METAPHORS OF SOCIETY AND WAYS OF EXERTING INFLUENCE IN SOCIO-ENVIRONMENTAL CONFLICTS RELATED TO MINING

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Abstract: This publication shows possible ways of perception (metaphors) of social conflicts related to mining projects, as well as ways of managing conflict from the point of view of psychology and the adopted model of social relations. Basing on examples known to the authors, it analyzes the possibility of using the described methods of exerting influence in prevention and resolving existing conflicts. This is of fundamental importance for shaping the state's and enterprises' policies regarding raw materials policy which would be consistent with the principles of sustainable development.

Keywords: conflict management, mineral extraction, theatre of life.

1. Introduction

The individual living among others is constantly subjected to mutual influences based on social interactions. The social influence resulting from these interactions can have both positive and negative connotations, depending on the purpose for which it is used, and the metaphor by which the reality is described, and in which the interrelationships take place (the metaphors of an "organism", a "battlefield", and a "theatre").

In the following article, we would like to show that knowledge (and awareness) of phenomena, processes and tools present in social sciences (mainly in sociology and social psychology) may also prove to be extremely useful in the area of Earth sciences, and thus significantly contribute to solving social conflicts appearing when the mining projects are developed (hard coal, lignite, mineral aggregates and other minerals), as well as their further processing (see Badera, 2010, 2014). In this situation, we consider it valuable to cite examples from our own experiences and those available in the media, illustrating particular tools of exerting influence, appearing in situations of social problems and conflicts.

It should be emphasized already in the introduction that when addressing the issue of social influence, it is necessary to distinguish between exerting influence on people and

manipulating people – those who perceive society in the perspective of the "battlefield" metaphor will tend to lean towards the latter. Manipulation refers to a situation in which the person exerting influence does not take the interest/good of others into consideration, but only strives to obtain their own benefits, which results in the manipulation being perceived as morally reprehensible[1]. The thread related to this is not going to be discussed in the following article, although it shows, in an interesting way, how – depending on the metaphor used – the tools of influence can change into the tools of manipulation, even if only the so-called symbolic violence is being used (see Bourdieu, 1990, 2002; Mamzer, 2006).

The Paper is an attempt to take part in a discussion on mining management, which should be balanced also in the social aspect. It takes place also in the pages of the Scientific Papers of the Silesian University of Technology, Organization and Management Series (see Jonek-Kowalska, 2017; Rachwaniec-Szczecińska et al., 2018 and some others).

2. Metaphors of society as a way of identifying the genesis of social problems

Sociologists (e.g. Ossowski, 1982; see also Gorlach, 1996), while analyzing the social mechanisms of genesis and identification of social problems, try to find metaphors that will reflect the essence of the ways of viewing society, and thereby order the ways of thinking about the model of the human, the vision of change, the source of social problems, types of reaction to problems, the type of problems, etc. Gorlach (1996), when reviewing the literature, points to three ways in which the society can be seen in a metaphor – as an "organism", "battlefield" and "theatre".

In the metaphor of the "organism"[2], society is a hierarchical construct that creates a certain whole, which grows and gets complicated in the process of development. Needs are subject to evolution (just like reality), and society is saturated with the atmosphere of cooperation, while the individual performs important functions to the whole system. In this case, the foundation of the social order is the social division of labor and cooperation.

In the "battlefield"[3] perspective, society appears to be torn by contradictions and conflicts, in which social groups realize their needs and interests at the expense of other groups. The process of social change takes place as a result of violent, abrupt transformations – revolutions, all of which leads to a situation in which some groups gain the possibility of dominating the others. The social atmosphere is full of rivalry, clashes and conflicts, as well

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[1] It can be said that any manipulation is a social influence, but not every social influence is manipulation.
[2] The idea of this metaphor is also described in the writings of A. Comte, H. Spencer and E. Durkheim. K. Gorlach (1996) also expands on this topic.
[3] The idea of this metaphor is described in the writings of K. Marx and R. Dahrendorf. K. Gorlach (1996) also expands on this topic.

as tensions accompanying them. Proponents of this concept criticize the idea of social consensus, claiming that society is ruled by violence and domination.

