

Conflict Management through Neuro-Linguistic Programming (NLP) Approach

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Abstract

Conflict is an inevitable part of life. Conflict management is an essential part of the success to manage interacting issues with others, both in professional and personal environments. One highly suitable method for conflict management is Neuro-Linguistic Programming (NLP) approach, which views human language and behavior as learnable and changeable to achieve specific goals, including resolving conflicts. NLP provides several techniques and methods that can help someone manage conflict more effectively, such as managing emotions, identifying and understanding differences in perception, and building better relationships. This study aims to test the effectiveness of the NLP approach in conflict management through a case study that is researched using a qualitative approach with interview techniques to collect data from sources involved directly or indirectly in the conflict that occurred. The results of the study show that the NLP approach is considered effective in social conflict management. NLP techniques in recognizing communication patterns through Linguistic Model (Meta Model and Milton Model) using Chunking techniques can help manage conflict and improve relationships between conflicting parties. This study also found that the Chunking method in NLP is very suitable for resolving conflicts at the micro level, while for conflict resolution at the meso and macro levels, the Chunking approach can be combined with other NLP approaches such as 'ecology checking', and 'future pacing'. Overall, conflict management using NLP can help improve someone's ability, especially for conflict resolvers and mediators, to manage conflicts more effectively and help conflicting parties find fair and equal solutions.

Keywords: *Conflict Management, Neuro-Linguistic Programming, Meta Model, Milton Model, Chunking*

INTRODUCTION

Conflict is a common occurrence in human life and is inevitable in social interactions. Conflict can occur in various situations and levels, whether it is within families, in the workplace, in social environments, and so on. Conflict can arise when one party perceives that the other party has negatively influenced something that is a concern or interest of the first party. The mismatch of goals, differences in interpreting facts, misunderstandings caused by expectations of behavior, and so on, are also some of the triggers of conflict in social interactions (Sudarmanto, 2021).

Conflict is often seen as a negative and detrimental thing for all parties involved. However, in reality, conflict can also be an opportunity to strengthen relationships between individuals and improve the situation if managed properly. Conflict management is an important aspect of dealing with conflict. Conflict management is a process for managing conflict so that negative impacts that may occur can be overcome and avoided.

According to Ross (1993), conflict management is the steps taken by actors or third parties that aim to direct disputes towards a certain outcome that may or may not result in conflict resolution, and may or may not result in calmness, positive, creative, consensus, or aggressive outcomes. The approach in conflict management is oriented towards the process that leads to communication between the conflicting parties and third parties, and how they influence interpretation and interests (Gross, 2013).

One approach that is very useful if applied in conflict management is the Neuro-Linguistic Programming (NLP) approach. Neuro-Linguistic Programming (NLP) is an approach that combines thinking patterns, language, and behavior to achieve desired goals. NLP can be used in various situations, including conflict management. NLP can help individuals understand the thinking patterns and behaviors of others so that conflicts can be resolved more effectively.

In conflict management, NLP can be used to help individuals identify and manage emotions, as well as understand the root of the conflict to help achieve an understanding of the disputes that occur. NLP can also help individuals understand effective communication methods so that larger conflicts can be avoided. In addition, NLP can help individuals understand the values and interests of each party involved in the conflict so that beneficial solutions can be found for all parties (Prasetya, 2014).

The NLP approach is considered ideal for use in conflict management, but there is still little research that tests the effectiveness of this approach. Therefore, this research conducted a study to explore how the NLP approach can be used in conflict management by mediators or conflict managers in social environments by observing cases between private parties and one community by applying the NLP approach in the conflict management process.

RESEARCH METHODS

This research was conducted using a qualitative method in the form of field research with a descriptive approach. The data source in this study was obtained from 4 informants, which involved in the conflict directly and indirectly, based on the criteria from observation results and considered to have the best understanding of the problem to be studied by the researcher, and had time to provide information. Based on the agreement between the researcher and the informant, the name of the informant won't be mentioned. The research topic was impartial to any of the conflicting parties. Data collection techniques in this study were through interviews, observation, and documentation methods. Interview activities were conducted to obtain data, explore, and map the factors causing social conflicts in one area in Natuna Regency, Riau Islands Province. Observations were made to see how the social environment was affected by the conflict itself. Meanwhile, documentation was useful to complement the previously obtained data, therefore, the documentation method was a tool for collecting secondary data. After being collected, the data was processed using Miles and Huberman's interactive analysis, which consisted of data reduction, data display, and conclusion drawing/verification (Sugiyono, 2013). The data analysis process was carried out by reviewing the results of interviews, observations, and documentation. Data reduction was done by sorting out relevant data with the research focus. During observation, the researcher also verified by observing the social environment affected by the conflict, which was documented to complement the previously obtained data. Finally, drawing conclusions was done by presenting data from the sources that had been collected and then simplifying it into easily understandable sentences.

