RESOLVING COMMUNITY CONFLICTS
NEW ROLES

- Use existing skills in new areas
- Creating change that saves money for communities and organizations
- Diagnosis shifts from the individual to the community
- Use therapeutic relationship to impact leadership
- Clinical mediation of labor conflicts
- Reduction of abusive power dynamics
NEW INTERVENTION METHODS

- PREVENTION AND EDUCATION IN THE ABUSE OF POWER
- PSYCHOLOGICAL MEDIATION TO RESOLVE ONGOING CONFLICT
- ONGOING PROGRAM MANAGEMENT AND CONSULTATION
THEORY OF POWER DYNAMICS:
Misuse of Power Results in Negative Outcome

- LITIGATION AND LABOR GRIEVANCES
- DECREASED EFFICIENCY
- INCREASED ABSENTEEISM
- LOW PERSONAL JOB SATISFACTION
- REDUCED QUALITY OF LIFE
- HIGHER NUMBER OF CONFLICTS
- INCREASED VIOLENCE AND DESPAIR
- LOW MOTIVATION FOR CHANGE AND INNOVATION
THEORY OF POWER DYNAMICS:
How Large Groups or Communities Change

- DIALECTICAL NATURE OF POWER DYNAMICS
- LEADERSHIP & BION'S GROUP PSYCHOLOGY AND THEORY OF KNOWLEDGE
- BULLY-VICTIM-BYSTANDER THEORY
- PEACEMAKERS AS ALTRUISTIC CHANGE AGENTS
- CONSENSUS, COLLABORATION, AND NON-BLAMING COMMUNICATION
DIAGNOSIS OF POWER DYNAMICS:
Common Symptoms of Violent Communities

- Denial of Violence
- Punishment-Surveillance Methods of Social Control
- Individuals Consumed by Self-Interest
- Disdain for Altruism, Arts, and Education
- Reactive Rather Than Prevention Programs
- Infrastructure Decay
- False Perceptions of Danger
- Public Loses Hope
- Lack of Confidence in Leaders
DIAGNOSIS OF POWER DYNAMICS:
Common Dysfunctional Patterns

- Leaders in Bully-Victim-Bystander roles
- Group fluctuations of identity as Bully-Victim-Bystander
- Strong leader without creativity or humanity (fight/flight leader)
# PROJECT APPLICATIONS:

**Jamaica Violence Prevention Interventions**

- 3 YEAR PLAN TO IMPROVE QUALITY OF LIFE USING POLICE AS CHANGE AGENTS
- ALTRUISM AND REWARD IN PROGRAM DEVELOPMENT
- PROGRAMS TO REDUCE VIOLENCE AGAINST WOMEN AND CHILDREN
- SCHOOL VIOLENCE REDUCTION
- PUBLIC POLICY ADVOCACY AND POLITICAL CHANGE
- ECOTOURISM AS COMMUNITY CHANGE
PROJECT APPLICATIONS:
U. S. Elementary School Violence Reduction I (C.A.P.S.L.E.)

- Creating a Peaceful School Learning Environment
- Bully-Victim-Bystander Education in K-5 Grades
- Peer Mentor and Bruno Programs
- Gentle Warriors: Martial Arts for Peace
- Using Volunteers to Create Change

RESULTS
- Reduced Suspensions
- Increased Academic Scores
- Decreased Victimization and Bullying
- Improved Teacher Morale
PROJECT APPLICATIONS:
U.S. Elementary School Violence Reduction II (C.A.P.S.L.E.)

