts or Reactions) unforeseable and single individual and organisation knows the end from the beginning of life's ventures, unavoidable circumstances (UNSAFE CONDITIONS). This is obvious because no wherefore we all vacitates between failure, risk, vision and success.

In the past, one of the foremost ingredients that produced successful leaders was good vision. Business tycoons have turned millionaires with it, students excelled with it. Nations had thrived above fellows nation because of it, spouses, friends, individuals and several organisations have waded through the storms of life when equipped with the required vision according to Hallindsey "Man can live 40 days without food, about

3 days without water, about 8 minutes without air and only one (1) second with vision.

Just like Julius Casear said the cowards many times before their (real) death but the valiant (vissionary) never taste of death but once.

In recent times several classical psycho-socio crisis counsellors and managers have critically analysed the quidity of vision and the psycho-morphological approach to the general success of leaders and have found that no matter how good the vision of any organisation is, it will fail, if there is no adequate implementation of the recently updated psycho-morphological crisis counselling prevention and management techniques which must be discovered in all homes, societies, schools, industries, etc. which are the basic organisations referred in this write up and with regards to our primary definition of the term organisation stating that organisation is a team of two or more persons coming together for the purpose of achieving their strategic and/or tactical goals.

Undoubtedly, it has been made obvious that most visions have faded and failed distinctly because of the lack of the basic knowledge of this concept. As such International, National and tribal wars, broken homes and hearts depressions and suicides are just traces of the ignorance and/or a poor implementation of this concept.

It is indeed imperative that every organisation should adapt this concept in an ever increasing, dynamic and complex society of ours.

The word crisis is derived from a Greek word Krinein, meaning, “to decide”. It is synonymous with turning point, climax, junction point of change and judgement. Therefore crises, counselling and concepts always involve theories of action rather than theories of knowledge. For better understanding of this concept we shall study some other words used to designate or refer to crisis in the ordinary course of speech such as TROUBLE and STRESS.

TROUBLE (HEBREW VOCABS)

An insight into the meaning of trouble can be gotten from some original Hebrew and Greek vocabularies slated for our studied. E.g.

1a. ISARAH: This is the most frequently encountered word for trouble and it means “to press” or be pushed, pulled tensioned and squeezed into a narrow part”. What his idea conveyed is that of circumstances and/or people who are in great pressure and on the other hand also battered and bruised as well. This trouble is synonymous with being under a serious pressure.

b. AKAR: Akar depicts a state of confusion, perplexity and distress. Added to that may be the presence of danger that creates assorted phobias. The response demanded is hard to give and may contain considerable risk.

c. RA: This term generally stands for and worthless experiences, events etc. such as adversity; affliction, calamity, and distress. It is obvious that both excellence in (Hebrew known as TOB”) and serenity, quietness (Hebrew “SHAMOM”) are contrasted with Ra.

Because someone in such state may not know peace and perform excellently.

2 THE GREEK VOCABULARIES: From which we derived the etymology of the English noun “crisis” uses three synonyms to describe trouble (crisis) THIIPSIS, TARACHE, and Skullo.

a. THIIPSIS – This word means “affliction” and also “tribution” and like Tsarah in Hebrew it comes from a root that means “pressure”. Here the idea of pressure is exerted by rubbing one object against another and /or by insinuation.

b. TARACHE (verb tarasso) means to “stir, stirred up”to disturb, be disturbed to provoke and “be provoked”. This corresponds roughly to AKAR. However, whereas in akar the stirring levels to confusion or perplexity, contains considerable risk and phobias but in immediate tarache it calls for action and a demand for direct response to, stress or and combustible.

c. SKULLO: Means to “play, tension mangle”, or “fear” . It focuses largely on the effect a troublesome event is likely to have on someone.

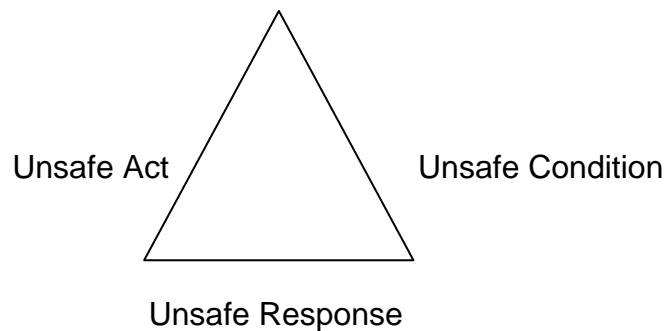
Plainly, all of these terms point to trouble (crisis) together they speak of an event of such a disturbing nature that it is likely to confuse a person, fear him up, and press him to make a response and/or transaction with the stress or agent of crises negatively or positively.

