# A Road Map to The Third Side

## Author's Note

## Acknowledgments

## Introduction: Are We Doomed to Fight?
- Fighting is everywhere
- It seems inevitable
- But what if it were preventable?
- What would it take to stop?

### I. WHAT'S THE ALTERNATIVE?

#### 1. The Third Side

- Reimagining conflict as three-sided
  - Conflict resolution in simpler societies
  - The challenge in modern societies
- From the nuclear family to the human family
  - In the family
  - In the workplace
  - In the community
  - In a warring world
  - Across domains
- What exactly is the third side?
  - People from the community
  - Using the power of peers
  - From a perspective of common ground
  - Supporting a process of dialogue and nonviolence
  - Aiming for a product of a "triple win"
- Who is the third side?
  - Outsiders
  - Insiders
  - An inner third side?
  - All together
- The third side is us
- The potential of the third side
## II. BUT ISN’T FIGHTING HUMAN NATURE?

### 2. The First 99% of Human History

- The archaeological puzzle
  - The startling absence of evidence
  - The puzzle
- The cooperative ape
  - Cooperating to compete
  - An expandable pie
  - The most successful way of life—yet
- The logic of coexistence
  - Cooperation does not exclude conflict
  - Little place for coercion
  - Learning the logic
- A conflict management system
- But isn’t violence human nature?
  - False polarities
  - What about the chimps?
  - Capable of war, capable of peace
- Homo Negotiator

### 3. The Last 1%

- A revolution in human life
  - Humans settle down and start farming
  - The population grows
- The consequences for conflict
  - The expandable pie becomes fixed
  - “Too many people in the same place”
  - “The fight follows you around”
  - The third side weakens
  - Conditions, not certainties
- The pyramids of power
  - From cooperation to compulsion
  - Power becomes a prize
  - From horizontal to vertical relations

[www.WILLIAMURY.com](http://www.WILLIAMURY.com)
Table of Contents: The Third Side

The logic of war 70
  States breed wars as wars breed states 70
  Orders to kill 71
  War is contagious 73
  Force makes sense 73

The deadliest century 74
  The world wars 74
  The specter of mass destruction 75
  A rash of ethnic wars 76
  Yet signs of peace 78

Which way humanity? 80

4. The Recurrence 81

A shift in the logic 83
  From a fixed pie back to an expandable one 84
  From arrows to guns 86
  From win-lose toward lose-lose 87
  From win-lose toward both-gain 89
  The example of South Africa 90

Back to the network 92
  The flattening of the pyramids 92
  The return of the network 95

The Ingathering 98
  More conflict 99
  More vulnerability 100
  A potentially stronger third side 101

The Negotiation Revolution 101
  Negotiation becomes ubiquitous 103
  Negotiation becomes a necessity 105

The Recurrence 106

III. HOW CAN WE STOP?

5. Prevent: Provider, Teacher, Bridge-Builder 114
  Needs, skills, and relationships 115

www.WILLIAMURY.com
1. The Provider: enabling people to meet their needs 117
   - Share resources, share knowledge 118
   - Protect 120
   - Respect 120
   - Free 123
   - Open doors 124
2. The Teacher: giving people skills to handle conflict 125
   - Delegitimize violence 125
   - Teach tolerance 127
   - Teach joint problem-solving 129
3. The Bridge-Builder: forging relationships across lines of conflict 131
   - Create cross-cutting ties 132
   - Develop joint projects 134
   - Foster genuine dialogue 135
   Prevention: the best intervention 139
4. The Mediator: reconciling conflicting interests 143
   - Everyone’s a Mediator 145
   - Bring the parties to the table 146
   - Facilitate communication 147
   - Help people search for a solution 148
5. The Arbiter: determining disputed rights 149
   - Peers can be Arbiters too 149
   - Replace destructive conflict 150
   - Promote justice 152
   - Encourage negotiation 154
6. The Equalizer: democratizing power 154
   - Help bring the powerful to the table 155
   - Build collaborative democracy 156
   - Support nonviolent action 159
7. The Healer: repairing injured relationships 161
   - Create the right climate 163
   - Listen and acknowledge 164

www.WILLIAMURY.com
# Table of Contents: The Third Side

Encourage apology  
The goal is reconciliation  

7. Contain: Witness, Referee, Peacekeeper  

8. The Witness: paying attention to escalation  
   - Watch out for early warning signals  
   - Go on patrol  
   - Speak out  
   - Get help fast  

9. The Referee: setting limits to fighting  
   - Establish rules for fair fighting  
   - Remove offensive arms  
   - Strengthen defenses—nonoffensively  

10. The Peacekeeper: providing protection  
    - Interpose  
    - Enforce the peace  
    - Preempt violence before it starts  
    - The new warriors  

Putting it all together  
   - Stopping a classroom fight  
   - Preventing ethnic violence  
   - Preventing war  

Conclusion: It’s Our Choice  
   - The challenge  
   - The opportunity to prevent  
   - Peace is harder than war  
   - Reason for hope  
   - Tarquin’s choice  

Next Steps: How Can I Start?  
   - Change the story  
   - Learn some skills  
   - Start close to home  
   - Mediate your own disputes  

www.WILLIAMURY.com
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Do what you do best</td>
<td>209</td>
</tr>
<tr>
<td>6. Volunteer your services</td>
<td>209</td>
</tr>
<tr>
<td>7. Fill a missing role</td>
<td>210</td>
</tr>
<tr>
<td>8. Create a winning alliance</td>
<td>210</td>
</tr>
<tr>
<td>9. Urge your organization to take the third side</td>
<td>211</td>
</tr>
<tr>
<td>10. Support the third side in the wider community</td>
<td>211</td>
</tr>
<tr>
<td>11. Help build thirdsider institutions</td>
<td>212</td>
</tr>
<tr>
<td>12. Help create a social movement</td>
<td>212</td>
</tr>
</tbody>
</table>

**Endnotes**  

219