In the third concept, which uses the metaphor of the "theatre"[4], society is like a huge stage filled with people who, like actors, play different social roles, negotiating at the same time the principles of social order and giving meanings (sense) to social reality. Social atmosphere is compared to a spectacle, where individuals are at the same time the audience and the actors playing particular roles (lines). In this perspective, the essence of social order is constituted by playing various social roles (Gorlach, 1996).

In the situation where three social concepts co-exist, their supporters try to prove the superiority of their views. Gorlach (1996) indicates that the problem in these discussions is that it is impossible to resolve them in favour of one of these concepts, because each of them points to other aspects of society. In view of the undecidability of the discussion and the different ways of capturing the society, he proposes to accept the thesis about complementarity of the concepts presented (see Gorlach, 1996). This solution is beneficial from the point of view of people for whom knowledge about society has practical and utilitarian advantages – these are first of all people interested in the social mechanisms of the emergence of various social problems. These are, hopefully, not only scientists studying social phenomena, but also local governments, entrepreneurs, negotiators and mediators as well as other types of experts (e.g. contractors of environmental impact reports). Awareness of the diversity of possible perspectives gives an opportunity for a broad and multi-faceted understanding of the conflict mechanism, including conflicts around mining activities.

3. Mechanisms of creating and recognizing social problems

The image of society expressed through the metaphors presented above does not exhaust the fields of interest of social sciences, where researchers are also interested in disorders and irregularities experienced by individuals, social groups and entire societies.

In a society perceived through the prism of the metaphor of an "organism", problems arise in a situation where the system or one of its parts disintegrates. Disintegration may manifest itself in the breakdown of relations between elements that are part of the social structure, which means that they are unable to function in an integral manner. The change (breaking) of even one relation causes the disruption of the possibility of proper fulfillment of their functions, which results in affecting the entire social system in a dysfunctional way, thus, deepening the chaos (leading to a crisis). One example of such a situation may be disturbances from the sphere of the economy (here: shortages of mineral resources), which are

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[4] The idea of this metaphor was described by E. Goffman and F. Znaniecki. K. Gorlach (1996) also expands on this topic.

transferred to the political sphere (expectations that those in power will manage this situation), disorganizing other areas of social life[5]. In this situation, the key factor causing the emergence of social problems is a rapid change in some area (social, economic, or technological), because, as mentioned earlier, transformations in the metaphor of the "organism" arise on the path of evolution, that is, the adaptation to the new social situation occurs in longer time. The rapid change causes disorganization of social life and growing social problems. According to the supporters of this metaphor, the strategy for resolving this situation is "to stimulate corrective mechanisms which aim at restoring the balance and social integration" (Gorlach, 1996).

In the context of mining activity, these mechanisms are included in the so-called spatial planning, environmental and/or mineral resources policy, relying mostly on the optimization of legal provisions which are the base for the operation of the mining industry. Numerous publications are devoted to the implementation of legal changes facilitating mining activities, but they are generally related to the legal system in one country (Ptak & Kasztelewicz, 2009; Ptak et al., 2015; Stefanowicz & Szamałek, 2015; Wiland, 2017) or their group (Galos & Nieć, 2015).

The metaphor of the "battlefield" differs in the way it "perceives" the mechanisms of the emergence of social problems. According to this metaphor, social problems are the result of some social groups seeking domination over others and the associated exploitation of the dominated groups in the social life. As an example, there may be conflicts between state authorities, global mining companies and local communities or ethnic groups, in which individual parties can merge into various coalitions (Badera, 2010).

