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Abstract

Conflict is an aspect of human existence and interaction; it arises across all facets of life from interpersonal relationships to institutional dynamics. While often perceived as inherently negative, conflict can serve as a catalyst for growth and transformation when approached constructively. This paper explores the multifaceted nature of conflict and the important role of counselling in its resolution. It identifies key causes of conflict ranging from poor communication and value differences to power struggles and structural inequalities, and outlines how counselling provides a therapeutic framework for addressing these root issues. Emphasising empathy, emotional regulation, and active listening, counselling transforms adversarial interactions into opportunities for mutual understanding, healing, and collaboration. The paper further analyses practical conflict resolution strategies such as mediation, negotiation, arbitration, and restorative dialogue. Ultimately, the paper argues that integrating counselling into conflict resolution is not merely an option but a strategic necessity for fostering personal development, organisational harmony, and sustainable peace in an increasingly divided world.

Keywords: Conflicts, Counselling, Resolution, Counselling strategies

Introduction

Conflict is an unavoidable aspect of contemporary human interaction, manifesting across personal, organisational, and societal domains. In today's interconnected world, the frequency and intensity of conflicts have become more visible due to globalisation, heightened social awareness, and rapid communication through digital platforms. Scholars define conflict as "a perceived divergence of interest, or a belief that the parties' current aspirations are incompatible" (Pruitt & Kim, 2004, p. 2). It may range from mild disagreements to intense disputes, and can manifest at multiple levels, including intrapersonal (within the self), interpersonal (between individuals), and systemic or structural conflict (within institutions or societies). Rather than disappearing, conflict has adapted to modern social dynamics, extending beyond physical spaces into digital arenas where online harassment, misinformation, and cyberbullying aggravate social tensions (Chen et al., 2021). Additionally, global crises such as the COVID-19 pandemic intensified interpersonal and institutional conflicts, with communities experiencing stress from economic disruption, health

inequalities, and competing priorities (Morrissey & Schmidt, 2022). The persistence of violent

disputes in workplaces, families, educational institutions, and communities reflects the present state of conflict as a multidimensional challenge that must be managed constructively rather than allowed to fester destructively.

The causes of modern conflicts are equally complex. Poor communication, value differences, competition for scarce resources, and structural inequalities remain central to many disputes. Contemporary studies emphasise that economic hardships, social inequality, and cultural diversity, while enriching, also create fertile ground for tension when left unmanaged (Adeoye & Alabi, 2018; Mensah & Frimpong, 2020). Furthermore, political polarisation and rapid technological changes exacerbate divisions, making conflict resolution more difficult. With the rise of social media, disagreements once confined to private spaces now spill into public discourse, amplifying hostility and widening divisions (Papacharissi, 2019). Such tensions can take either constructive or destructive forms. Constructive conflict promotes dialogue, mutual respect, and problem-solving, while destructive conflict is marked by blame, aggression, and avoidance, often escalating into cycles of mistrust, resentment, or violence that erode institutional stability and interpersonal harmony. This distinction underscores why conflict today is both pervasive and particularly challenging, necessitating multidimensional approaches that blend communication, emotional intelligence, and structured problem-solving.

Within this context, conflict resolution refers to the structured processes and strategies aimed at addressing and transforming disputes constructively, ideally by identifying underlying needs, correcting dysfunctional patterns, and restoring or improving relationships (Deutsch et al., 2011). One promising approach is counselling, which provides a therapeutic and empathetic framework for dealing with conflict. Counselling is a professional helping relationship where a trained individual assists another in navigating personal, emotional, or social difficulties through empathetic listening, insight, and guidance (McLeod, 2013). In conflict settings, counselling not only helps individuals recognise conflict dynamics but also equips them with tools for healthier resolution. Scholars such as Corey (2017); Okech and Rubel (2019) opined that counselling techniques including active listening, empathy building, and emotional regulation can transform adversarial encounters into opportunities for growth and collaboration. This makes counselling especially relevant in schools, workplaces, correctional facilities, and faith-based institutions, where unresolved disputes often disrupt cohesion and productivity. Beyond interpersonal healing, integrating counselling into conflict resolution contributes to broader goals of organisational harmony and sustainable peace building (Nwankwo & Eze, 2021). The justification for this study, therefore, rests on the urgent need to explore how counselling can be strategically employed as both a preventive and transformative tool in conflict resolution addressing immediate disputes while also fostering resilience for long-term peace and development.