RESULT AND DISCUSSION

Introduction to Neuro-Linguistic Programming (NLP) and its Relation to Conflict Management

Neuro-Linguistic Programming (NLP) is an interpersonal communication model and psychotherapy approach discovered in the 1970s by Richard Wayne Bandler and John Thomas Grinder. Its creators claim a relationship between neurological processes ("neuro"), language

("linguistic"), and learned behavior patterns through experience ("programming"), which can be altered to achieve specific goals in life (Bandler & Lavalley, 2006).

Observing humans as social beings, the founders of NLP realized that everyone has different communication patterns, both internally and externally. The primary goal of NLP is to help people communicate better with themselves, reduce unfounded fears, control negative emotions and anxiety, help people create positive goals for their future, and assist in formulating specific goals and plans that lead to a better future (Bandler & Lavalley, 2006).

The core of Neuro-Linguistic Programming is organizing information to achieve desired results. This is a distinguishing advantage of NLP compared to other sciences. The information organizing system in NLP is highly needed by conflict managers such as mediators and negotiators in conflict management (Gross, 2013).

According to Ross (1993), conflict management is the steps taken by the perpetrator or third party to direct the dispute towards a specific outcome that may or may not result in conflict resolution, and may or may not result in positive, creative, consensus-based, or aggressive outcomes. The understanding of conflict management is a series of actions and reactions carried out by conflicting parties or third parties rationally and fairly, to control the situation and conditions of the conflict or dispute that occurs between two or more parties. The NLP approach is an ideal approach for mediators to use in conflict management because the first context taught by NLP is focusing on how a process works rather than the reasons behind the emergence of a process. NLP avoids theory, right-wrong judgments, and explanations behind an event, and observes what is effective and how to model it (Prasetya, 2014). Therefore, this study will explain how the NLP approach can become a tool that can be used by mediators or negotiators to manage conflicts.

In Neuro-Linguistic Programming (NLP), Neuro refers to the role of brain nerve cells and their function in receiving external stimuli (information). Linguistics is more closely related to the role of language as a medium of information, while programming is related to the issue of patterned behavior or how to generate specific behaviors. In general, NLP is built on four pillars: first, outcome, which means "something the individual wants"; second, sensory acuity, the ability to observe and detect something in great detail; third, behavior flexibility, adjusting behavior in an effort to achieve goals after receiving clear feedback through the first and second pillars, and fourth, rapport, the ability to build relationships based on trust and mutual understanding (Bavister, 2004).

NLP enables individuals to have a set of tools and techniques to build thinking and behavioral patterns according to targeted goals. In other words, NLP symbolizes the relationship between the brain, language, and body, which helps individuals become more aware and in control of their thoughts, feelings, and behaviors. This is reinforced by Makarao who states that NLP can help humans communicate better with themselves, reduce unfounded fears, and control negative emotions or anxiety (Makarao, 2010). NLP can also be used as a set of tools to construct or program mental thoughts so that one can develop and succeed.

In its development, NLP has expanded its concepts and applications/techniques, one of which is the Linguistic Model or Language Approach consisting of the Meta Model, Milton Model, Metaphor, and Framing (Prasetya, 2014). In negotiation and conflict management, the Meta Model and Milton Model are tools or applications of the Linguistic Model that would be very useful if adopted by a mediator or conflict manager to unite conflicting parties. More specifically, the application of NLP tools or applications will be explained in the following subsection.

Introduction to Meta Model & Milton Model

In the process of interaction, a person's stimulus towards a response often elicits various reactions. The stimulus referred to is the language used for communication. In linguistic terms,

NLP recognizes the axiom "We Can't NOT Communicate", which means that it is impossible for us not to communicate because, in our minds, we will always respond to something by searching for relevant memories every time a stimulus approaches (Prasetya, 2014).

The Meta Model is one of the tools that can be used to improve thinking structure and allow the user to clarify a stimulus or event that enters. In the book "The Ultimate Introduction to NLP" by Richard Bandler, Alessio Roberti, and Owen Fitzpatrick, it is explained that the main benefit of the Meta Model is to define and classify information and open someone's 'model of the world'. From the Meta Model, it is known that when someone conveys information, the information does not necessarily reflect their 'model of the world', often there is missing information due to internal processing filters, so what happens with the interpreted meaning can be different. These differences in interpreting meaning often trigger misunderstandings or conflicts between individuals.