- CREATING A PEACEFUL SCHOOL LEARNING ENVIRONMENT:
  - Focus on school climate & not individuals
  - Teachers, students, parents, and support staff part of the climate
  - Local government and surrounding community including businesses are part of the school climate
  - Non-pathologizing interventions
  - Low cost programs
  - Continuity of educational process maintained
PROJECT APPLICATIONS:
Conflict Resolution in a Fire Department

- Principles of Workplace Harassment
- Resolution of a "No Confidence" in Chief
- Basis of Constructive Labor Talks
- Decreased Complaints and Grievances
- Resolution of Public Conflict
- Ongoing Clinical Mediation to Support Chief and Process Group Issues
- Education on the Role of Power in the Daily Operations of the Fire Department
### Table 1

**A Seven-Step Flow Chart For Community Violence Prevention**

<table>
<thead>
<tr>
<th>STEP I</th>
<th>Theory</th>
<th>Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data gathering</td>
<td>Anti-intellectual action-oriented leadership</td>
<td>1. Counter attack approach to law and order; 2. Community fragmentation; 3. Increased crime and corruption of community leaders; 4. Altruism seen as weak and naive; 5. Lack of positive male role models; 6. High stress, few healthy outlets.</td>
</tr>
</tbody>
</table>

| STEP II | | |
| Community diagnosis | Violent community | Diagnosis established |

| STEP III | | |
| Identification of community stabilizing systems | Law and Order | Police and Military |
| Education | School Teachers |
| Health | Medical Personnel |
| Spirituality | Church Leaders |

| STEP IV | | |
| Peacekeeper/Peacemaker Training | Guiding Principles: | Source: |
| Training of community change agent | * Leaders catalyze large group change by role modeling | Psychoanalytic group theory |
| | * Common goals increase cohesiveness and reduce community violence | Sociology and psychoanalytic theory |
| | * Leaders should be strong and gentle | Martial Arts training and theory |
| | * Mental clarity, self-awareness, present centeredness and personal responsibility | Zen theory and practice |
| | * Sublimations reduce impulsivity | Psychoanalytic ego psychology |
| | * Reflective self is enhanced by self-awareness and role modeling | Psychoanalytic object relations theory |
| | * Altruistic impulses can motivate change in individuals and community | Literature on altruism |
The Violent Community

STEP V

Principle:
Community leaders will catalyze change in the quality of life in the community

Community to change factor's

* Community groups who fight each other unproductively
* Aggression in schools
* Homeless and indigent
* Children and domestic violence
* Tourism
* Crime

* "Engineered conflict" community forums resolve differences
* Antiviolence and school programs
* Care and service programs
* Protection and care programs for orphans and abused women
* Protection and community clean-up with beautification
* Training in effective nonviolent alternatives

STEP VI

Maintenance of the effectiveness of the intervention

* Improve conditions of employment and status of peacemaker/peacekeeper
* Continue regular supervision and training over several years
* Transfer training of personnel to local authorities as quickly as possible
* Faculty function as low-profile advocates. Credit goes to local community activists where possible

STEP VII

Ongoing evaluation

* Development of measures of community violence and growth
* Ongoing review of the "Violent Community" diagnosis

XV. Self-Assessment Questions

1. Psychiatrists can be most effective as community change agents in violence reduction when they:
   a) dedicate more time to treating patients in the community experiencing violence
   b) treat the community as patient struggling with coercive power conflict
   c) increase volunteering in community projects
   d) educate the community on how violence can stem from mental illness
   e) work more cooperatively with schools and social agencies

2. Coercive power relationships are defined as:
   a) occurring almost always in dysfunctional groups or organizations
   b) dialectical events occurring in different ways in all groups
   c) fixed patterns or dynamics between leaders and groups
   d) events that reflect family dynamics of the leader in various ways
   e) pathological relations among subdivisions of group members

3. Communities suffering from dysfunction due to pathological coercive power struggles most often:
   a) waste resources reacting to conflicts
   b) have weak leaders and strong group members
   c) need more attention paid to basic needs
   d) are impoverished and lack resources
   e) tend to be large and multi-cultural