Causes of Conflict

Conflict frequently arises from poor communication, which remains one of the most immediate and common triggers of misunderstanding. Recent studies indicate that unclear messaging, misinterpretations, and insufficient exchange of information often create fertile ground for suspicion and mistrust (Mayer, 2020). Much of human interaction depends on the ability to convey thoughts, emotions, and intentions clearly; when this capacity is compromised, even small issues can escalate unnecessarily. In organisational contexts, a poorly phrased directive may be perceived as authoritarian, while in personal relationships, silence or lack of clarity might be interpreted as disregard or avoidance. When individuals are unable to accurately interpret the intentions of others, misalignment occurs, often leading to frustration and resentment. This communication gap does more than cause confusion; it also lays the foundation for deeper disagreements rooted in perception and values.

Closely linked to communication breakdowns are differences in values and beliefs, which often intensify once openness and mutual clarity are lost. Deeply held cultural, religious, or ethical convictions frequently push individuals and groups into rigid positions, especially when they feel these principles are being challenged or dismissed. Contemporary scholars argue that conflicts grounded in identity and belief systems remain among the most intractable because they directly affect people's sense of self (Sandy & Owusu, 2019). When individuals or groups perceive that their traditions, moral codes, or cultural practices are being devalued, the willingness to compromise diminishes while polarisation intensifies. Such clashes often escalate beyond mere disagreements, evolving into confrontations over recognition and respect. For instance, inter-religious tensions or cultural rivalries within diverse societies frequently flare up when one group perceives its values as marginalised in favour of another's, fuelling mistrust and antagonism.

As these differences deepen, conflicts often extend into competition over scarce resources. Tangible and symbolic resources such as money, recognition, political influence, or even attention are finite, and competing claims can quickly heighten tensions. Current research suggests that in competitive environments where resources are perceived as limited, hostility tends to intensify because one party's gain is seen as another's loss (Akinwale, 2019). In workplaces, this may manifest in rivalries over promotions or recognition, while in communities, disputes often revolve around access to land, water, or government benefits. When people perceive that others are benefiting at their expense, resentment grows, and defensive or aggressive behaviours emerge. Scarcity amplifies insecurity, often pushing parties to view cooperation as weakness and conflict as a necessary strategy for survival or advancement.

This competitive atmosphere naturally fosters conflicting objectives, particularly when goals are structured in mutually exclusive ways. Scholars note that when the success of one party inherently blocks another's aspirations, adversarial relationships tend to form (Kriesberg & Dayton, 2017). In such circumstances, cooperation declines because the goals themselves are

irreconcilable. This often produces deliberate opposition, where individuals or groups no longer simply disagree but actively obstruct one another's progress. In politics, for instance, parties may resist policies not because they are harmful but because they provide an advantage to opponents. In personal relationships, incompatible lifestyle goals or long-term visions can create persistent friction. The result is often entrenched opposition and escalating power struggles.

Power struggles and imbalances further compound conflicts, often surfacing in situations where inequities in control, influence, or representation are evident. Power is no longer viewed simply as a possession but as a dynamic process that shapes interactions and relationships (Joseph, 2020). When groups or individuals feel marginalised, excluded, or denied equal opportunities, resistance and opposition naturally arise. These struggles are especially pronounced in contexts where transparency and accountability are lacking, and where authority is exercised without fairness or consultation. Such imbalances erode trust and intensify resentment, as those excluded from decision-making attempt to challenge or destabilise the dominant structures. For example, workplace hierarchies that disregard employee input or political systems that silence minority voices often become breeding grounds for persistent conflict.

Beneath these structural and relational struggles lie deeper psychological needs that drive conflict at its core. Contemporary extensions of Human Needs Theory emphasise that conflict often reflects unmet needs such as recognition, autonomy, identity, and security (Fisher, 2018). When these fundamental needs are ignored or violated, people may respond with defensiveness or aggression, using conflict as a way to assert dignity or demand acknowledgment. Emotional tensions such as rejection, fear, or humiliation frequently intertwine with material grievances, producing disputes that are both personal and systemic. For instance, workplace disagreements may go beyond salary concerns, reflecting instead an employee's unmet need for respect and validation. When such needs remain unaddressed, hostility hardens, making resolution increasingly difficult.

