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THE PHENOMENON OF CONFLICT IN EDUCATION FOR SECURITY ON THE EXAMPLE OF THE CZECH REPUBLIC
(PART I)

Summary
Security belongs to the basic qualitative standards of citizens′ life in every country. It is a very frequently discussed question involving education for security. The paper presents a concise analysis of the phenomenon related to the conflict of education for security using the example of the Czech Republic.

Key words: education, security, education for security, conflict, country, national security

The contemporary world[1] is marked by numerous contradictions, that cause conflicts, tensions and crises in specific areas. Over the centuries conflict situations have often been the result of religious, political and demographic clashes[2], violation of human rights, the destruction of raw material sources needed for all mankind, finally the development of international crime (drugs, terror, various forms of robbery) etc.

The participation of the Czech Republic in the European integration processes, strengthening the world peace as well as the involvement in the international fight against terrorism, triggers the need to prepare competent forces not only to conduct operational activities but mostly to actively prevent conflicts. This paper attempts to present a concise

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[1] Grzegorz. W. Kołodko, *Wędrujący świat*, Prószyński i S-ka SA, Warsaw 2008, p. 9-333, ISBN 978-83-7469-712-5.
[2] Mizia Cezary Andrzej, *Znaki czasu w edukacji teologicznej kościoła starokatolickiego w Republice Czeskiej.* [in:] *Acta Humanica,* Fakulta humanitných vied Žilinskej univerzity, Katedra pedagogických štúdií, Žilina 2012, p.189-196, ISSN 1336-5126.

analysis of the phenomenon related to the conflict of education security using the example of the Czech Republic[3].

Conflict between people is a common and normal issue, a part of everyday life. One could say that a conflict exists in all places where there are contradictory aspirations or activities. The contradictions may manifest as internal tensions[4], or as a competition among people or groups of people regarding defined goods and values.

There are different 'conflict' definitions, formulated in a more or less detailed way. Generally, one can talk about a conflict when at least two parties aspire to achieve the objectives or state of affairs impossible to pursue at the same time. Usually limited goods competition is a base of the conflict. It appears when one party prevents or blocks the other one in the implementation of goals and aspirations.

Based on numerous literature read, the conflict definitions can be summarized as follows:

- a conflict is a situation, involving at least two parties;
- conflict parties are interdependent;
- a conflict begins when at least one of the parties realises that its objectives, values or behaviour are opposing to the other party goals, activity or values; the second party impedes or blocks their implementation;
- a disclosed conflict is marked by specific behaviours towards the other party;
- conflicts are the result of perceived rather than objectively existing non-compliance;
- the other party reciprocates reactions, very often accompanied by emotions.

A social conflict is a dynamic phenomenon, a process running in the particular time and social space, determined by mutual interactions of smaller or larger group of people.

A psychological analysis[5] distinguishes the following conflict stages:

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[3] Janusz Mika, *Andragogika płaszczyzną edukacji dla bezpieczeństwa pracowników organizacji zhierarchizowanych (przykład Republiki Czeskiej)* [in:] *Zarządzanie kryzysowe, Tom II, Diagnoza rozwiązań praktycznych w zakresie bezpieczeństwa wewnętrznego*, Państwowa Wyższa Szkoła Zawodowa w Legnicy, Legnica 2012. p. 143-149, ISBN 978-83-61389-73-6.
[4] Motives fight.
[5] Jana Telcová, *Úvod do pedagogické psychologie*, Informace, Brno 2002, ISBN

1. a preceding situation (provoking period);
2. a conflict escalation period;
3. a confrontation stage (major conflict situation);
4. a conflict recovery period (dialogue).

Various types of conflicts trigger different course. Short-term conflicts are characterised by fast but sometimes difficult to isolate stages. In long-term conflicts the transition between stages is often unnoticed. A 'disclosed conflict' is very frequently the initial stage of a process, which next changes to an 'open conflict'. Conflict outbreak is a transition from the disclosed stage to the open one.

Goods competition can be the subject of conflicts. Rights are special type of goods. Often political and ethnic conflicts precisely refer to rights, for example the possibility of teaching in the mother tongue, unhindered publishing of newspapers and books etc.[6] Juridical autonomy and sovereignty are also rights. The multi-ethnic state is often a party in rights conflict, being an employer, refuses granting rights to the community[7]. The community that tries to gain the rights is the other party.