FORMAL DEFINITIONS OF TERMS (CRISES)

Webster's Dictionary defines crises as a "turning point in anything, decisive or crucial time, state or event, a time of great danger or trouble whose outcome decides whether possible bad consequences will follow.

Bernard H.W (1967) defined crises to be an "emergency situation in which someone is faced with so much stress that normal functioning is impeded.

Prosper, Ayawei defined crisis to be an unsafe act resulting to unsafe conditions, or unsafe conditions resulting to unsafe act or both respectively inducing an unsafe response



Equation:

VSA = VSC
VSC = VSA
USR = VSC
USR = VSA
VSA = USC = USR
USC = USA = VBR et cetera.

Anya, F.A. (1992) concluded, "crisis is an abrupt phenomenal disruption or interruption of a normal course of a stabilized situation.

COUNSELLING

Anya, F.A. (1992) defined counselling as an attempt to oriented a client of the possible alternatives respecting his problems.

Daw, P.P. (1976) defined counselling to be the process by which clients or counsellors are helped to help themselves, to stand on their own feet, using their own resources, their own judgement and to fund the initiative to resolve their own difficulties and make their decisions.

Paterson, Cocil N. (1967) where in the counsellor provides the psychological climate or condition in which the client is enable to change, to become able to make choices, resolve his problem and develop a responsible independence which makes him a better person and a better member of the society.

Denga, D.J. (1986) counselling is a personalized interaction, an intimate dialogue or interview between a client and a counsellor, a group of clients and counsellors which is purported or geared to help the client in self-discovery, self direction and personal – social adjustment.

THREE BASIC FACTORS THAT BRINGS ABOUT CRISES IN ANY ORGANISATION

1. Unsafe Conditions
2. Unsafe Actions
3. Unsafe Response

DIVISIONS OF CRISES: There are twelve branches of crises. These are sub divided into four major divisions.

The twelve branches of crisis are as follows:

1. Matrimonial or conjugal crises
2. Industrial crises
3. Political crises
4. Educational crises
5. Religion (Ecclesiological) crises
6. Metaphysical crises
7. Economical crises

8. Sociological crises
9. Psychological crises
10. Ecological/Environmental crises
11. Physiological crises
12. Community crises

The four major sub-divisions are:

1. Development Crises:

These are crises that emanate from our normal process of organisation's growth and maturation, whether socially, materially or physically. Crises always occur in organisations that are undergoing normal transitions and changes in their structure, administrative pattern and even expansions. Crises experienced under this group are – crises related to: a) planning, c) organisation, c) staffing
d) directing e) innovation f) communication g) resolution etc.

2. Coincidental or Situational Crises

This type of crises occurs as a result of a sudden, unplanned, disruptive event or happening or behaviour which poses a threat to life, and or the future or the co-operate achievement of said good and this can result to unexpected loss of (human life), materials, and/or money, sudden illnesses, the loss of job, divorce, retrenchment, expulsion etc. are all possible cases of accidental crises. Furthermore, we should note that negative social disruptions such as war, earthquakes and the global economic collapse depression are also situational or coincidental crises.

3. Existential Crises:

Existential crises is the summary and gradation of the above four crises and is said to exist when the (victim) or an organisation is the crises is ultimately aware and faced with the realities and

consequences of the crises. Knowing with certainty that the problem, trouble pain or loss is borne or will be borne by him alone and/or attendant effect of evaluated the full debt of the problem e.g 1) a widow fully realizing that she is a single again (2) a country accepting its defeat at a war with another country 3) a company being faced with the terms of its closure and or liquidation.

4. Metaphysical Crises

The etymology of this word “metaphysical” comes from two Greek words. “META” meaning outside and “PHYSICS” meaning body. According to the African Life Insurance Policy, this words meta psychology, your enemy speak of solving problem and pressure or fighting by visiting necromancers, mediums and sorcerers which is but a means to alleviate problems or revenge.

ETYMOLOGY OF PSYCHO-MORPHOLOGICAL CONCEPT

INTRO – EXTROVERT/INTROVERT

We are commencing with this concept just for better understanding not with reference in hierarchy or seniority of thought.