Finally, these interpersonal and psychological dynamics are reinforced by broader structural problems that shape the context in which conflicts unfold. Poor institutional design, discriminatory practices, rigid hierarchies, and ambiguous roles all create fertile ground for recurring tensions. More recent applications of structural violence theory stress that systemic inequalities and institutional dysfunctions silently fuel conflict by perpetuating exclusion and limiting opportunities (Galtung & Fischer, 2017; Uyang & Eze, 2021). For example, when education, employment, or resource-distribution policies consistently disadvantage certain groups, resentment accumulates and disputes become inevitable. These institutional flaws not only ignite conflict but also sustain it, trapping individuals and communities within systems that fail to meet their needs or safeguard their rights. In this way, structural inequity and institutional breakdown provide a persistent backdrop against which other sources of conflict escalate.

Counselling Strategies

Choosing the right strategies in conflict resolution is crucial, as the effectiveness of any approach depends not only on the people involved but also on the broader context of the situation and the emotions at play. Conflicts are rarely one-dimensional; they carry emotional, psychological, and social undertones that make quick fixes inadequate. A temporary silencing of disagreements may create surface-level calm, but beneath the surface, resentment and frustration often remain unresolved, resurfacing later in more destructive forms. Therefore, conflict resolution strategies must be understood as dynamic and flexible tools, designed not to suppress tension but to guide individuals from confrontation toward cooperation. The ultimate aim of these strategies is not merely to stop arguments but to address underlying causes, rebuild trust, and cultivate healthier and more sustainable relationships over time (Bercovitch & Jackson, 2019).

One of the most widely recognised strategies is mediation, a voluntary and structured process that enables conflicting parties to engage under the guidance of a neutral third party. The mediator's task is not to impose solutions but to create a safe and supportive environment in which dialogue unfolds constructively. By facilitating open communication, the mediator ensures that each individual feels heard and validated, thereby reducing hostility and mistrust. Mediation has proven especially effective in emotionally charged situations or where preserving ongoing relationships is essential, such as between colleagues, family members, or community members (Tidwell, 2020). Instead of focusing on blame, mediation shifts attention toward shared interests, helping participants move beyond entrenched positions and explore common ground. In this way, mediation not only resolves disputes but also fosters reconciliation and strengthens relational bonds.

Another critical strategy is negotiation, which emphasises direct communication and collaboration between the parties involved. Unlike zero-sum approaches that produce winners and losers, negotiation seeks mutually acceptable solutions that respect the needs of all stakeholders. Successful negotiation requires patience, active listening, and the ability to distinguish between underlying needs and surface demands. For instance, in workplace disputes, negotiation may involve clarifying job expectations, redefining responsibilities, or adjusting workloads. Counsellors who support negotiation often encourage individuals to adopt a cooperative rather than a competitive mindset, promoting empathy, flexibility, and shared problem-solving (Curle, 2018). Applied in personal disputes, professional environments, or organisational contexts, negotiation remains a cornerstone of sustainable conflict resolution.

When compromise proves elusive, arbitration offers a practical alternative. Arbitration introduces a neutral third party who listens to both sides and delivers a decision that may be binding or non-binding depending on prior agreement. Unlike mediation or negotiation, which prioritise dialogue and understanding, arbitration provides formal structure and definitive outcomes. While it may not address emotional dimensions in depth, arbitration ensures clarity, efficiency, and closure qualities particularly valuable in professional, commercial, or institutional

disputes (Moffitt, 2019). It is often chosen when time is limited or when parties seek to avoid lengthy and expensive court processes. Although arbitration may lack the healing potential of restorative approaches, its decisiveness prevents prolonged uncertainty and escalation.