In the basic principle of the Meta Model, there is also a presupposition or axiom that says "The Map is not Territory," which means a person's view of the world (mind map) is not a complete representation of the world itself. The basic principle is that a person ultimately experiences pain not because the world is not rich enough to allow them to meet their needs, but because their representation of the world is limited (Bandler & Lavallo, 2006). The mental map that has already been constructed in the human thought structure tends to hinder the clarity of thinking and communication with others. The Meta Model is used to help us recognize and correct thinking errors (inaccuracies in constructing models) that often trigger conflicts or differences in views between individuals.

In contrast to the Meta Model, the Milton Model is also known as a hypnotic communication model. The Milton Model uses abstract/global and ambiguous language so that a person can receive information in their subconscious mind with little intervention. The Milton Model can be used by mediators or conflict managers to refine a suggestion/command in an abstract way but still get the desired response. Therefore, the patterns in the Milton Model are often used to master communication and indirectly influence others (Prasetya, 2014).

In conflict management, the Meta Model can be used to help build and maintain good relationships or rapport with clients, divert the conscious attention of clients/conflicting parties so that subconscious communication can be utilized to achieve a certain outcome, and allow interpretation or possibilities in the words offered by the mediator to the conflicting parties so that they can find more than two options in problem-solving. With the emergence of third or more alternatives, the conflicting parties become more empowered in choosing their actions to achieve a peaceful outcome or agreement.

Among the many applications of the Meta Model and Milton Model, one of the most practical and relevant in conflict management is Chunking, which will be explained in more detail in the following sub-discussion.

Introduction to the Chunking Technique in the NLP Approach

Chunking comes from the English word 'chunk', which means fragments, pieces, or cuts. Chunking means to cut, chop up, or divide. The Chunking technique is a 3-dimensional version of Lateral Thinking developed by Edward de Bono with the formulation of parallel or lateral thinking patterns, which are similar to chunking-side, but in NLP, this concept is further expanded in 3-dimensional form with the addition of chunking-up and chunking-down (Hoobyar & Dotz, 2015).

Chunking-up is the process of breaking down an object into higher-level, more general, and more general thoughts. For example, when we think about a 'car', chunking up from the object is a 'land vehicle'. Chunking-up from 'land vehicle' is 'vehicle'. Chunking-side is the process of breaking down another object into the same, parallel, or equal parallel level. If we talk about 'car', then the chunking side of the object is 'truck', 'motorcycle', 'sedan', and 'bus',

all of which are part of 'land vehicle'. One level, one level with the first object. Meanwhile, Chunking-down is the process of breaking down another object into a lower and more detailed level into its more detailed parts. For example, in the case of 'car' as in the previous example, the Chunking-down is 'engine', 'tire', 'steering wheel', 'mirror', 'muffler', and so on, which are more detailed (Djamil, 2013).

In NLP, the chunk up process is one form of practice of the Milton Model which manages information from specific to more general. Chunk down is a practice of the meta-model because the meta-model allows us to use language to clarify language and thus find more specific information, while the chunk side is included in one of the practices of NLP called metaphors.

To understand the concept, we can observe the following illustration, which is exemplified by an idea about the 'Car':

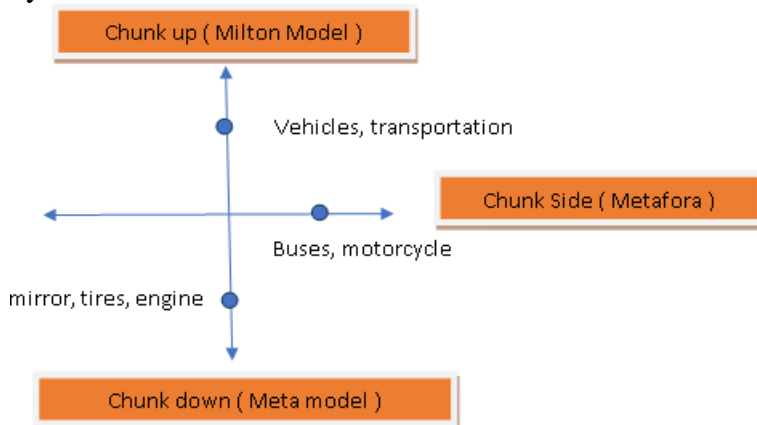


Figure 1. Chunking method illustration

In the illustration above, we can place a certain representation of the world, ideas, arguments, etc., at the center point where two arrows intersect. Then, this information can be chunked up (upwards), chunked down (downwards), and chunked sideways to understand the essence of the information (Eduard F, 2011).

