Contents

FOREWORD  xiii
PREFACE    xvii

PART I:  CONFLICT AND STRATEGIC CHOICE   1

1 Overview    3
   Toward a Theory of Conflict    5
   What Is Conflict?          7
   Some Good News and Some Bad News about Conflict    9
   Summary and Conclusions 13
   Plan of the Book    14

2 Nature and Sources of Conflict    15
   Defining Components of Conflict    15
   Conditions That Encourage Conflict    20
   Sources of Intergroup Conflict    27
   Summary and Conclusions    35

3 Strategic Choice    37
   Nature of the Strategies    38
   Choosing a Strategy    39
   The Dual Concern Model    40
   The Perceived Feasibility Perspective    47
CONTENTS

Blame Direction and Strategic Choice  53
Culture and Strategic Choice: Individualism vs. Collectivism  56
Summary and Conclusions  60

4 Contentious Tactics  63
Ingratiation  65
Promises  66
Persuasive Argumentation  68
Shaming  69
Tit-For-Tat  70
Threats  71
Coercive Commitments  75
Violence  79
Nonviolent Resistance  80
Summary and Conclusions  82

PART II: ESCALATION  85

5 Escalation and Its Development  87
Development of the Cold War  87
Transformations That Occur during Escalation  88
A Domestic Escalation  91
Escalation Models  92
Summary and Conclusions  99

6 The Structural Change Model  101
Psychological Changes  102
Changes in Groups  113
Changes in Communities  118
Summary and Conclusions  119
7 Conditions that Encourage and Discourage Escalation 121
   A Light Escalation 122
   A Heavy Escalation 123
   Basic Antecedents of Escalation 124
   Features of the Situation 126
   Features of the Parties 128
   Features of the Relationship Between the Parties 134
   Features of the Broader Community 136
   Stability through Threats 143
   Summary and Conclusions 148

8 The Persistence of Escalation 151
   The Tail of Cerberus 152
   Overview of Theory 153
   The Persistence of Psychological Changes 153
   The Persistence of Changes in Groups 161
   The Persistence of Community Polarization 163
   Overcommitment and Entrapment 164
   Summary and Conclusions 167

PART III: STALEMATE AND SETTLEMENT 169

9 Perceived Stalemate and De-Escalation 171
   Why Conflicts Stop Escalating 172
   Perceived Stalemate 172
   How De-Escalation Begins 177
   Getting Unstuck 181
   Summary and Conclusions 188
10 Problem Solving and Reconciliation 189

Problem Solving 190

Strategies for Persuading Others to Engage in Problem Solving 213

Beyond the Agreement 217

Summary and Conclusions 223

11 The Intervention of Third Parties 226

What is a Third Party? 227

Advantages and Disadvantages of Third Party Involvement 229

How and Why Do Third Parties Enter a Conflict? 230

Mediation 232

Other Forms of Third Party Intervention 244

Choice Among Intervention Methods 255

Summary and Conclusions 256

REFERENCES 259

GLOSSARY 293

INDEXES

NAME INDEX 301

SUBJECT INDEX 307