

loss by another. It follows also that since compromise over needs is not possible, certain of them will be pursued regardless of the consequences.⁷⁰

Burton concludes that one must understand the underlying sources of conflict prior to selecting a method of resolution. For conflicts in which only interests are in dispute, traditional means of resolution may be appropriate. For others, in which the sources of conflict are more complex, traditional means of resolution may not suffice and therefore different techniques may be required.⁷¹

The technique to which Burton subscribes is called problem-solving. It is a process whereby specialists in conflict resolution, known as facilitators, meet in small private discussions or workshops with representatives of the parties engaged in international conflict. The purpose of these workshops is to discover the underlying sources of conflict. The process is for the facilitator -- an individual or a small group of specialists -- to aid the parties in analyzing their relationship, arrive at a common definition of that relationship, define their separate goals and, by jointly exploring means for analyzing and resolving the conflict, discover resolution options that satisfy everyone's needs.⁷²

Like Burton, Rothman argues that conflict is often both interest-based and needs-based. He says that for conflicts of this type, it will be necessary to supplement traditional bargaining approaches with alternative methods that address the needs of the disputants. This supplemental approach should include methods to help adversaries frame their problems in common, articulate a shared agenda for collaborative problem-solving, and design solutions that truly address the underlying causes of conflict.⁷³

⁷⁰ John W. Burton, *Resolving Deep-Rooted Conflict. A Handbook*, Lanham, MD: University Press of America, 1987, p. 16.

⁷¹ See: Burton, *Ibid.* and, Jay Rothman, "Supplementing Tradition: A Theoretical and Practical Typology for International Conflict Management," *Negotiation Journal*, vol. 5, No. 3 July 1989, p. 266.

⁷² See: Burton, *supra* note 72, p. 7; and, Fisher, *supra* note 71, p. 70.

⁷³ Rothman, *supra* note 74, p. 271.