1. Carl G. Jung (1875-1961) one of Freud's early disciples broke away to establish his own school of analytical psychology, he was one of those who identified such plans in Freudian psycho-analysis. Jung divided personality types into introversion and extroversion. The introvert is the shy, reserved and altruist type of person while the extrovert is the sociable, outgoing and well-distinguished personality. He believed that a person who was consciously introverted could be unconsciously extroverted and vice versa. The ambivert personality who was a blend of these two personality types (speaking of conscious behaviour).

2. Temperament and Theory

Hippocrates (460-370 BC) on critical analysis of the theory of Empedocles (495-435 BC), who believed and propounded that the universe was based on four elements e.g. Air, Fire, Water and Earth. It was this idea Hippocrates modified and related to medical and psychological disruption of man and propounded that there are four basic humors in man determining his behaviour they are (1) Blood (Sanguine)

(2) Yellow bile (Choleric) (3) Black bile (Melancholy) (4) Phlegm (Cold)

This theory was proved unscientific and so now discarded with the 4th century A.D before people like Dr. Vindiciarius appreciated it and started developing and improving on it.

1. Kretschmer Concept:

A German psychiatrist observed the resemblance between physical type and certain kinds of mental illness. He draws up a simple classification of man by types of which he described three kinds.

(i) The Asthenic type: Physically thin people with thin bones and poorly developed muscles, narrow shoulders, little fat and a thin chest and abdomen.

(ii) The Pyknic type: Physically fat people, below average height with large body (head, chest and abdomen).

(iii) The Athletic type: Usually tall people with wide shoulders, narrow hips, a strong skeleton and well developed muscles.

(iv) A number of people who did not fit any of these types possibly showing mild endocrine disturbance, were placed in a dysplastic group.

Kretschmer showed the proneness to certain psychosomatic illness in these body types, such as schizo-phrenia.

Other observers had come to the same conclusion, that there is a correlation between physique and character.

PSYCHO-MORPHOLOGY

WHAT IS IT?

William Sheldon's Concept:

The noun "psycho-morphology" derives its etymology from two Greek roots, psyche meaning soul, mind and morphos, shape, size, shade. In the natural sciences, the term morphology of an organism denotes its gross structure and form.

Psycho-morphology then has to do with the relationship that appears between human body build/phenotypes and their personalities. In the psycho-morphological concept to crises, counselling and to make, we deeply concentrate on the ultimate values of the ultimate maintenance and utility of man, money and machines at any given time.

In the Second World War, 1942 William Sheldon and Stevens published their work on human somato types. Although his study was done independently of Kretschmer, the results of his experiments were very similar but Sheldon's work was more accurate than Kretschmer. Sheldon classified people on a 7 (seven) point scale (perimeter) as follows:

The Four (4) Basic Natural Psycho-morphologic Types:

Extrovert

1. Viscerotonic Endomorph: Is broad and heavy, designated to be ecstatic, egoistic, emotional expeditive, exquisite eclectic and

enjoying, likely to love, comfort, talking, vaning and dining, Sheldon referred to the endomorphic personality type as viscerotomic.

2. Somatonic Mesomorph: Is a muscular phenotype prone to be a masterful, manly, magisterial and merchandizing. He is likely to be optimistic, Aggressive, autocratic and adventuring. Sheldon referred to Mesomorph personality type as Somatonic.

INTROVERTS

1. Ectomorph: Is a narrow and tall person, believed to be easy going, enduring, elucidating, extimiable, even-tempered, euphemistic, exhortive and epistolatic. He is likely to be peaceful, thoughtful humorous, secretive, careful, reliable and continent. Sheldon and Steven named the ectomomorph phenotype's personality as Cerebrotonic, which account for our using the word Cerebrotonic Ectomorph.
2. Ambimorph: With a close study of the provided preceeding theories and their relationship to the overall theory in question, it was obvious that the above Somatotype and its associated personality bled was void in Sheldon's theory.

It is against this background that the writer of this work propounded the above Ambimorphic concept to occupy the vent of I Sheldon's overall theory and as an instrument to adequately propel update and accelerate his work.

What's the Ambimorph Theory is all about:

The Ambimorphic Somatoform is what Sheldon's referred as 4-4-4 balanced physique with no proper explanation, but the writer states that

Ambimorphic phenotype is an ambivalent physique which affects his behavioural traits. As such termed to have a personality referred as Hybritonic, that is given to variety of moods, sometimes he/she is happy and for no good reason is moody, gloomy and antagonistic.