In conflict resolution settings, chunking up allows us to ultimately reach a level of agreement. By communicating at the meta-information level, the agreement may be more easily achieved, which is not only the starting point for conflict management but can also be used to direct the resolution process toward further agreement. Meanwhile, chunking down can be very helpful when dealing with large problems or when we need a boost to make a breakthrough. On the otherhand, chunking sideways helps us to see the comparison of problems by looking at similar cases.

To illustrate how this can work in conflict management let's take a look at the further explanation in the next subchapter.

Conflict Management Process in NLP for Change with Chunking Method

In the practice of conflict management by a mediator or conflict manager, the application of NLP for change using the Chunking method can be initiated by conducting the following stages:

1. Finding or constructing the desired state of both parties in conflict using the Chunk Up method.
2. Mastering the state by finding a common ground from the differences between the two conflicting parties using the Chunking Down method.
3. Starting the intervention to choose and determine new goals so that both conflicting parties can compromise with each other (Bandler and LaValle, 2006).

The NLP for Change process mentioned above is then supplemented by examining the

ecology of the new goals found, testing them, and doing future pacing (Eduard F, 2011). Overall, this process involves many new concepts for those who are not familiar, but it is actually quite simple when taken step by step. This will become clear when we apply it to a real case study that the author observed in the field.

Before executing conflict management with the NLP for Change process, we need to establish a rapport based on one of the 4 pillars of NLP to build closeness based on a sense of mutual trust between the two conflicting parties and the mediator in order to achieve a situation of mutual understanding.

To understand the context, we conducted specific research on the conflict between private parties and one of the residents related to the use of land for maximizing the flow of water in narrow drains in one area of the Natuna Regency. The problem starts when the private party does not want their land to be excavated for widening the drains because the land has been maximized in the form of buildings. On the other hand, the neighbor resident also feels unfair if only their land is sacrificed for widening the drains. At this level of thinking, their positions are contradictory. Therefore, to manage the conflict at this level, we can start with the pacing stage first by understanding the positions of both parties to align their way of thinking, speaking, and acting, which will lead us as mediators to feel the conditions or state being experienced by both conflicting parties at that time. As previously mentioned in the Milton Model concept, 'state' is the parent of behavior. A state that is in harmony between two people will lead them to behave in harmony as well in order to build good initial communication or rapport. The stages of this NLP pillar make it easier for us to move on to the first step of applying NLP for change, by using the Chunk Up Method to unify different perspectives between the private party and the resident.

Chunking Up as the First approach towards Conflict Management

What happens when we chunk up their respective perspectives? For the private sector, utilizing their land for widening the drainage canals becomes a loss as they have to sacrifice their buildings, even though they actually need the widening of the canals to minimize floods that would definitely harm them. However, for the residents who live adjacent to these private sectors, sacrificing their land for the widening of these canals seems unfair or unbalanced, even though they are also affected by the floods due to the ineffective function of the drainage canals. When the basis of this understanding is chunked up using the Milton model, which organizes information towards a more general or goal-oriented direction, it is evident that both sides have the same goal of addressing floods, so their positions are not in conflict. In addition, from this chunking-up process, we also discover that both parties actually want to achieve comfort in their activities in their environment and maximize the use of the roads without obstacles in the form of floods.

To understand the context of the problem, here is an illustration of the flood problem faced by both parties:



Figure 2. Flood problem

By understanding the situation, we as mediators can provide clarification to each party by asking the question, "So, both of you agree that comfort in activities and maximizing the use of the road can be achieved by addressing floods?" This question is necessary to emphasize to both parties that they share the same goal, so their positions are no longer conflicting. This agreement eventually forms equal bargaining, which means that one party does not have to sacrifice its position to accept the intention of the other party (Dilts, 1997). When the positive intentions of both parties are acknowledged and their perceptions are aligned, an agreement is reached, and we can move on to the next process.

Chunking Down as an Advanced Process of Conflict Management

Chunking down as an advanced stage in the NLP process for change is done with the aim of identifying the main barriers that are currently affecting problem-solving or achieving results" (Ross, 2004). Once the barriers can be found, the mediator can easily identify the points of convergence that can eliminate the impact of all other obstacles in the conflict that occurs.