The desire to meet some needs and aspirations, to acquire and keep goods at the expense of other individuals and groups, causes the exclusion and domination of others. The situation involving problems and conflicts results from injustices and inequalities in social relations and in access to goods. Attempts to solve problematic situations in this metaphor are based on eliminating the oppressive character of social relations, removing the possibility of pursuing the interests of some groups at the expense of others. One of the strategies pointed out in this approach is the mobilization of marginalized and excluded people and groups to work together to defend their interests. In the case of pressure from the mining sector, such groups may include various types of non-governmental organizations, e.g. ecological ones (from global to local groups established for specific conflicts), associations promoting local development, etc. Such agreements may also be concluded between mining entrepreneurs in order to counter the "ecological" pressure, since it is difficult to say (at least lately) who is actually a dominant group and who is marginalized in a situation of strongly ideologized

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[5] It is worth noting that shortages in the market of goods and services, causing public dissatisfaction due to failure to meet the basic needs of citizens, are often not associated with the lack of mineral resources (e.g. mineral fertilizers used in agriculture to produce food or aggregates needed to maintain communication network).

environmental policy of the governing bodies (e.g. those governing the European Union). "Collective pressure on dominant groups or on the system of institutions (...) is the basic method of removing mechanisms generating tensions and social problems" (Gorlach, 1996, p. 60)[6]. In extreme cases, this may lead to a revolution (as mentioned earlier, rapid and step changes characterize the process of social change in the "battlefield" metaphor) or rebellion, both of which are seen as ways to solve social problems resulting from injustice, oppression and domination. Due to such a risk, the implementation of an effective system for consultation (preferably mediation) between groups of interest seems to be the best method of conflict prevention. In Poland, the current system of such consultations is not really conducive to conflict prevention, and it might even provoke conflicts.

Sources of social problems in the concept using the metaphor of the "theatre" result from the way that the individual "plays" the social role in a given situation. A person appears as the subsequent "personalities" emerging in individual "dramaturgical" interactions, and social reality is a series of episodes and performances (see Radziewicz-Winnicki, 2004). The cause of problems lies in improper fulfillment of a social role, which may be due to improper preparation (socialization) of the individual, their individual predispositions (organic or psychological characteristics) or encounters with people who undermine the roles of other individuals by incorrectly playing (fulfilling) their own roles. The situation of incorrectly fulfilling one's roles affects the basic mechanism of regulating social life, causing disturbances in mutual interpersonal relations (interactions). In order to solve social problems, it is necessary to properly socialize individuals to perform their roles (so that the role is coherent, the individual identifies with it, and its "performance" does not lead to "identity confusion" (see Belzyt, 2017)). It seems, however, that adapting the personality and competences of actors to their roles is extremely difficult, because it is usually done through "natural selection" of individuals, although it is possible to support it with the process of education and upbringing (if it runs in the optimal way for a given person). Each individual is "condemned" to a life that is a constant experience of junction / border, where he or she gets to know the thoughts, beliefs, and experiences of oneself and others (Bachtin, 1986; Orłowski, 2016). At the same time, while living in the social theatre of life (Goffman, 1959), one plays different roles, which inevitably leads to a situation of tension and ambivalence. The individual, standing on one of the sides in a conflict, has a sense of identity dispersion, being able to be simultaneously in several groups opposing one another, on different levels of the "us /me - them" conflict (see Belzyt, 2017). An example may be an expert cooperating with the mining sector, who is also a mining area inhabitant, bearing the risk of being impacted by the mine.

Above, we have briefly characterized the mechanisms of emergence of social problems having an impact on the malfunctioning of individuals, social groups and entire societies. It is

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[6] Examples are self-help groups, social movements, social initiatives, associations, unions (e.g. trade ones).

crucial to change the social situation by using the knowledge possessed, so that life in society is comfortable, or at least bearable, for its members. Therefore, such strong emphasis is placed now on the need to address social problems (see Gorlach, 1996). The starting point for considering how to solve social problems is to say that:

- they are a permanent feature of societies and historical periods,
- they have their own unique dynamics and logic of development, which should be discovered (captured) each time,
- they have an impact on the everyday life of people, which is why they are an important determinant of people's emotions and attitudes as well as the culture, awareness and social involvement of particular groups.

Importantly, in a situation where it is not possible to provide an effective solution to a given social problem, it is necessary to strive to understand it (Gorlach, 1996).