The Hybritonic ambimorph is referred to be altruistic, analytic, argumentative abhorent, a cerbic aesthetic and artistic disposition of this temperament.

**MASLOW’S PERCEPTION OF HUMAN NEEDS
PYRAMID OF PREFERENCE AND THE FOUR BASIC PSYCHO-
MORPHOLOGICAL BLENDS.**

Maslow perception of human need gave a generalised concept of man’s needs but this concept disagrees with Maslow with the knowing that the assorted blends have variable needs seeking for primary, secondary tertiary (etc) satisfaction.

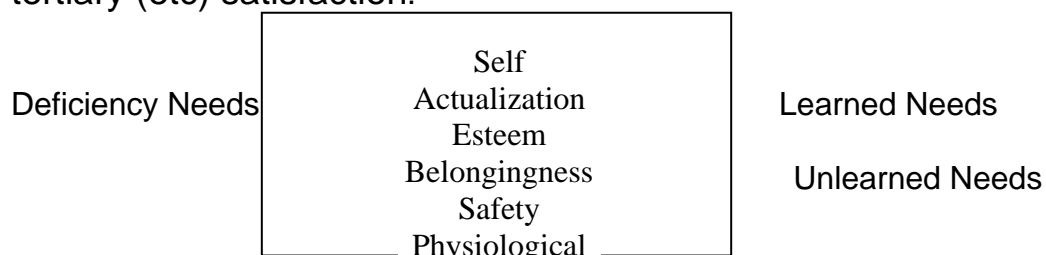
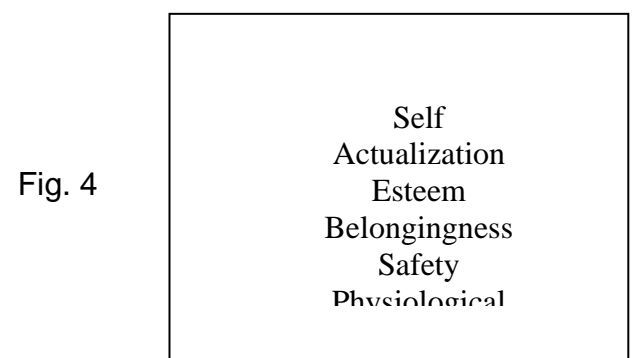
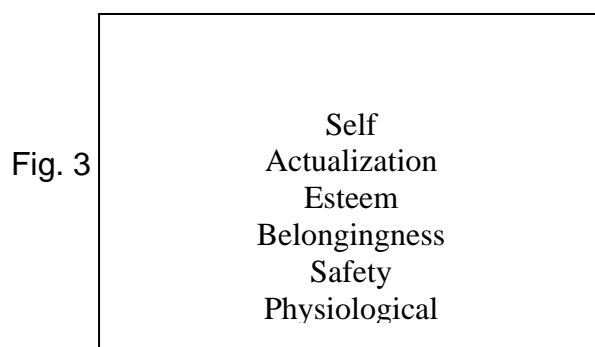
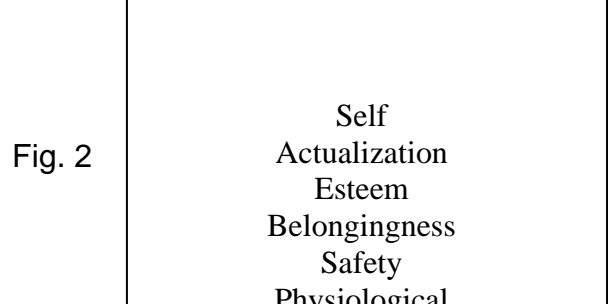
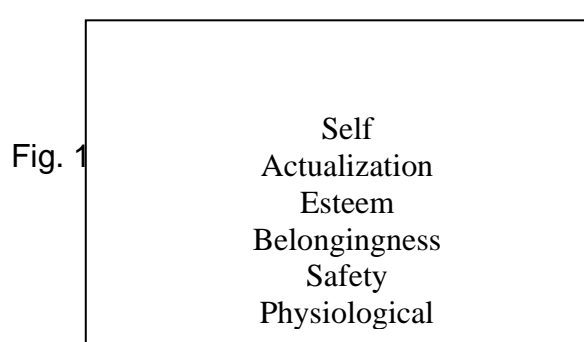


Fig. Maslow’s Perception of Human Needs



Self Actualization

VOCATIONAL POTENTIALS OF THE VARIOUS PSYCHO-MORPHOLOGICAL BLENDS

It should be understood from the beginning that the following presents the likely abilities of different psycho-morphic blends. In no way do we present a set of hard and fast rules for what may fit every single individual that fall into these classifications.