Practically, the first thing to do for chunking down is to ask what is hindering the problem-solving. This question plays an important role in breaking down the problem into its details so that it can be broken down into several obstacles or barriers. In practice, Ross gives examples of questions such as: "What is common to all of these problems?", "What drives all of these barriers?" (Ross, 2004).

Following the hypothetical example in the vertical conflict case study earlier, on the private sector side, we can break down their demands or "chunk down" their problems using the meta-model, which is a clarification technique to clarify information, by identifying them as follows: "I don't want to suffer material or time losses by destroying the building just for the drainage" or "I am willing to pay a lot to avoid destroying the building just because of the drainage." Meanwhile, we can also break down the demands of the residents as neighbors or chunk down by identifying the problems into the following points: "sacrifices must be made fairly, meaning If sacrifice my land, then the private sector as opponent parties should do the same" or "I don't want the responsibility for making drainage is only passed on my land.

In the chunk-down process, the mediator can uncover the detailed problems that even reach the deepest levels of each party's thoughts, by digging into the reasons for rejection through questions such as "what is causing the barriers to an agreement to provide land for the drain?" The answer was that there was disappointment with the private party because, during the establishment of the private party's building, the owner was considered to have disrespected the

neighbor. This can be further chunked down because there is a nominalization process in the word "respect," by asking "what kind of respect is desired?" Then it turns out that the disappointment is based on the local cultural frame, which should at least involve greeting and offering jobs.

Meanwhile, from the private party's side, when asked the same question, the answer was that there were many considerations from the structure and management that were not easy to approve the demolition of the building for the land. This can also be chunked down because there is a nominalization in the word "consideration" by asking "what kind of considerations do you have?" It was found that the private party was concerned about the danger of wider impacts that could harm their business. Based on this answer, the author analyzed that the private party had violated the law related to building regulations that were regulated by the Ministry of Public Works and Housing in article 13 of Law Number 28 of 2002 Concerning Building Structures. It explains that the building's setback line is the minimum free distance line from the outermost surface of a building towards the land boundary that is controlled, between other building masses, river or beach edges, railway lines, channel plans, and high voltage power networks. The violation committed by the private party was proven by the position of the building which did not pay attention to the setback line or the minimum free distance line from the outermost surface of a building towards the land boundary that is controlled between other building masses. This can be seen with the position of the building that is directly integrated with community land without having a minimum boundary that is verified by accompanying documentation :



Figure 3. illustration of the building position

In this case study, the author identified the problems of both conflicting parties in order to analyze the problematic details presented by each party, so as to help understand the other side of the argument and possibly bring up points that have never been thought of before. In the NLP approach, this method is included in the framework of the initial agreement, so instead of stopping to delve deeper into each problem, it is better to focus on finding similarities in all of these problems so that the conflicting parties can be put in the best position to form an agreement. At this point, lateral chunking, or exploring alternatives, may contribute even more to reaching an agreement. To achieve a solution, Dilts suggests "a blend of two existing options, but it must include at least one alternative that is truly different from both conflicts" (Dilts, 1998).

Regarding a hypothetical example of the conflicting parties, we can achieve a mixed solution, for example, it is permissible to construct a culvert, but the private party must provide their participation in the form of material compensation above the land of the neighboring residents. In this case, based on the similarity of the private party's desire to not have their

building demolished and the neighboring residents' desire to not suffer losses because only their land is sacrificed, this can be done using the NLP method of chunking sides or substituting the value of land in the form of material compensation. Alternatively, another solution could be for the private party to offer collaboration in exchange for the land of the owner that was sacrificed for the culvert. Ultimately, whatever goals or agreements are reached, the end result must be able to "satisfy the intentions of both parties to achieve their goals and maintain a positive systemic impact on their relationship".

Conflict Management Verification using the Ecology and Future Pacing approach

In the end, the solution generated is expected not only to resolve the conflict but also to align with the environment or community of each individual involved. In NLP, this verification is called "checking ecology". In this context, it includes ensuring that the resolution to the conflict that occurs will have a positive impact on family, friends, work, the economy, health, politics, and so on. In order to reach that, any agreement must be adjusted or changed as a whole if it harms the ecosystem of both parties involved. In conflicts, the mediator is advised to adjust the ecology by encouraging the private parties to establish a good relationship first, considering that the root of the problem stems from the lack of rapport between the parties.

Checking ecology is one of the conditions considered by NLP practitioners to determine the validity of the desired state or outcome desired by conflicting parties. The further application can be learned in more detail by mediators in the Licensed Practitioner Program of Neuro-Linguistic Programming (Eduard F, 2011).