The community which strives to gain the rights, does not act uniformly, specialising and differentiating. Usually there are representatives and advocates acting on its behalf. Social and national movements are formed to create programmes and ideology supporting the activity. Active members of community fall into more conciliatory and extreme groups, applying various pressure; using violence or appealing to people's conscience. Obviously, the effectiveness of measures used depends on opponent's behaviour.

The conflict provides incentive to fight, it can last as long as it takes to settle who gains the specific rights; or the parties tire of fighting and stop at some stage. The parties accept the fact that if a settlement cannot be reached, none of the parties involved gains the right, then such situation is called a 'stalemate'.

Generally, people try to avoid destruction every fight implicates, and look for other ways of solving a conflict. A compromise or a concession

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80-8656-13-X, p. 9-150.

[6] The Czech Republic as a democratic state legally guarantees and abides the rights of national minorities, for example Polish minority.

[7] The first Czechoslovak Republic period is a typical example, state's authority attitude to indigenous Polish population. Stanisław Zahradnik, Marek Ryczkowski, *Korzenie Zaolzia*, PAI. SA., PAI-press, Warsaw, Prague, Trzyniec 1992, p. 48-82.

of one of the parties can be a way of ending a conflict[8]. There are also solutions based on 'creative transformation' of a conflict situation, i.e. its perception from a new point of view allowing an elimination of a conflict source (e.g. by multiplying goods quantity that are to be divided).

The conflict is also a good way of getting out of a crisis. The example could be national conflicts in countries that suffered from deep crisis linked to the collapse of so called socialist system, like former countries of the Soviet Union. Constructive conflicts also accompany a crisis situation at workplaces.

As can be seen, there are two different ways of approaching a conflict situation:

- 'Victory is indivisible'- us or them[9]
- Conflict can be solvable and it can satisfy both parties[10]

A destructive conflict refers to the devastation of one of the parties or sometimes both of them. As the destructive conflict progresses, it expands and includes more new areas. Moral, ideological and historical ideas are broadened to support own opinion through information and propaganda activity[11]. In such case, a concession, a compromise lose the meaning and sound false, or even mention an opportunism and a betrayal. There is nothing left but fight, that can finally determine the victory. Emotional involvement adds strength and faith in victory, and each of the parties opting for war, believes in victory.

The destructive conflict leads to opponent's dehumanisation, its moral and mental depreciation[12]. Anger, conflicts concurrent, finds the best way out in activities with the use of violence. In a case of great fight involvement, the situation perception gets simplified. Courage and rigidity during the fight raise prestige in a group, the stronger one hits an

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[8] e.g. a weaker side.

[9] so-called a 'destructive conflict'.

[10] so-called a 'constructive conflict'.

[11] J. Mika, *Informační válka a internet-strategický problém budoucnosti (Information Warfare and Internet-Strategic Problem of Future).* [in:] *Internet a bezpečnost organizací*, Zlín: Univerzita Tomáše Bati, 2007, p. 35, ISBN 978-80-7318-548-0.

[12] J. Mika, *Ethical Coincidence of Modern Adult Education.* In *6th International Scientific Symposium on Business Administration. GLOBAL ECONOMIC CRISIS AND CHANGES. Restructuring Business System: Strategic Perspectives for Local, National and Global Actors.* Karviná: Slezká univerzita v Opavě, Obchodně podnikatelská fakulta v Karviné, 2010, p. 762-768, ISBN 978-80-7248-594-9.

opponent, the larger applause it gets[13]. Willingness to make sacrifices appears; no vision of possible victims is terrifying. One can feel pride and satisfaction from a risky activity, that may result in a loss of health, freedom or even life.

The destructive conflict creates a state of mind that enables people running ruthless fight using all possible means. In such case, there is no mediate opinions and compromises – no good will is taken into an account, no ways of reaching an agreement and ending a conflict. Social and psychological factors, triggered by the destructive conflict, lead to its rapid build-up.

Antagonistic conflicts hardly ever end up as 'total victory' of one party, that implements rules of 'historical justice'[14]. Such conflicts diminish only for some time, then regenerate with new strength in new circumstances. 'Suppressed with force' conflict, does not disappear but moves from the real area to the symbolic one.