4. A bully is most likely to have the following characteristics:
   a) poor self esteem and low impulse control
b) pre-occupation with dominance and high self esteem

c) emotionally disturbed and low frustration tolerance

d) aggressive and limited cognitively

e) unlikeable and anti-authority

5. Prevention of violence in schools requires interventions which emphasize the following:

   a) quick response to support for victims and confrontation of bullies

   b) special separate programs for demonstrated bullies

   c) fair and strict expulsion for disruptive students

   d) quick access to medication

   e) psycho educational programs focused on bullies/victim/bystander relationships for all ages

6. The recruitment of volunteers for violence reduction in communities involves:

   a) choosing altruistic, non-narcissistic role models

   b) comprehensive testing and screening for strengths and weaknesses

   c) targeting high skill, high interest professionals

   d) requiring at least 2 professional’s opinion for every candidate

   e) extensive planning and research available only with proper funding

7. Psychiatrists can be most helpful to city municipalities in labor negotiations when they:

   a) support and encourage cooperation with the city as a whole

   b) remain neutral and non-intrusive

   c) intervene in the management of the dynamics of power and communication

   d) diagnose and treat pathological group members in any subdivision
e) educate leaders in total quality management as a dispute resolution technique

8. The Bully-Victim-Bystander dialectic can best be described as:
   a) an ever-changing dynamic of social roles present in all groups
   b) a model for describing pathological syndromes in groups
   c) a fixed dynamic between leaders and group members
   d) a diagnostic methodology for categorizing violent events
   e) a technique for identifying and intervening with disruptive school students
XVI. Self-Assessment Answers

1. b
2. b
3. a
4. b
5. e
6. a
7. c
8. a
XVII. Background Articles

Attached are copies of the following:


XIV. Literature References.

A PLEASURE: Prime Minister, Michael Manley, left, warmly welcomes the director of Cross Cultural Seminars and Clinical Counselor, from Massachusetts (USA), Kenneth Machado, with a handshake, when he was introduced by Minister of National Security and Justice, R. D. Knight (2nd left) at Jamaica House on Thursday. Machado, along with Dr. Stuart Twamlow, psychoanalyst (2nd right), were part of a group of medical experts who gave the Prime Minister a report on the one week seminar on stress control and martial arts techniques for police officers in St James, recently.
Police seminar a success

Commissioner of Police, Mr Roy Thompson, was main speaker at the closing ceremony of a seminar hosted by Woman Inc. to train police officers in techniques for dealing with and preventing violence in their work.

The week-long training session was conducted by a team of psychoanalysts, social workers, police officers and martial arts experts from the United States.

A total of 65 police officers from Area 1 completed the training and were presented with certificates.

Inspector Steve Daley moved the vote of thanks and spoke from the heart for all the officers saying they had learned a great deal from this training and needed more sessions like this. He exhorted his colleagues to remember and practice what they had learnt.

Dr. Stuart Twemlow, psychoanalyst from Topeka, Kansas, and renowned expert on the issue of violence, was facilitator of the training and had carried out similar sessions around the world, said he was overwhelmed by the response of the participants. He had met the Prime Minister and the Minister of National Security during his visit and was impressed by their clear view of what was needed for the police to function effectively.

Western Mirror - Feb. 29, 92
Office of the Prime Minister

Jamaica House
Kingston
August 31, 1992

Dear Ms. Taylor,

I read with great interest about the two seminars, on Prevention of Violence in the greater Montego Bay area, held earlier this year and sponsored by Woman Incorporated of Montego Bay and Cross-Cultural Seminars of Springfield, Massachusetts, U.S.A., in association with the Ministry of National Security. I note, too, that a third seminar is scheduled for November this year.

This effort is, indeed, laudable, and the reported success of the seminars already held shows a readiness to conform to the new ideas and methods being introduced to combat and prevent violence.

I heartily support the programme now envisaged, consequent on the success of the previous seminars, for ongoing training of our Police Force in the areas specified, and I am pleased to know that there is strong support for the programme from the Private Sector and Government Agencies.

I wish the programme every success in achieving its objective — creating the non-violent image that we all eagerly seek and making role models of our Police once again.