Predominant endomorphs, because of their natural cheeriness and charisma make excellent salesmen, also anything that has to do with entertainment such as action. Endomorphs apparently work well when exposed to people; it is for this reason they make good doctors and nurses.

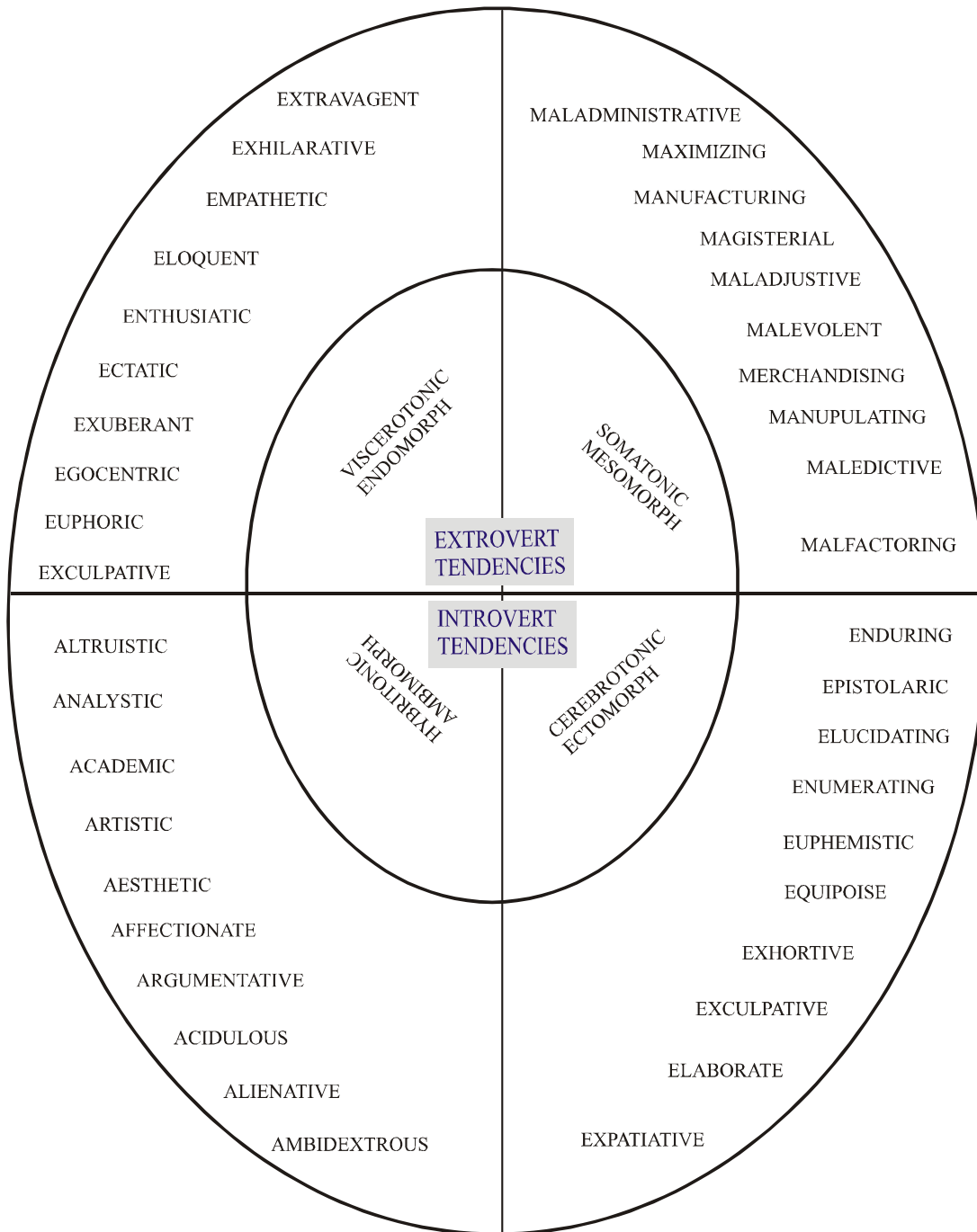
The predominant mesomorphs best into any profession that requires leadership, motivation and productivity as long as does not require too much committee meetings and long range planning, as he is more activity oriented than analytic. Many entrepreneurs are meromorphs. They possess a strong will and determination.