If parties do not find the ways of a destructive conflict elimination, then these kind of intensifying processes prepare new confrontation, which appears due to the favourable conditions. Particularly, when defeat memories have been erased, there are new leaders, and the external circumstances create new possibilities. Then just one sparkle may start a fire.

There are the following criteria within a conflict classification:

* a social community
* a number of parties
* an object and type of fight
* a territorial range
* a type of informative feedback

In view of a social community, where conflicts appear, it can be noticed that a conflict is the most general concept and it includes all the social conflicts within a specific community including groups or individuals of conflicting objectives. Within the social conflict, one can distinguish national, class, factory, family and friendly conflicts etc.

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[13]The example can be murders and displacement which took place in states of the former Yugoslavia.

[14] Antonín Rašek, *Bezpečnost-věc veřejného zájmu*, [in:] *Bezpečnostní budoucnost České republiky-otázky, výzvy, problemy*, CESES, Ministerstvo obrany České republiky, 2005, p. 182-190, ISBN 80-7278-306-8.

Regarding the number of parties, one can deal with conflicts between groups or individuals, so called interpersonal conflicts.

Conflicts concerning tangible goods such as territory, money, production costs etc. can be an object of the fight.

Constructive conflicts introduce new, positive values to the community, for example, enhance integration, eliminate factors that inhibit the progress. Destructive conflicts often disintegrating communities stop the progress.

Due to the type of fight, one can distinguish bloody, bloodless, mild and aggressive military conflicts.

As far as the territorial range is concerned, one can talk about global, continental, national, regional, local, domestic, and street conflicts etc.

A type of informative feedback determines whether conflicts are secret, that is parties do not reveal their goals before fight, they conduct operations without informing neighbourhood. Conflicts can also be overt, that is, parties exchange as much information as possible regarding their goals, fight and outcomes.

Conflicts concerning specific features that repeat in history, often gain separate names, such as wars, revolutions, counter-revolutions, uprisings, putsches, strikes and so on.

Games theory is useful generalisation of a conflict theory; it concerns situations involving at least two subjects, and the operations bring them gains and losses. It is a mathematical theory, searching optimal solutions, with a given definition of standards, the theory accepts the assumptions which are only approximately met in reality.

It turns out that in some types of games, very close to reality, seeking the largest win is not an optimal strategy. Serious win, for both parties, can be secured by being content with small profit strategy in order to avoid greater loss. Such strategy is often employed by politicians to avoid provoking fierce opponent's criticism[15].

A compromise can be a conflict settlement that is perceived as a competition, when each of the parties gains something but less than expected. Wars are very frequently conducted due to principle that what is lost by one of the participants, it can be gained by the other one. Games theory explains the difference between a complete and incomplete antagonism. The extreme case, a complete antagonism situation, are

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[15]When dealing with nations, states, the reaction may even be delayed by several decades.

'zero-sum games', that is, any profit for A party is a loss of the same value for B party.

Beliefs about severity of antagonism give incentive to activity and are an essential part of reality. The more they are disseminated among people, who can influence reality, like political leaders and public opinion leaders, the more important they become.

Even during a war, a complete antagonism situation, described as zero-sum game does not always take place. Not every loss inflicted on opponent is a profit for the attacking side. During wars in Vietnam and the Persian Gulf, the American side often explicitly avoided inflicting an enemy with heavy losses. The reason for doing so was an internal and an international opinion, which was significant. Too heavy opponents' losses would have been also a loss for their own side. For example, the experience from the First World War led to a conclusion that a complete destruction of German economy after the Second World War could have unnecessarily strengthened German hostility to opponents[16].

Consequently, the zero-sum game is a simplified situation, taken out of the context. In reality, a complete antagonism of two sides in a specific case, usually coexists with less antagonistic relations in other cases. Zero-sum games are frequently games in the narrower meaning of the word, e.g. chess. But also here cooperation, lack of a conflict refer to a compliance with rules and treating a game seriously.

 With a reference to conflict theories, discussing parties chances, one pays attention to their resources, what they possess. The larger resources, the greater power-understood as ability to act. The larger resources entail bigger flexibility and expand repertoire of the strategy (in games theory, possibilities of an action, repertoires of the strategy are perceived as data). In the international relations theory or in Hubert Blalock minority groups theory, resources are viewed as a factor shaping a repertoire of the strategy[17]. Based on resources it can be more generous or poorer.