For conflicts with deeper emotional or relational roots, restorative dialogue provides a healing-centred approach. This method recognises that disputes are rarely about abstract issues alone but involve people carrying real experiences and wounds. Restorative dialogue involves not only the conflicting parties but also others impacted by the situation, such as victims, offenders, family members, or community representatives. The aim is not punishment but acknowledgment of harm, acceptance of responsibility, and collaborative exploration of constructive pathways forward. Research highlights its effectiveness in schools, juvenile justice systems, and community contexts, where relationships are as important as resolution (Zehr & Mika, 2018; Llewellyn, 2020). By centering on accountability, dialogue, and healing, this approach reduces the likelihood of repeated conflict and fosters long-term reconciliation.

Closely related is collaborative problem-solving, which emphasises collective responsibility and shared ownership of both problems and solutions. Rather than focusing on blame or hierarchical decisions, this strategy empowers all parties to identify root causes and co-create solutions. Collaborative problem-solving thrives in environments that value inclusivity, teamwork, and cooperation, such as schools, NGOs, and workplace teams. Guided by a counsellor or facilitator, the process builds trust, mutual respect, and openness, ensuring that each participant's perspective is valued. Research shows that inclusive, participatory processes often generate innovative solutions that are more practical and widely accepted, while also strengthening relationships and group cohesion (Sullivan, 2021).

Finally, one of the most preventive strategies is assertiveness and communication training, which equips individuals with skills to manage disagreements constructively before they escalate. Many conflicts are less about the content of what is said than the manner in which it is expressed tone, delivery, or timing. Assertiveness training helps individuals express needs and boundaries clearly yet respectfully, avoiding both passivity and aggression. Similarly, communication training builds empathy, active listening, and constructive dialogue skills, ensuring that interactions remain respectful even under stress. Such training is particularly valuable for leaders, educators, youth, and professionals working in high-pressure settings (Alper et al., 2020; Rahim, 2017). By fostering psychological safety and mutual respect, these skills not only defuse potential conflicts but also strengthen long-term relational and organisational health.

Together, these counselling strategies highlight that conflict resolution is not simply about eliminating disagreement but about transforming adversarial dynamics into opportunities for growth, healing, and collaboration. When applied thoughtfully, these approaches help uncover the root causes of conflict, rebuild trust, and establish healthier interaction patterns. More importantly, they show that conflict, when managed constructively, can act as a catalyst for personal development, organisational effectiveness, and sustainable social peace.

The Role of Counsellors in Conflict Resolution

Counsellors no doubt have, and will always continue to play, key roles in conflict resolution. As McLeod (2019) observes, effective counselling involves listening without judgement, asking powerful questions, and enabling clients to make their own informed decisions in the face of interpersonal difficulties. At its core, counselling is not just about advising or providing ready-made solutions, but about facilitating self-awareness, emotional regulation, communication, and problem-solving. Recent scholarship emphasises that counselling is particularly relevant in contexts of increasing social diversity, where cultural competence and sensitivity are crucial in addressing conflicts arising from differences in values, identities, or expectations (Sue & Sue, 2019). This underscores the evolving significance of counselling as a dynamic, context-sensitive practice rather than a rigid set of techniques.

One of the most important ways counsellors contribute to conflict resolution is by promoting active listening and empathy. Drawing on Carl Rogers' person-centred approach, empathy remains a central condition for therapeutic change and relational healing (Rogers, 1951). A well-conducted counselling session provides a communication environment in which all parties feel genuinely heard. Active listening reduces defensiveness and misunderstanding, while empathy encourages each participant to view the conflict from the other's perspective. More recent studies reaffirm that empathy enhances reconciliation processes by allowing individuals to humanise the "other" in conflict, thereby breaking cycles of blame and hostility (Clark, 2020; Elliott et al., 2018). This mutual understanding often reveals that disputes are not solely about surface issues but also about emotions and unmet needs, which must be acknowledged before resolution can be achieved.

Another significant role is helping individuals clarify the underlying issues that fuel the conflict. Counselling enables conflicting parties to move beyond surface-level complaints and identify root causes such as insecurity, past trauma, or misaligned expectations. Corey (2017) notes that counsellors achieve this by asking reflective, open-ended questions that allow clients to articulate their true feelings and values. Recent work in conflict transformation literature supports this, highlighting that clarifying root issues prevents temporary solutions and instead fosters long-term relational healing (Lederach & Lederach, 2019). This deeper exploration enhances self-insight and promotes honest dialogue between the parties, making it possible to tackle not only the symptoms of conflict but also its deeper psychological and relational foundations.