While reflecting on social problems, one should also pay attention to the fact that "given situations or given disorders (irregularities) in social life become social problems when they are recognized by people as social problems" (Gorlach, 1996). This means that in order for situations to be identified as problems, they must appear in people's consciousness as circumstances requiring reaction or attempts to solve them. Among the methods of identifying social problems, there are references to:

- public opinion studied in a survey, analysis of voices and statements from various environments (the danger of this method lies in the assumption that all members of a society adhere to one system of values and share a common perception of reality (see Aronson, 1972; Zimbardo 1977),
- opinions of representatives of the authorities, who – because of their position – are assumed to have the best and most comprehensive insight into the functioning of social systems (the danger lies in the possibility of data manipulation for a better image, cf. Aronson (1972), Cialdini (1985), Zimbardo (1977)),
- experts' opinions (there is a risk here of getting ambiguous images of reality depending on the preferred concept).

The basic research methods in the above groups are quantitative and qualitative studies of the public opinion and its leaders (authorities, experts), which are not always statistically significant. In this situation, what stands out is references to the existence of social movements and initiatives (in communities), created as a reaction of people to an existing or expected problem), which is considered to be the most objective method by which to recognize situations functioning in the consciousness of groups or communities as social problems. This solution also entails certain dangers – the formation of groups or social movements may be the result of manipulation by a group which aims at drawing attention to a marginal phenomenon or the aggressiveness of given social movements (the media and their opinions and positions play a big role here as well; see Aronson (1972), Cialdini (1985),

Badera & Jaksoń (2011)). Identification of these movements is usually possible at the moment of conflict, because only then they are activated. In this sense, the fact of the existence of certain social activities makes us aware of the existence of a problem which could have been hidden until now. In the same way, conflict as such has a positive aspect, consisting in realizing the problem.

Each of the approaches (methods) of identifying social problems brings both opportunities and dangers, but in order to gain a comprehensive overview of the situation, it is necessary to take them into account[7]. The awareness of all these elements and components of the emergence of social problems will enable identification of ways of exerting influence in situations of social problems and conflicts, which may contribute to solving a difficult situation (in an optimal way for all parties) or to manipulate the stakeholders.

4. Ways of exerting influence in situations of problems and social conflicts

It would be a truism to say that an individual lives among others, and that he or she is constantly subjected to mutual influences, and needs interaction for proper social functioning[8]. The social impact[9] resulting from integration can be both positive and negative, depending on the purpose for which it is used. It can lead to changes in behavior, attitudes, experiences and emotions under the influence of another person or a group of people influencing the individual.

The most known division and description of social impact techniques was presented by Cialdini (1985; see also Doliński, 2005), who classified six principles, which should be remembered, if one wants to influence others effectively:

1. The tendency of people to like those who like them and are similar to them (at the same time yielding to them) is used by the principle of **liking**. Many of the impact techniques are based on egotistic and self-presenting mechanisms, which result from the self-enhancement process (striving to maintain or increase good self-esteem and the natural need for acceptance

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[7] R.K. Merton (1968) also pointed to the need to identify different types of social problems depending on the level of their recognition by different social groups (the so-called "ordinary people" and professionals) – following categories have been distinguished: overt social problem, false social problem, hidden social problem, normal state of society (see also in Gorlach, 1996).

[8] In the course of interaction and conversations, the individual is both an actor and an audience, a sender and a recipient of messages.

[9] The study of social influence is dealt with by social psychology, which shows how and for what reasons in a given situation a person acts in a certain way. It draws attention to situations in which there is a tendency to make decisions and to think while using automatic reactions (the so-called mental "shortcuts"), habits, stereotypes, fixed categorizations and simple decision-making rules (heuristics) that lead to limitation (reduction) of cognitive effort. Often these strategies are very helpful and serve a quick orientation in reality, especially in situations of excess of information appearing in a short time, but they often put people at risk when others want to use their dormant vigilance. The automation of reaction saves a lot of time and energy, but can be used against the individual, e.g. for manipulation.

from the environment). The principle of sympathy is based on the feeling that people are more willing to comply with a request of those people they like. What adds to the feeling of liking someone is his or her physical attractiveness (occurrence of the "halo effect"[10]), exposing similarity[11], even if it is incidental (shared hobby, date of birth, family situation, which helps building good contact and positive relationships, and consequently arouses sympathy), paying compliments.