Empires crises during the First World War are the example of resources diminution of so far more powerful side in national conflicts.

The impairment of the state and nation dominant in this state was

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[16] V. Mencl, A. Hájek, M. Otáhal, E. Kadlecová, *Křižovatky 20.století. Světlo na bílá místa v nejnovějších děinách*, Naše vojsko, Prague 1990, p. 59-63, ISBN 80-206-0180-5.
[17] J. Mika, *Manpower in the process of Strategic Management in the Czech Army*, [in:] *Security Revue*, 2007, ISSN 1336-9717.

used by already existing political and national movements[18].

Severe conflicts among nations are the fight of national elites and national movements for a cultural, educational and political autonomy, and independent states. A great amount of modern states and nations have been developed by that means. States were formed, however not uniform nationally, but more uniform than Austro-Hungary or Turkey before the First World War. The former Czechoslovakia, state of Czech, Moravians, Slovaks, Silesians and German, Polish, Hungarian, and Jewish ethnic minority. From the point of view of weakened nations, conflicts among nations are a tendency towards justice, obtaining rights, political decisions in favour of the weakened nation[19].

Dreams and utopias mention conflicts limitations, and a structure of peaceful societies in the future. People are afraid of conflicts and would like to eliminate them. Meanwhile, sociologists specialising in conflicts, notice that conflicts elimination from social life is not only unlikely[20], but also would be harmful for culture and wealth of human personality.

Conflicts among nations will probably last as long as nations exist and nations map will not overlap states map. It is hard to believe that dreams about ethnic and political maps identity could have been roughly achieved without military means etc.

Often, authors recognize a conflict as fight-war[21]. Without going into definition details, it can be assumed that the conflict is a kind of fight, and vice versa - fight is only one of conflict stages (usually the most violent one). War is such a state of society in which a severe external or internal conflict is solved by means of violence. Warfare are usually preceded by a psychological war in which special forces and psychological work are used to weaken opponents morals (army and civil population).

In the period preceding a military conflict (in peacetime) special operations can be conducted, but to a limited extent. The limitations do

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[18] The formation of Czechoslovakia in 1918 and other states after Austro- Hungarian dissolution, and also other possessive empires. Otto Urban, *České a slovenské dějiny do roku 1918*, Svoboda, Prague 1991. p. 243-250, ISBN 90-205-0193-2.

[19] It is proved by e.g. formation of Slovak State in 1938– "Slovenský štát". V. Mencl, A. Hájek, M. Otáhal, E. Kadlecová, *Křižovatky 20.století. Světlo na bílá místa v nejnovějších dějinách.* Naše vojsko, Prague 1990, p. 147-151, ISBN 80-206-0180-5.

[20] Michael Morris, *Co nesmíte vědět!*, vyd. Bratislava: ARIMES. ISBN 978-3-98114301-4-1. Překlad z německého originálu *Was sie nicht wissen sollen!* ŽÁČKOVÁ, Zuzana 2012.

[21] C. Clausewitz, *Vom Kriege*, Berlin 1832.

not include a psychological action. The importance of the psychological action rises with an increased political and military tension.

Modern definitions of psychological[22] impact refer to the influence on people's attitudes and behaviours in order to reach political and military targets, also prior to a conflict. Psychological activities supporting peace are part of planned psychological operations. These activities support peace in accordance with NATO normative documents, they are planned psychological operations, conducted as supporting peace actions - they are supposed to create the atmosphere of support for military operation, stimulate willingness to cooperate among groups engaged in conflict, and civil population, present in the area of conducted operations[23].

Wars and military conflicts break out when someone from outside or inside violates status quo, demolishes old order, and wants to establish a new one. Nowadays, the most frequent reason for such conflicts is the ethnic nationalism, when a neighbour often attacks a neighbour, and an opponent knows its enemy by name.

According to research, it can be said that, almost 40 military conflicts carry on worldwide every year, and only a few make it to the headlines or radio and television news. After the Second World War there have already been more than 150 local wars, and wars consumed over one hundred million victims in the whole twentieth century. Wars and military conflicts are marked by a significant cruelty, suffering of soldiers and civil population of both fighting sides.

The third side, that is a public opinion can join in each conflict. The public opinion is not directly involved in but it can have an enormous influence on a conflict's course. When a conflict linked to crisis ceases to be non-public, and gets to all through the media, it can be described a 'media conflict'.