The predominant ectomorph has a clearly discernable quiet personality. He is a master of anything that requires meticulous patience and/or daily motive.

Professions as teachers, school administrators, and librarians. Another field that appeals to this temperament blend is engineering, since they are attracted to planning and calculation. Most ectomorphs have excellent mechanical aptitude and this make good mechanics, electricians, carpenters etceteras. Their diplomatic and unattractive nature make them good leaders in industries and companies as they send to work well with people. However most of them need motivation in order to volunteer for leadership posts as they are generally reluctant.

The predominant ambimorph generally has the highest intelligence quotient (IQ) among the psychomorphs. They are generally creative and imaginative with strong perfectionist tendencies. Many artists, musician, scientist and educators are ambimorphs. They frequently get involved in humanitarian services and the medical professions, which requires both compassion for the hurting. _____

**RANDOM SAMPLING METHOD:
ALLITERATIONAL PSYCHO-MORPHOLOGICAL DECA PARAMETER**



ENDOMORPH

MERITS.

1. **Enthusiastic:** The word enthusiastic is an adjective derived from the Greek noun "enthousiasmos" from the English noun "Enthusiasm". It originally denoted a strong religious, feeling and has come to mean anything that one has a strong feeling interest or admiration for the endomorph is generally enthusiastic about life. He hardly notices or takes record of negative events. This positive quality rarely allows him to be overly dispondent or discouraged.
2. **Exhilarative:** this word is of Latin origin: Exhilaratus the past participle of exhilarare; means to gladden. In modern English it speaks of a cheerful, lively disposition. Very few endomorphs have long sessions of depression. They are generally happy most of the time.
3. **Empathetic:** the adjective of empathy. It means to possess the ability to share another person's feelings, experiences and problems. He has the unique quality of being able to genuinely feel a person's sorrows as well as joys. This is not limited to his close friends however as he can easily forget the past and live in the present, concentrating on a present conversation, relationship or situation, thus giving it his best. He tends to create the impression as if everyone is special and close to him.
4. **Eloquent:** The endomorph is eloquent. He is very expressive, and consequently seen as a super extrovert. His skillful use of expressive language especially to persuade (or sway) someone is a natural, inborn, ability with him. The forceful and fluent speaking ability often makes him a thrilling, strong teller and talkative.

5. Euphoric: This word comes from the Greek noun ‘ Euphoros” which originally meant to be healthy. To be euphoric then, carries the idea of experiencing a sense of well-being, an intense feeling of happiness and pleasant excitement. He is known to be excessively joyous and dynamistic at the instance of any success or victory for himself and of others.

DEMERITS

1. Extravagant: The endomorph is extravagant. He is in the habit of using and spending much more than is necessary. He lacks moderation and balance in his usage of time, treasure and people. He is often a creditor to himself and others.
2. Exaggerates: Is derived from the Latin word exaggeratus. It meant, “to leap up”. In our modern vocabulary, exaggeration deals with the over-stating and embellishing of facts. This is not normally a preconceived attempt to deceive, but for the endomorph, it arises from his natural impulse and talkativeness. He frequently stretches his experiences, laughters, and statement out of proportion to authenticate or buttress an argument or presentation of facts.
3. Egoistic: Egoistic and its noun egoism, originally related to a philosopher propounded in 1785 which believes that individual self interest is the actual motive of all conscious action, thus making self interest the valid and justifiable means of call human behaviour. This tendency frequently appears in the life of the endomorph, whereby he is increasingly tempted to be pompous, arrogant and presumptuous, often thinking about himself and what is best for him.
4. Excessive: In contemporary usage of exuberance, has to do with being joyous, enthusiastic and exhilarative. However the

endomorph tends to over do it to the extent that he is generally undisciplined, and unstable. This is often seen in their weakness in the face of sexual temptation. He also tends to reveal secrets and demonstrate dishonesty, however with self discipline and training he can overcome this weakness.

5. Exculpative: This means setting someone from blame. Invariably, the endomorph as a natural lawyer can free himself and other from blame and complications that he may find himself in. This is because of his oral and persuasive ability.

