

# Konflikteskalation

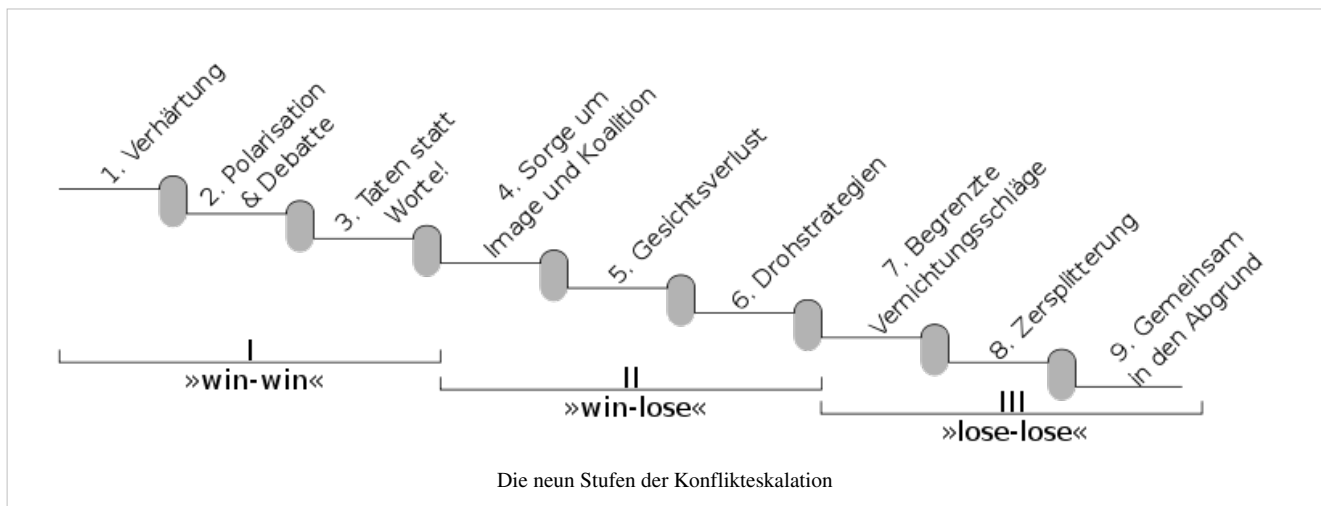
## nach Friedrich Glasl

# Konflikteskalation nach Friedrich Glasl

Die **Konflikteskalation** nach Friedrich Glasl stellt ein Modell zur Verfügung, um Konflikte besser analysieren und während ihres Verlaufes besser reagieren zu können. Das Modell hat, im Gegensatz zu einem bekannten Vorgängermodell nach Kurt R. Spillmann, der fünf identifizierbare Eskalationsstufen beschreibt<sup>[1]</sup>, neun Stufen, welche sich in drei Ebenen mit jeweils drei Abstufungen teilen. Eine geradezu lehrbuchmäßige Darstellung aller Eskalationsstufen nach Glasl liefert der Film „Der Rosenkrieg“ von Danny de Vito.

## Ebenenmodell

Glasl stellt *„die Eskalation in seinem neunstufigen Modell nicht als einen Anstieg zu immer höheren Eskalationsstufen dar, sondern als einen Abstieg zu immer tieferen, primitiveren und unmenschlicheren Formen der Auseinandersetzung... (die) mit einer zwingenden Kraft in Regionen führt, die grosse, 'unmenschliche Energien' aufrufen, die sich jedoch auf die Dauer der menschlichen Steuerung und Beherrschung entziehen.“*<sup>[2]</sup> In der ersten Ebene können beide Konfliktparteien noch gewinnen (Win-Win). In der zweiten Ebene verliert eine Partei, während die andere gewinnt (Win-Lose) und in der dritten Ebene verlieren beide Parteien (Lose-Lose).



Interessanterweise kann man die unterschiedlichsten Konflikte damit analysieren: Scheidungen, Konflikte zwischen Kollegen oder Schülern und auch Konflikte zwischen Staaten.

### 1. Ebene (Win-Win)

#### Stufe 1 – Verhärtung

Konflikte beginnen mit Spannungen, z. B. gelegentliches Aufeinanderprallen von Meinungen. Es ist alltäglich und wird nicht als Beginn eines Konflikts wahrgenommen. Wenn daraus doch ein Konflikt entsteht, werden die Meinungen fundamentaler. Der Konflikt könnte tiefere Ursachen haben.

#### Stufe 2 – Debatte

Ab hier überlegen sich die Konfliktpartner Strategien, um den Anderen von ihren Argumenten zu überzeugen. Meinungsverschiedenheiten führen zu einem Streit. Man will den Anderen unter Druck setzen.

#### Stufe 3 – Taten statt Worte

Die Konfliktpartner erhöhen den Druck auf den jeweils Anderen, um sich oder die eigene Meinung durchzusetzen. Gespräche werden z. B. abgebrochen. Es findet keine Kommunikation mehr statt und der Konflikt verschärft sich schneller.