Yours sincerely,

[Signature]

P. J. Patterson
Prime Minister

Ms. Vanessa Taylor,
Chairperson,
Woman Inc of Montego Bay,
Montego Bay #1 P.O.
Self-defence now part of police training

K.D. Knight

The Minister of Security, the Honourable K.D. Knight, told 65 St. James police officers this week that if the public sometimes seems un-considered and biased towards police, it is because of poor communications which result in “alienation between the protectors and the protected”.

Mr. Knight was in Montego Bay to open a week-long seminar for police officers entitled "Preventing Violence: A Personal Development Programme". The seminar was arranged by Woman Inc. and is being conducted by a team of American psychologists, social workers and martial arts specialists from Kansas and Massachusetts, led by Dr. Stuart W Twemlow, psychoanalyst and world-renowned expert on violence.

Woman Inc. works closely with the police in cases of rape and sexual offences. In reference to these crimes, Mr. Knight announced that rape units were being set up around the country.

The sexual offence units would be staffed by female police officers who, Mr. Knight said, can best empathize with the trauma of their sisters. They would be specially trained to investigate reports and take statements.

The units would be located away from police stations because victims complained they felt as if they were the perpetrators and not the victims. Immediate medical attention and counselling would also be available to the victims at the rape units.

Mr. Knight revealed that as many as 50 percent of all murders and crimes of violence are domestic in nature. This alarming statistic is blamed on the inability of many people to solve simple disputes in peaceful ways.

On the subject of violence and the police, Mr. Knight felt there is too much dependence on firearms. Therefore, self-defence is now being incorporated into basic police training, so officers can protect themselves and disable perpetrators without resorting to shooting them.

He assured the officers that this did not mean their guns would be taken away and expressed hope that they would benefit from the martial arts section of the seminar and tell their colleagues of its benefits.

MINISTER ADDRESSES MOBAY POLICE: Minister of National Security, the Honourable K.D. Knight (standing), as he addressed 65 police officers at the opening of a seminar on the prevention of violence. Also seated (left to right) are: Dr. Stuart Twemlow, facilitator; Mr. Ken Mackado and Mrs. Vanessa Taylor, Chairman of Woman Inc., organizers of the seminar.

Feb. 9, 1972
Woman Inc. sponsors violence prevention seminar

A high-powered team of specialists have been assembled by the Montego Bay-based Woman Incorporated, to address a five-day seminar entitled "Preventing Violence: A Personal Development Programme for Jamaican Police Officers."

The seminar will take place at the Chatwick Gardens Conference Centre, Montego Bay, starting on Monday, February 3, at 7:30 a.m.

Seven specialists in psychology, martial arts, psycho-analysis, sociology and social work, and Police training from Massachusetts, and Kansas, USA, will join their Woman Int. counterparts in carrying out the seminar designed to improve the crime prevention capabilities, handling stress and violence of the Police in St. James.

The seminar will run from 8:00 a.m. to 1:00 p.m. daily. Key items for deliberation include "The Life of, and Living with the Police Profession" which will be Monday's theme.

On Tuesday, the theme will be "The Victim/Attacker: The Terminal Spiral of Fear and Power" in a day-long discussion and demonstrative sessions.

Wednesday's theme is "Self-defense is a State of Mind: States of Consciousness and Response Strategies".

"Families who Fight: Domestic Violence" is Thursday's theme, and the curtain comes down on Friday after four sessions of discussion and demonstration on "Community Development: Violence Protection in Action".

Outreach, culture and drugs also form part of the seminar and will be handled by sub-groups of the team of specialists.

Minister of National Security and Justice, Hon. K.D. Knight, will address the Opening Ceremony and Commissioner of Police, Mr. Roy Thompson, will bring the seminar to a close.

Participants from the Police Force will be awarded certificates at the end of the seminar. A Press Conference will also be held on Friday, to answer queries from journalists.