Counsellors also play a vital role in teaching emotional regulation. Since conflicts are often driven by intense emotions anger, fear, resentment that cloud judgement and escalate tensions, counselling helps clients recognise, label, and manage their feelings constructively. Through techniques such as mindfulness, cognitive restructuring, and breathing exercises, individuals learn to respond thoughtfully rather than react impulsively, reducing the likelihood of further escalation. Recent research highlights the effectiveness of mindfulness-based interventions in

equipping individuals to de-escalate emotionally charged conflicts, particularly in workplace and family contexts (Kabat-Zinn, 2018; Gratz et al., 2020). By cultivating self-regulation, counselling empowers individuals to engage in conflict resolution from a calmer, more balanced standpoint.

In addition, counselling facilitates constructive communication. One of the most critical contributions in conflict settings is helping individuals develop effective communication skills such as assertiveness, the use of "I" statements rather than blaming language, and reflective listening (Bolton, 1986). These tools de-escalate tension and foster respectful, goal-oriented discussions. Communication-focused interventions have been shown to significantly reduce relational breakdowns, as they help participants shift from adversarial postures to collaborative dialogue (Oetzel et al., 2018). Over time, clients gain the capacity to express concerns in ways that are more likely to be acknowledged and addressed, thereby strengthening interpersonal relationships and reducing the recurrence of similar disputes.

Equally important is the counsellor's role in encouraging reflection and accountability. Instead of focusing solely on the faults of the opposing party, counselling sessions invite individuals to reflect on their own roles in the conflict. This fosters personal responsibility, growth, and openness to compromise. Such shifts in perspective can lead to more sincere apologies, readiness to repair trust, and constructive engagement. Contemporary studies emphasise that accountability is not only an individual process but also a relational one, requiring both self-reflection and recognition of the impact on others (Brown, 2018; Worthington & Sandage, 2021). In this way, counsellors help move disputants from a blame-oriented stance toward a growth-oriented one that opens the door for genuine reconciliation.

Furthermore, counsellors support collaborative problem-solving by guiding parties toward realistic and mutually acceptable solutions. Rather than imposing resolutions, they facilitate brainstorming, evaluation of alternatives, and negotiation of agreements. This co-creative process makes outcomes more sustainable, since they are embraced by all sides involved. According to Fisher and Shapiro (2021), collaborative conflict resolution enhances long-term satisfaction because solutions are more likely to align with the underlying needs and values of the individuals involved. By encouraging creative problem-solving, counsellors empower clients not only to resolve current disputes but also to develop skills that can be applied to future challenges.

Finally, counsellors provide a safe and neutral space in which individuals can engage productively. In emotionally charged conflicts, this neutrality is invaluable. Acting as impartial facilitators, counsellors create an atmosphere of psychological safety where participants feel free to express themselves without fear of judgement or retaliation. This balanced environment fosters openness and reduces the threat of escalation, allowing parties to work toward reconciliation more effectively. Recent studies confirm that the presence of a neutral, trusted facilitator significantly increases the likelihood of de-escalation and constructive resolution, particularly in multicultural

or organisational contexts where power dynamics can complicate direct negotiation (Tschannen-Moran & Tschannen-Moran, 2020). By offering a structured, supportive space, counsellors serve as catalysts for conflict transformation that extends beyond immediate problem-solving.

Conclusion

Promoting lasting peace in today's diverse and often polarised world requires more than simply ending disputes; it demands meaningful engagement with the root causes of conflict and a commitment to personal and collective growth. Counselling, when integrated with effective conflict resolution strategies, serves as a powerful tool for transforming tension into understanding and discord into cooperation. Through active listening, emotional regulation, empathetic communication, and structured problem-solving, counselling helps individuals and groups navigate conflict constructively. It provides a neutral and supportive space where emotions can be explored, misunderstandings clarified, and relationships repaired. As seen across personal, educational, organisational, and community settings, the counsellor's role is essential in empowering people with the skills and insight needed for sustainable peace. In essence, the integration of counselling into conflict resolution is not merely beneficial; it is foundational for building resilient, inclusive, and harmonious societies.

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