THE MESOMORPH

THE MERITS:

1. Manly: Manliness has to do with having five good qualities of a man. Boldness, firmness, bravery, courage and determination. Mesomorphs are manly both in physique and behaviour. They possess a strong will power and determination that make them natural achievers.
2. Manufacturing: This word is of Latin origin. Manufactus which literally means to make by hard work. The mesomorph is manufacturing in the sense of being creative inventive and achievement oriented. He has a strong natural leadership tendencies and is very independent. He rarely needs environmental stimulation and motivation but is always full of activity; planning, setting of goals and a stream of innovations and ideas. Rarely do circumstances deter him but rather they present a challenge that often stimulates his sheer determination to succeed where other may have failed.
3. Maximising: The meso-morph rarely allows opportunities to pass him by. He makes use of most available opportunities that come his way. This is possible because of his keen ability to take instant

decisions, not under distress or pressure, but sound unprejudiced worthwhile decisions. He painstakingly holds onto projects without despairing.

4. Merchandising: The goal-oriented nature of the mesomorphological blend, makes him to be an excellent leader. With a goal of profit making, he does not stop at nothing and nothing stops him. This personality type is not too analytical but is capable of getting things accomplished sometimes even at the expense of other people comfort and reputation.
5. Magisterial: This adjective comes from the Late Latin Magisterialis meaning of authority. It means to have the characteristics (authority) of a teacher or master. The mesomorph often displays a sense of authority and confidence. He is not very emotional and therefore manifests his extroversion in his disciplined authoritarian approach to people and things.

DEMERITS:

1. Machismoistic: Its etymology comes from the Latin noun, *masculus* which means tending more the masculinity. Machismo (sometimes abbreviated macho) has to do with an exaggerated sense of masculine pride, and also excessive masculine aggression and virility. The excessive domineering independent and determining life style makes him unyielding to counsel or advice, and yet in self made counsellor to all friends and cases he meets.
2. Manipulative: This is another word of Latin origin (*Manipulus*). In contemporary English a manipulative person is one who uses and alters things to benefit himself. Normally it carries a negative connotation of unfair, insidious control or play on person or objects.

This weakness in the mesomorph stems primarily from his overly desive to achieve and accomplish. Often he does not feel remorseful or guilty at and this because of his unemotional personality. Mesomorphs are rarely moved to fears and frequently cannot appreciate such emotional outbursts. His domineering nature make him easily susceptible to believing “the end justified the means”.

3. Malevolent: This psycho-morphic blend has a strong tendency to malevolence; or to actions and words motivated by an intense, ill will an dislike. They can indeed be very hostile and occasionally violet. Many mesomorphs have been exposed to proper parental discipline and subordination of their strong will.
4. Maledictive: Is from a noun malediction which means to verbally abuse or to curse someone, personal attacks are often encountered when one confronts or crosses a mesopmorh, he therefore has a tendency to be involved in sarcastic remarks which may be unpleasant to his Associates and praying or wishing the down fall of his opponents. This does not bother him much and he is not very concerned about the publics’ opinion about him. This is often detrimental to his personal human, and marital relationships.
5. Malefactoring: Its etymology is of Latin origin. The word malefactus is the past participle of malefacere; and it means, “to do evil”. Unless he has imbibed the principles of honesty and truthfulness (either because of his religious convictions or personal upbringing) he, more than any of the other personality types, is prone to violating the law with criminal tendencies.

THE ECTOMORPH

MERITS

1. Endorina To be enduring is to possess ability to withstand hardship, difficulty or stress. The ectomorph has this quality of being able to persevere, although this is not always obvious since he always thinks deeply before embarking upon any project. Nevertheless, once he begins he can be depended upon to stay at it until the task is accomplished.
2. Epistolaric: This come from the English noun epistle which is an archaic English word for utter. (It is still used as a Ligurical expression). The ectomorph is patient, calm and concentrated enough to write, whether a letter, books or research works.
3. Exact: From the Latin, Exactus. Ectomorphs are rarely shallow. Their meticulous natures make them to be concerned about details. Though they are precision conscious, they are not perfectionists. This tendency also makes them to be dependable whether as a friend or as regards appointments and schedules and mathematic vocations.
4. Enumerating: The word is again of Latin origin. It means to ascertain the number of something; to count or to arrange in the correct sequence. Ectomorphs are often found in disciplines that require carefully planning, measurement and calculation such as the Engineering field. He is practically oriented and efficiently seeks the easiest way to solve problems.
5. Elucidating: This word of Latin origin eluciclatus past participle of elucidare. It means to explain or analyse. Ectomorph are normally

neat people. He is by nature a good administrator and elaborator if he can be encouraged to take up a managerial and novelistic posts although he rarely volunteers.

