

The Framework of Conflicts

- * Distortion of perceptions, thoughts and reasoning
 - Selective attention
 - Simplification and reduction of reality to a construct that is based exclusively on one's own viewpoint
 - Seeing everything in terms of black and white

- * Distortion of feelings
 - Hypersensitiveness
 - Withdrawal into oneself
 - Inability to show empathy

- * Distortion of willpower
 - Paralysis and fixation
 - "The end justifies the means"
 - Anger, indignation, rage, violence

«I'm not anymore the one I want to be!»

Source: Friedrich Glasl, *Konfliktmanagement – Ein Handbuch für Führungskräfte, Beraterinnen und Berater*, Verlag Paul Haupt, Bern / Freies Geistesleben, Stuttgart, 6. Auflage, 1999