As a result of the media conflict, a way of sides communication changes, indirect communication appears, conducted via mass media. The media conflict's objective is eliciting public opinion reaction and obtaining its favour for own rights. Frequently, how one perceives a given conflict situation does not depend on what is said about it but

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[22] J. Mika, *Uplatnění doktrinálních principů informační války a psychologických operací ve válce a postkonfliktní stabilizaci Iráku.* [in:] *Poskonfliktní stabilizace-příklad Iráku,* Univerzita obrany Brno, Brno 2007, p. 73-82, ISBN 978-80-7231-249-8.

[23] *AAP-6 Terminologický slovník pojmů a definic NATO,* Prague: OOS/Úř OSK SOJ 2010.

how it is introduced to the public opinion.

The best way to deal with the conflict is to prevent a conflict creation. It is very useful to 'keep an eye on attitudes and social behaviours', recognizing possible volatile situations, anticipating a crisis and the conflict before it happens. In the army so called 'simulated crises' are practised, which allow to prepare an organisation for the possible problems. Peacetime enables the training of crisis and conflict situations. It is essential to control the rules of communication in the conflict situation and elaborate some procedures. Not always the conflict can be predicted, but its symptoms should be looked for, and indicate the fact that it is nearby. In case of the conflict, the worst effects refer to silencing - an employment of information barrier.

A key to a conflict control is in its beginning – the occurrence of signs of danger. In case of the conflict all the sides (media included) are influenced by emotions. False accusations and rumours appear- media present both sides' arguments. First of all, sides of the conflict should be identified; data concerning leaders should be gathered (i.e. people forming an opinion of individuals); leaders could become the side in the conflict. Therefore, it is known who really decides about attitudes of conflict sides - who can change or influence them.

Whether the conflict will be creative or destructive, depends remarkably on sides communication[24] skills. The conflict situation analysis indicates break of communication, symbolic ties, and a cooperation is substituted by will to eliminate, or even the destruction of opposing side. In the conflict situation, communication becomes difficult or even impossible, especially when required.

Communication in a state of the conflict is particularly hard, a crisis affects personality of sides, ability to make decisions. Disorder of communication ability reaches a level of communication competence of conflict sides. People involved in the conflict usually misjudge intentions and behaviours of the other party. It interferes with the perception of a situation and people evaluation. Communication codes and trust to transfers are also subjects to disorder.

In social, national conflicts, sides ideas about each other play a particularly significant role. The more severe the conflict is, understood

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[24]J. Mika, *Krizová komunikace v rámci součinnosti Policie České republiky a Policie Polské republiky v situacích mimořádných ohrožení osob a prostředí.* [in:] *Teoria i praktyka działań komunikacyjnych w poradnictwie i terapii*, Wydawnictwo Adam Marszałek, Toruń 2013, p. 43-54, ISBN 978-83-7780-683-8.

as fight, the more clearly sides select facts, especially the ideas about each other that gain consistency and sharpness. An opponent gets a distinct picture. Severe fighting and inflicting blows to an opponent, coexists with adding very negative traits so it would be easier to accept that an opponent does not deserve better treatment[25]. The belief about 'opponent's difference' is emphasized, to deprive it of human qualities[26]. Attitudes and opinions about the opponent are not created based on knowledge of facts but based on their compatibility with own group mood.

Culture is a background and incentive of conflicts, perceived as fight. It forwards the world image more or less united for the cultural community[27]. This world image frequently explains who people are, who are 'we', who are 'they', who is 'different', and who is 'foreign', who is 'our friend', and who is an 'enemy'. Opponents are 'foreign' people, or sent by 'foreigners', our perception and evaluation of an opponent sets hostility we feel towards it. Limiting the scope of moral norms[28] is connected with this fact as well as willingness to compassion. Usually right and just is what 'our side' does and says.

There are frequently simplified features, emotionally tinged, having no clear connections with the reality. The world image, forwarded by culture, usually includes history of the community, simplified and mythological image of history, which intensifies, justifies and strengthens the divisions. This way own side is introduced, in good light and neighbours, former friends and fellow citizens perfidiousness is emphasized, who now are the enemies.