6. Euphemistic: This is a Greek word Euphemism. Its modern meaning has to do with the use of mild or indirect words as substitutes for an offensive or terrible event. The word, Euphemismos, which denotes something that sound good, auspicious. The personality disposition of the ectomorph is a calm, peace-loving person who rarely gets involved in heated arguments or fights. He is easy going and would prefer to use vague and diplomatic approach in settling a dispute and/or happening.

DEMERITS

1. Evasive: The Ectomorph rarely confronts situations. He is a peace loving person who does as much as possible to avoid strife, discord confrontation. This has a negative side to it, as it tend to make him seems lazy. It appears he is not poised to pace crisis and pressures of life as he always seeks the easy way out of a matter.
2. Emotionally Dull: Ectomorphs are people that need great deal of motivation. They seem to be content with inactivity and may not measure to their full potential. His lack of excitement, about life excludes from participating in many activities even occupations. They do not make friends easily although they are faithful and dedicated to the few they have.

3. **Emanciative:** This word is derived from the Latin emaciatus. Past participle of emaciave. It means to be socially lean, to make thin or weak. He is of a small body socially built with thin bone structures. Psychologically he keeps away from everybody that is a loner, because of his hesitant and reluctant approach to life, most especially when such demands cut out of his daily routine.
4. **Excessively Elementary:** The Ectomorph has been evaluated to be excessively elementary, fundamental and therefore lacks adequate dynamism, innovation and equipoise – He is seen to be a slow pad setter because of foundational and routine attitude to life.
5. **Excessively Easy Going:** To be easy going is some case a virtue but the ectomorph wants to be easy going when there is an urgent demand to confront to conquer, attack an opponent and/or to be on the aggressive for best of all. He is therefore laughed at by people by reason of his carefree manner of life and approach to things.

AMBIMORPH:

MERITS

1. **ALTRUISTIC** – The ambimorph is said to be altruistic. He seeks the welfare and good of others and is rarely motivated by selfishness. He has an innate tendency to give himself selflessly for a course which he believes is worth pursuing. Giving is not usually a difficult task to him.
2. **ANALYTIC:** The ambimorph is inclined towards analytical thinking. Analysis involves breaking down concepts to their respective component parts. This means that the ambimorph appreciates

mathematics, statistical and scientific disciplines because they involve logical thinking and reason.

3. **ACADEMIC** – In a similar way the ambimorph is academically inclined. He likes studying for studying sake and may find himself going for professions which involve a vast amount of study. He does not get bored easily with paper work or research, infact he derives a great amount of pleasure from them.
4. **ARTISTIC** – The ambimorph also is talented in appreciating art. He loves art and beauty. Many times is talented in drawing or painting or sculpture work. This also depending on the strength of this trait makes him to be inclined to vocational training and handwork.
5. **AFFECTIONATE** – The ambimorph shows care and affection to those around him. He has the innate capacity to show and express sympathy and empathy to those who are in unpleasant circumstances. This makes him to have a warm and desirable personality, since he is able to show how he feels about people.

DEMERITS

1. **ACIDULOUS** – This noun comes from the Latin acidulous meaning harsh. It is used of persons to describe their harsh. The ambimorph due to his strong inclination to academic and analytic work may become unduly exacting or rough on people who do not meet his standard.
2. **ARGUMENTATIVE** – Many ambimorph regularly engage in arguments. He is not satisfied with foggy or unclear thinking and this

may at times making to engage in unnecessary arguments or fight about details that may not be relevant or unnecessary at that particular time. This can be a source of misunderstanding and conflict.

3. ALIENATIVE – To alienate is to make unfriendly or hostile. The ambimorph can at times manifest this hostility or indifference to a person or thing that he was formerly attached to. This happens periodically when he suffers from bouts of introversion. He may become concerned and pre-occupied with only his own thought and ideas; consequently oblivious to others, their circumstances and situations.

4. AMBIDEXTROUS – Literally this means to be able to use both hands with equal ease (WEBSTER, 1991) figuratively it refers to someone who practices duplicity or whose action differ from what he initially professes to be and say. The ambimorph could be a double dealer at times and consequently be dishonest.

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GRAPHIC PSYCHO-MORPHOLOGICAL SAMPLING OF PERSONALITY CRISES & TENDENCIES ON 300 IMPACTED VICTIMS OF KOLUAMA CLAN OF SOUTHERN IJAW LOCAL GOVERNMENT AREA OF BAYELSA STATE