January 29, 1992
Police and public in rap session

The perceived problems in police/public relations were addressed at an open session of the police training seminar sponsored by Woman Inc. recently. Members of the public were invited for the 1 1/2 hour session and the floor was opened for comments from both sides.

Civilians reported that the police were seen as brutal, corrupt and insensitive in their dealings with the public. According to the police, they felt many of the same emotions about a public that was ignorant of the realities of the police profession.

Among problems cited by the police were lack of vehicles and personnel to respond to calls, poor working conditions and low salaries. In addition, the officers felt that the media perpetuated the problem by only portraying the police in a negative light.

Whatever the public's perceptions of the police, however, there are situations where deadly force in response to a threat is necessary. One of the aims of this seminar was to provide police officers with ways to avoid these situations or to handle them in a non-violent manner.

Lt. Brett Cloutier, a police training specialist from Kansas, closed the session by noting that these problems are not limited to Jamaica. He suggested that these forums be continued, noting that the amount of frustration and anger on both sides prohibited the building of the trust necessary for effective peace-keeping. In the end, both civilians and officers agreed that a better understanding of the conditions police officers face is needed.
Women host seminars for peace

WESTERN BUREAU — A series of peacekeeping seminars involving police and citizens in western Jamaica began in Montego Bay on Monday, according to chairman of Women Incorporated (Montego Bay), Mrs. Vanessa Taylor, they are what the country needs now, a peaceful solution to successfully reduce the rate of crime and violence.

She said that cooperation between the police and citizens involved in these seminars is a step in the right direction.

The police, she said, do have high hopes for the seminars and hope that they will enable the public to have a better understanding and greater awareness of the roles, functions and responsibilities of the police and the community.

The Peacekeeping Seminars this week are the fifth in a series being held in Montego Bay since 1992, and will end today. The seminars this year are sponsored by Demps and Geddes and are held under the auspices of Women Incorporated, Montego Bay, with the assistance of Dr. Stuart Twemlow of the Tepesla School of Martial and Meditative Arts and Dr. Frank Sasso of Cross Cultural Seminars, both of Massachusetts, USA.

The seminars are aimed at reducing the incidence of violence in Montego Bay with non-violent techniques and involves police officers from four parishes. They include St. James, Hanover, Trelawny and Westmoreland, schools, citizens associations, tourism interests and other community groups.

They will serve as the background for a project in Montego Bay, which has been formulated into a three-year plan designed to improve the quality of life and reduce violence in Montego Bay, by offering related training to a group of police officers.
Cops, citizens rap


Twelve interested community members met with sixty-five officers of the Jamaica Constabulary Force at the Wexford Court Hotel in Montego Bay recently.

The community focused on several points. The attitude of the officers toward civilians was criticized as indifferent. Citizens were also concerned with individual officer misconduct involving harassment and brutality. The response time to calls of crime was also mentioned as a community concern. Finally, the community called for more officer consistency.

It was all agreed that individual officer misconduct was disdained by the officers of the Jamaica Police Constabulary. The officers, based on the stress involvement in police work and their alienation from the community.

The community was surprised to learn that the officers were policing without the use of radios. Further, most were unaware that almost all officers were forced to rely on taxis to arrive at the scene of a crime.

Resource limitation was a common problem shown by the police and other community public service workers.

The community was also impressed with the wide scope of community service offered by the Jamaica Constabulary Force (JCF).

Mrs. Vera Cawley of the Blossom Garden Children's Programme praised the work of the Barnett Street Police Officers in swiftly following through on documentation for the abandoned children rescued by JCF and brought to Blossom Garden. The Police shared unanimous high regard for the great dedication shown by Mrs. Cawley in serving the abandoned children.

The forum concluded with the community thanking the JCF and approving of their dedication and professionalism. Non-violent training was a common theme in awareness of the improvement of police and the Violence Prevention Team's work in the community.

Dr. Stuart W. Twemlow, the speaker, vowed to continue to protect and serve.