After the solution found from the conflict has been adjusted to the client's ecology, the last thing to do is to test it, so that the solution shared by the mediator can be more embedded and applicable. In NLP, everything is tested before it is agreed upon. One way to test the acceptance of new goals or agreements in conflict resolution is by doing "future pacing". Future pacing is "the process of mentally training oneself through several future situations to help ensure that the desired behavior will occur naturally and automatically" (Bandler & Lavalley, 2006). In this case, the form of future pacing that is done is "when the culvert has been built according to the agreement and the flood situation has been resolved, do both parties benefit equally?" or "if both parties accept the agreement on the location of the culvert construction, are there still obstacles afterward?". To be more precise, ways to perform more effective and detailed future pacing techniques are outlined in the Licensed Practitioner Program of Neuro-Linguistic Programming that can be learned by conflict managers or mediators with experts.

NLP (Neuro-Linguistic Programming) is one of the approaches that can be applied in conflict management. The approach in conflict management is oriented towards the process that leads to communication between the conflicting parties and third parties, and how they influence interpretation and interests. The NLP approach is an ideal approach to be used by mediators in managing conflicts, as NLP can help humans communicate better with themselves, reduce unfounded fears, control negative emotions and anxiety, think effectively to solve problems, optimize language used to influence others' thinking processes, help others to change, and other applications in various fields, as well as help organize information to achieve desired results (Tosey & Mathison, 2003).

In the case study presented, the NLP approach, particularly the Linguistic Model practiced through Meta-Model and Milton-Model techniques using Chunking method is very useful for mediators to resolve social conflicts, especially in cases between private parties and civil society.

The method used not only helps mediators identify conflicts to their roots to achieve positive peacebuilding but also helps mediators understand the root of the problem. The NLP approach allows mediators to maximize effective communication tools, such as language, in order to create a complete understanding of responding to the actual root of the conflict so that conflicts can be managed properly. As a final action, NLP also functions to provide

programming that shapes a patterned behavior to produce certain behaviors, thus helping someone become a competent conflict resolver.

From the research conducted, the author understands that conflicts are often related to human behavior, which is the result of thoughts, in the sense that humans act based on what they think. To understand human thoughts, a guide on how human thoughts work is needed. In NLP, this can be known and explored through language as a communication tool. Therefore, the NLP approach is highly recommended in conflict management so that the mediator or conflict resolver can see the conflict from many perspectives in order to find a precise solution to resolve the conflict.

CONCLUSION

Neuro-Linguistic Programming (NLP) is one of the approaches that can be applied in conflict management which is oriented towards the process that leads to communication between the conflicting parties and third parties, and how they influence interpretation and interests. The NLP approach is an ideal approach to be used by mediators in managing conflicts, as NLP can help humans communicate better with themselves, reduce unfounded fears, control negative emotions and anxiety, think effectively to solve problems, optimize language used to influence others' thinking processes, help others to change, and other applications in various fields, as well as help organize information to achieve desired results.

In the case study presented, the NLP approach, particularly the Linguistic Model practiced through Meta-Model and Milton-Model techniques using Chunking method is very useful for mediators to resolve social conflicts, especially in cases between private parties and civil society. The method used not only helps mediators identify conflicts to their roots to achieve positive peacebuilding but also helps mediators understand the root of the problem. The NLP approach allows mediators to maximize effective communication tools, in order to create a complete understanding to the actual root of the conflict so that conflicts can be managed properly. As a final action, NLP also functions to provide programming that shapes a patterned behavior to produce certain behaviors, thus helping someone become a competent conflict resolver.

At the end, this research concludes that conflict relates to human behavior, where such behavior is a result of thoughts, and humans act based on what they think. To understand human thoughts, knowledge is needed as a guide on how the human mind works. Through this research, the author found that the Chunking method in NLP is very suitable for resolving conflicts at the micro level, while for conflict resolution at the meso and macro levels, Chunking can be combined with other NLP approaches such as ecology checking, future pacing, or even approaches outside of NLP method. One approach outside of NLP that is suitable to combine with Chunking method for broader conflict resolution is the Dynamic Framework Map for Conflict Prevention and Peace by Ichsán Malik, as described in the book titled 'Peace and Conflict Transformation in Southeast Asia'. For more detailed practice, conflict managers or mediators can delve into NLP methods through licensed courses from experts and combine NLP with other approach to obtain ideal solutions for management conflict at every level.

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