A cultural content is believed to be a foundation and reason for national conflicts, understood as fight. Sometimes, in the past, nations have competed for goods, especially rights, but nowadays, the conflict is primarily a hostility and fight, supported by a cultural content. A driving force of such conflicts is stored in culture of the world classification and set of simplified historic and social beliefs[29].

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[25]A negative opponent's image.

[26]It is typical of original people's beliefs and in modern propaganda. Janusz Mika, *Informační válka a internet-strategický problém budoucnosti.* [in:] *Internet a bezpečnost organizací.* Univerzita T. Bati, Zlín 2007, ISBN 978-80-7318-548-0. CD.

[27]Primarily nations are cultural communities.

[28]J. Mika, *Etyka w edukacji dorosłych – andragogice*. [in:] „Śląska Policja, Kwartalnik Policji Garnizonu Śląskiego" 2/2011, Katowice: Stowarzyszenie "Śląska Policja", p. 13-16, ISSN 2082-5943.

[29]J. Mika, *Historicko-filozofická východiska vzdělávání dospělých v době globalizace.*

The cultural content is supported by consciously created ideologies, by means of which, movements and political-national parties refer to images promoted in culture. Followed by mutual strengthening of the culture and ideology. Modern means of mass information and propaganda also frequently relate to images transmitted in culture. Newspapers, radio, television and political movements often use stereotypes and mythology; reviving them, consciously or unconsciously stimulate national conflicts. It should be pointed out that cultural and heritage history content can be used not only to promote conflicts but also to justify cooperation[30] .

When the conflict takes place between two nations, cultivating national traditions and a language, refraining from any contacts with an opponent, except for the most essential ones; avoiding areas connected with any possible cooperation, help to preserve identity. One of the most significant but having dangerous for the past effects, is the phenomenon of forming separate and distinct from each other groups, isolated and cherishing aversion or even hostility to opponent groups. Such process occurs among 'losers' as well as 'winners'. A typical example in Polish and Czech relations is the post-war period. Officially, friendly nations of 'People's Democratic state', in practice having closed border and a number of common prejudices and stereotypes.

Groups that alienate from each other, have also communication problems. This factor's influence is particularly visible in the initial stage of almost every conflict. It is characterised by a break or a drastic restriction of communication. It involves a severe reduction in number of contacts among sides. The sides do not understand each other, they create something similar to own language, which is not heard or willing to be understood by the other side. Both parties also generate legends about people, events and places, which add own glory on and suppose to plunge an opponent's case.

Such mutual disconnection and serious communication disruption promotes formation of distorted ideas regarding the other side attributes, its objectives and values, strategies and intentions. Thinking is engaged by stereotypes, which simplify the opponent's image, primarily acting as a projection of hostile feelings towards the opponent. Propaganda

[30] Cultural heritage is generally diversified.

activities are increasing. Information is manipulated, false opponent's image is created, events are presented tendentiously.

A distortion of a communication process gives feedback to a conflict's course. Via formation of a specific image of the reality[31], one influences the actions. The communication process not only accompanies the conflict, but actively contributes it.

Czech language terminology in the field of science safety uses terms 'conflicts solving' and 'conflict managing'[32]. Conflicts solving refers to interference in a conflict organisation and position, a conflict managing includes actions taken by a manager in order to eliminate, weaken or give a specific direction to a conflict, and use respectively its positive sides.

The conflict is an inevitable phenomenon in organisations, whereas from the point of view of an organisation functioning, properly addressed conflict is a constructive and eligible phenomenon. Therefore a term of a 'conflict managing' is a result of presenting the conflict as a positive phenomenon for organisations and an individual. Uncontrolled conflict, as alternative, may become a destructive conflict. Then, managing the conflict means controlling the conflict in a way as not to allow it become a destructive one. Nowadays a term 'conflict managing' is trendy and it is believed to be an essential skill of every manager[33].

A term 'management by conflict' which gradually displaces the term 'conflict managing' primarily refers to conflicts development, as a way of complacency elimination. Generally, there are three ways to stimulate conflicts:

- communication[34],
- an organisational structure,
- human factors.