## 2. Ebene (Win-Lose)

### Stufe 4 – Koalitionen

Der Konflikt verschärft sich dadurch, dass man Sympathisanten für seine Sache sucht. Da man sich im Recht glaubt, kann man den Gegner denunzieren. Es geht nicht mehr um die Sache, sondern darum, den Konflikt zu gewinnen, damit der Gegner verliert.

### Stufe 5 – Gesichtsverlust

Der Gegner soll in seiner Identität vernichtet werden durch alle möglichen Unterstellungen oder ähnliches. Hier ist der Vertrauensverlust vollständig. Gesichtsverlust bedeutet in diesem Sinne Verlust der moralischen Glaubwürdigkeit.

### Stufe 6 – Drohstrategien

Mit Drohungen versuchen die Konfliktparteien, die Situation absolut zu kontrollieren. Sie soll die eigene Macht veranschaulichen. Man droht z. B. mit einer *Forderung* (10 Mio. Euro), die durch eine *Sanktion* („Sonst sprengte ich Ihr Hauptgebäude in die Luft!“) verschärft und durch das *Sanktionspotenzial* (Sprengstoff zeigen) untermauert wird. Hier entscheiden die Proportionen über die Glaubwürdigkeit der Drohung.

## 3. Ebene (Lose-Lose)

### Stufe 7 – Begrenzte Vernichtung

Hier soll dem Gegner mit allen Tricks empfindlich geschadet werden. Der Gegner wird nicht mehr als Mensch wahrgenommen. Ab hier wird ein begrenzter eigener Schaden schon als Gewinn angesehen, sollte der des Gegners größer sein.

### Stufe 8 – Zersplitterung

Der Gegner soll mit Vernichtungsaktionen zerstört werden.

### Stufe 9 – Gemeinsam in den Abgrund

Ab hier kalkuliert man die eigene Vernichtung mit ein, um den Gegner zu besiegen.

## Deeskalations- und Konfliktlösungsstrategien

Das Modell beschreibt, wie sich zwei Konfliktparteien verhalten. Lösungen zur Deeskalation werden in diesem Modell auf den ersten Blick nicht angeboten.<sup>[3]</sup> Insbesondere dann, wenn bei Konflikten für beide Konfliktparteien ein Verlassen der Situation nicht möglich erscheint (z.B. aggressiver Akt auf das Hoheitsgebietes eines Staates, väterlicher Umgang mit einem gemeinsamen Kind nach einer Trennung, Entzug von Bürgerrechten durch einen Staat, Massenentlassungen zur Verbesserung des Shareholder Value), oder eine Partei die bewusste Konflikteskalation als strategisches Moment auswählt.

Glasl weist den verschiedenen Eskalationsstufen jedoch folgende Strategiemodelle zur Deeskalation zu:

- Stufe 1–3: Moderation
- Stufe 3–5: Prozessbegleitung
- Stufe 4–6: sozio-therapeutische Prozessbegleitung
- Stufe 5–7: Vermittlung / Mediation
- Stufe 6–8: Schiedsverfahren / Gerichtliches Verfahren
- Stufe 7–9: Machteingriff

Die Fähigkeit zum weltbild- und wertfreiem Erkennen und Eliminieren von konfliktnährenden Kräften zum Zwecke einer Konfliktdeeskalation bietet insbesondere Führungskräften, Beratern und Sozialarbeitern große Vorteile.

## Siehe auch

- Konfliktmanagement
- Mediation
- Dramadreieck
- Gewaltfreie Kommunikation
- Wirtschaftsethik
- Delphinstrategie
- Harvard-Konzept
- Der Rosenkrieg
- GRIT-Technik

## Literatur

- Friedrich Glasl (1999): *Konfliktmanagement. Ein Handbuch für Führungskräfte, Beraterinnen und Berater*. 6., erg. Aufl. Bern - Stuttgart 1999
- Alexander Redlich (2004): *Konfliktmoderation - Handlungsstrategien für alle, die mit Gruppen arbeiten. Mit vier Fallbeispielen*. 6. Aufl., Hamburg: Windmühle Verlag.

## Weblinks

- Eine andere Beschreibung der 9 Stufen sowie weiteres Hintergrundmaterial <sup>[4]</sup>

## Einzelnachweise

- [1] Kurt R. Spillmann und Kati Spillmann: *Feindbilder. Entstehung, Funktion und Möglichkeiten ihres Abbaus*. In: Beiträge zur Konfliktforschung 4, 1989, S. 19 ff
- [2] Winfried Berner: *Konflikteskalation: Wie die Unversöhnlichkeit stufenweise wächst* in (<http://www.umsetzungsberatung.de/konflikte/konflikteskalation.php>)
- [3] [http://www.friedenspaedagogik.de/themen/kriegsgeschehen\\_verstehen/krieg/konflikteskalation/die\\_neun\\_stufen\\_der\\_konflikteskalation\\_nach\\_glasl](http://www.friedenspaedagogik.de/themen/kriegsgeschehen_verstehen/krieg/konflikteskalation/die_neun_stufen_der_konflikteskalation_nach_glasl)
- [4] [http://www.friedenspaedagogik.de/themen/konflikt/grundwis/grund\\_06.htm](http://www.friedenspaedagogik.de/themen/konflikt/grundwis/grund_06.htm)
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