Techniques of exerting influence also refer to the association principle – most often emotions are transferred between objects that are somehow related to each other (even with a thread of mutual sympathy), so compliments, finding and highlighting common tastes build and sustain this bond. Often people do not realize how often they are influenced by this principle. In principle, one does it involuntarily and mechanically, which is due to the fact that it is impossible and uneconomical to constantly analyze and reflect on every situation and every aspect of life (see Doliński, 2005).

A good example of the operation of this principle can be found in the well-known American film ("Promised Land" from 2012), in which the envoys of an oil company, after proper preparation for the visit ("familiar" dress, ordinary car, etc.) try to convince the local community to lend areas for shale gas exploration and extraction).

Nevertheless, these types of public relations activities should not be solely seen as manipulations. When planning social activities in the field and analyzing individual stakeholders, it is worth paying attention to and identifying personality traits among their key representatives (decision makers, opinion leaders) so that discussants (negotiators) for public consultations organized on mining projects are selected in an appropriate manner. If there is even a small liking thread between them, then the agreement will be much easier. Sometimes, however, it is good to be aware of the fact that the learned stimulus-reaction patterns can be dangerous and deliberately used by some people in a way unfavourable to others. In addition, this principle may be used mainly in the case of consultations with a very limited number of participants, not in the case of open consultation meetings, where individuals are not able to get to know each other sufficiently due to a large number of participants.

2. The **reciprocity** principle works on the basis of the "a favour for a favour" mechanism. The principle of reciprocity is a very common social norm which assumes that if I offer something to a person, then he or she is obliged to "return" the benefit received. This principle has become so powerful and popular that it is described as a "norm of reciprocity", which allows to ask the question: "And what will I have in return?" without unnecessary introductions, instead of waiting for an act of voluntary reciprocity. The trap in this principle is that it can be used by manipulators who offer their willingness to help, which (in principle)

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[10] Assigning positive character traits to attractive people (e.g. a pretty person is automatically perceived as good and intelligent).

[11] People like others who are similar to them, based on the similarity of views or interests (in this way, for example, one makes friendships).

is not selfless[12]. This principle includes at least a part of the repertoire of activities under the so-called Corporate Social Responsibility (CSR). This issue is widely discussed in literature, also in relation to mining activities (Jenkins & Yakovleva, 2006; Hilson, 2012), including the so-called geo-ethics (Byrska-Rąpała, 2008; Nikitina, 2012), so its theoretical discussion will be omitted in this article, although interesting examples of cooperation could be multiplied. Nevertheless, it is worth quoting at least one example, personally known to the authors: an entrepreneur assisting residents of one of the districts of a large city in various ways has gained active support from local leaders in his efforts to be allowed by the main municipal authorities to excavate another sand deposit in this district.

3. The principle of commitment and consistency is indispensably connected with the principle of reciprocity. The principle of **consistency** is based on the regularity that humans, in order to improve their image and self-esteem, want to give an impression of being rational, steady and consistent in their choices, which is an evidence of their maturity. It can be reduced to the proverb: "in for a penny, in for a pound". People are convinced that their beliefs should be associated with specific attitudes and reflected in behavior, otherwise it would a manifestation of hypocrisy. "If the beliefs and manifestations of these beliefs in the form of gestures or behaviors are convergent, then such a person is considered credible and consistent. When a person says something different and does something else, he or she is not treated seriously and is considered unreliable"(Korcz, 2016).