Conflicts development through communication usually relies on avoiding common information channels; a suggestive or threatening information transmission, or an information overload transmission[35]. An

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[31] Also an image of 'opponent' – 'enemy'
[32] „Řešení a řízení konfliktů". J. Mika, J. Kyselák, *Příprava odborníků pro oblast ochrany obyvatelstva a krizového řízení na Univerzitě obrany v Brně*. [in:] *Security Revue* 2007, ISSN 1336-9717.
[33] Development of conflicts, which are supposed to have 'recuperative' effects.
[34] J. Mika, *Interkulturní komunikace v andragogice - vzdělávání dospělých*, [in:] *Komunikacja społeczna w i dla multikulturowości. Perspektywa edukacyjna*, Wydawnictwo Adam Marszałek, Toruń 2012, p. 137-151, ISBN 978-83-7780-318-9.
[35] These types of operations have been long used and are used in sabotage propaganda.

example could be groups, increasing their level of uncertainty, activates them to perform. In a similar way, new tasks are assigned, new employees are hired, and a lack of information, all create uncertainty which provokes occurrence of conflicts[36].

Equally changes in an organisational structure[37], use of a human factor, an increase of a competition level or changes in the remuneration system, all reminds playing with fire and can finish uncontrollably. Therefore, before one decides to get engaged in the conflict, one should answer the following questions:

- Are we able to control all the factors which can alter a conflict's course?
- Will gained conflict benefits not be lower than possible losses?
- Will a conflict not cause permanent changes in relations among people?

While presenting conflicts scene it should be noticed that an environment where the conflict takes place is not commonly indifferent for conflict's sides. As the conflict progresses, one should consider a role of greater number of participants, formerly omitted. An expansion of participants number is a conscious strategy, a weaker side can endeavour to expand conflict participants number, then a stronger side limits a repertoire of their actions. It is extremely important in an international conflicts[38].

An attempt to engage new parties in the conflict are appeals to public opinion abroad and declarations that an opponent does not comply with rules accepted by international community. There are calls to the outside world as a witness, a judge, and a police officer, and the environment is supposed to see, who is to blame, judge it and restore the order.

In conflicts, especially among nations, two sides only are rarely engaged, and sides engaged are diversified. While speaking about conflict strategies, it should be noticed that claims are formulated for example stating that it is easier to win, when able to differentiate community, that is in opposition and a part of environment can be transformed into supporting our conflict side. When there are many participants in the situation, each one of them can stand in front of a

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[36] The operations can be regarded as 'manipulative tricks'.

[37] Changes of assigned duties and tasks, changes of interdependence etc.

[38] F. de Mulinen, *Příručka mezinárodního humanitárního práva pro ozbrojené síly*, Magnet-press, s.p., Prague 1991, p. 1-202, ISBN 80-85434-30-X.

choice 'who alliance, and with whom conflict?'.

One of the conflict strategy is stimulation of internal conflicts, looking for an ally inside the opponent. Peace movements or social unrest concerning a nation conducting a war, weaken the states chances of winning an external conflict. Internal conflicts can also occur inside community which is a party to a conflict, however the internal conflict dividing the community can progress as the external conflict progresses in which the community is engaged.

During military conflict sides conduct propaganda activities as a part of psychological warfare[39]. Active propaganda and counter- propaganda as well as disinformation are performed in the opponent's area. Own side creates a positive image and atmosphere for the conducted actions.

There is a model of the conflict managing within an organisation, that can be called a preventive and escalating model. According to the model, a concentration is directed to a conflict's objective description as a process as well as to the structural characteristics. A preventive or escalating activity of a spontaneous or controlled nature, i.e. strategic can be observed. The model enables the analysis of preventive and escalating nature of all strategic and spontaneous methods of the conflict management.

Preventive behaviour includes activities which cause:

- a reduction or suppression of both sides frustration,
- reducing the probability of similar conflicts occurrence in the future,
- a solution to the current conflict,
- a reduction of a conflict intensification or preventing its intensity.

Escalating behaviours occur with activities intensifying an existent conflict. Spontaneous behaviours include all activities which are not intentional or planned. Strategic behaviours include activities that are an effect of a conscious plan, aimed at prevention or conflict escalation.

While discussing issues connected with preventive and escalating model of conflict management, it is worth noting a conflict object, conditions prior to a conflict, and conflict's effects. The conflict object includes limited resources, common goals and methods, social-professional roles, and a sense of identity.

