

THE ARBINGER PRINCIPLES OF NONVIOLENCE

The Arbinger Institute is the worldwide leader in scholarship, information, and training regarding the age-old problem of “self-deception” and its solution. Arbinger’s work demonstrates that there is much more to violence and crises involving violence than meets the eye. The prevailing view of violence is that it is a behavioral issue. But this is incorrect. Violence is actually a matter of what is called “way of being”—the way one person, whatever his behavior, is seeing and responding to another at any given time. An outward act of violence is actually a symptom of this deeper violence—violence in one’s way of being. There is no real or lasting solution to outward violence without a solution to this deeper violence.

The solution to violence grows out of the following foundational principles:

1. *Every human being is a PERSON—a being with hopes, needs, cares, and fears.*
2. *When we regard others’ hopes, needs, cares, and fears as inferior to, or less legitimate than, our own, we see others as less than they are—as objects rather than as people.*
3. *To see a fellow person as an inferior object is to harbor a violent heart toward that person.*
4. *No matter our outward behavior, we end up communicating how we feel about others. To see others as objects, then, is to do violence to them—it is to swing at them with our hearts.*
5. *When others detect violence in our hearts, they tend to become defensive and to see US as objects. Violence in one heart provokes violence in others.*
6. *Most occasions of outward violence are manifestations of a prior, and often escalating, conflict between violent hearts. And attempts to curb violence, if done with a violent heart, actually provoke further violence.*
7. *Any effort to reduce outward violence will succeed only to the extent that it addresses the prior and core problem—the problem of violent hearts.*

Arbinger has been helping organizations replace violence and conflict with cooperation and peace for over 20 years. For an introduction to this work, see Arbinger’s recent book, *Leadership and Self-Deception*, available at amazon.com and at bookstores nationwide. For information regarding Arbinger’s Nonviolent Crisis Training and other programs, please contact Arbinger.