Deep-rooted conflict generally leads to the weakness of relations

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[39] J. Mika, *Uplatnění doktrinálních principů informační války a psychologických operací ve válce a postkonfliktní stabilizaci Iráku*, [in:] *Postkonfliktní stabilizace-příklad Iráku*, Univerzita obrany Brno, Brno 2007, p. 73-82, ISBN 978-80-7231-249-8

among sides. Individuals and groups engaged in war, prefer limiting mutual contacts to a minimum. The limitation reduces the prospect of preventive behaviours, a lack of trust and mutual hostility increase.

Preventive conflict managing occurs when both sides frustration is a subject to intensification or reduction, or it is eliminated. The following spontaneous behaviours occur, as conflict withdrawal, de-escalating styles of behaviour and automatic regulation mechanisms.

Strategic preventive behaviours[40] are undertaken when a conflict side takes preventive actions consciously. There are following strategic preventive behaviours:

- a change of conditions prior to a conflict,
- an integrative problem solving,
- a reaction de-escalation,
- negotiations.

The change of conditions prior to the conflict, intends to introduce changes in some organisation characteristics or relation features among sides. A change of organisation characteristics can rely on difference reduction among sides as far as access to power is concerned by institutionalising ways of problem solving.

A common preventive procedure is creation of so called 'above objective', i.e. a particularly important goal for both sides, which should integrate their actions. An effective form of strategic preventive behaviours is also a change of conditions prior to the conflict by introduction of specific rules and regulations. Regulations are always 'impersonal'- formal and top-down, therefore have more powerful preventive effect than personal contact among sides.

The integrative problem solving is the most promoted method of strategic problem solving. The method concerns sides behaviour during an existing conflict and have no influence on conditions prior to the conflict.

It features 'win- win' type approach, i.e. both sides can fully profit from an existing conflict and win, due to using this method of problem solving.

There are techniques which allow for the removal of the conflict threat:

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[40] *Vojenská strategie*, Univerzita obrany, Ústav strategických studií, Ministerstvo obrany České republiky, 2008, p. 30-57, ISBN 978-80-7278-475-2.

- displacement of insignificant conflicts to the background,
- immediate change of situation or opinion perception, which cause or support a conflict,
- unconscious assigning a lower value to frustration occurred, or problem reformulation,
- avoidance of assigning involvement in and important role to the other side.

De- escalating styles of behaviour include:

- withdrawal,
- problem mitigation,
- integrative problem solving.

The following types of situation can also be mentioned, which exclude confrontation automatically. They include a lack of time, a problem insignificance, a case when the other side is not required to consider the issue, or one of the sides is particularly interested in the matter. There are situations when compromise sides' behaviours are determined 'in advance', e.g. a small conflict for limited resources, or a conflict situation that requires immediate arrangements satisfactory for both parties.

A spontaneous conflict managing using the method of integrative problem solving occurs when both conflict parties do not feel threatened, do not trust each other, or claim that each of sides has equal rights in problem solving. An escalating conflict managing refers to the behaviour which leads to launch of the entire accumulated frustration and causes its further increase. The conflict escalation is fostered by every reaction which directly or indirectly causes the expansion of conflict components, for example increase in the number of conflict causes on both sides, rise in number of rules and regulations and their importance.

Spontaneous escalating behaviours include conflict exaggerating, attacking an opponent, contacts limitation. Spontaneous unintentional, escalating behaviours usually occur in conflicts of intense emotional tone. All forms of attack favour the conflict escalation.

Strategic escalating behaviours[41] can contain the change of conditions prior to the conflict, the conflict recapitulation, the reaction escalation, the search for allies. There are two extreme situations requiring escalation.

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[41] Ibidem, p 10-18.

The first one occurs when the conflict is inevitable and impossible to solve because of people, ideological differences or limited resources. The second situation that requires a constructive escalation is achieving an increase in patency of information channels, which enable formation, processing and use of information; it can be obtained by appropriate conflict intensification.

Further conflict escalation is also influenced by the following sides behaviours[42]: information misinterpretation, lying, not listening to, ignorance, mockery, abuse, accusations, insulting, vulgarism etc.

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[42] Janusz Mika, Antoni Olak, *Społeczne postrzeganie zagrożeń.* [in:] *Bezpieczeństwo w warunkach globalizacji-wybrane zagadnienia.,* V. Jurčák, J. Mika, A. Olak, Wyższa Szkoła Biznesu w Ostrowcu Świętokrzyskim, Ostrowiec Świętokrzyski 2014, p. 22-35. ISBN 978-83-936652-9-7.

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