People constantly make decisions in their life, among which, over time, some may turn out to be wrong. However, the earlier **commitment** in making a decision (based on one's beliefs or ideas) means that the individual will not withdraw from his/her standpoint so as not to feel bad about oneself because of changing one's mind, which may indicate immaturity, emotional instability and lack of decisiveness. In addition, it is difficult to admit an error, so the person will tend to maintain their choices, even if they were unfavourable to him/her. This is related to the fact that people strive for consistency between what they say and how they behave.[13]

Unfortunately, it happens that companies do not comply with the obligations imposed by licenses, decisions of environmental authorities or some social agreements, especially since the voluntary nature of these obligations is often debatable. And although such derogations often do not come from the bad will of entrepreneurs, but from external factors, they nevertheless affect their credibility and undermine trust. Such information is quite willingly picked up by the media, which then rebounds on the entire mining sector.

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[12] Manipulators using the principle of reciprocity do small favours to others, even though they have not been invoted to it. Yet, they expect a double payback. What is also based on this principle is the effectiveness of one of the sequential methods of social influence – the "door-in-the-face" technique. This mechanism works in the following way: first a large and then a small request. The first request, which is too large, is usually rejected. Along with this refusal (which has been foreseen), the chances for agreeing on the latter are bigger (as a result of feeling guilty) – the second one is easier, and this is the one that the manipulator actually cares about.

[13] A reference to consequences, understood as confirmation of personal beliefs, gives an opportunity to stimulate involvement.

The situation is more complicated and ambiguous in the case of local authorities, which (especially during the electoral period[14]) must be guided both by public opinion (usually negatively disposed) and the development of the administrative unit under their jurisdiction (including incomes to its budget). The aspirations (justified or not) of some of the residents may be against the general interest (represented by the authority) and such ambivalence has a negative impact on procedures that tend to be excessively dragged, and on the perception of the authorities as a supporter or opponent of the investment (see Badera & Kocoń, 2015). The authorities may even become a hostage of their own promises made in an election campaign (see Naworyta, 2015), although in reality their view of the situation (disregarding personal beliefs) should be objective. In extreme cases, the authority assigns a decision to the so-called voice of the people, which sometimes takes the form of a local referendum (Badera & Kocoń, 2015).

4. **Social proof** is the belief of people that the majority is always right – when one does not know which decision to take, it is taken based on observing others. Certain people, whose specific behavior (self-confidence) proves their competences, knowledge and skills, become a kind of "signposts".[15] Individuals have a tendency to think that "others know better", which often results in "falling" for "foreign" arguments instead of trusting oneself, which can lead to conformist behavior.[16] Factors intensifying conformity, especially informational conformity, are, apart from the ones mentioned in the footnote number 14, also the perception of others as experts. The image of a professional is associated with the status of authority figure, which often occurs together with the desire to please the authority figure and may lead in extreme cases to hyper-submissiveness, deindividuation[17] or the well-known "captainitis".

Often, the parties uncritically accept colloquial opinions (especially the ones repeated by the media), which then consolidate as stereotypes. Recalling information that other people are satisfied or not with a given situation may serve as an evidence supporting theses promoted

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[14] The NIMEY Syndrome – acronym for Not In My Election Year; but also NIMTOF (Not In My Term of Office)

[15] Producers of advertisements often use the principle of social proof of equity ("We have been trusted by millions of clients", "99% of women chose this shampoo"). Another popular way of using this mechanism is to involve "dummy" clients / actors that praise the value of a given commodity, persuading others to acquire it.

[16] Yielding to the pressure of the group and presenting behaviors manifested by the majority are very closely related to the phenomenon of conformity, that is, adapting people's attitudes, beliefs and behaviors to the social norms adopted in the group. Conformist behaviors depend on several factors: feelings of uncertainty, the level of unanimity of the group and its size, directness of the group's influence, the importance and attractiveness of the group, personality predispositions (need for social approval, low self-esteem), cultural factors (conformist culture vs. non-conformist one, individualism vs. collectivism), position occupied in the group. There are two main types of conformism – informational (subordination in unclear situations resulting from the belief that the interpretation of an event or behavior made by others is more correct than one's own) and normative (meeting the expectations of others is a way to get their sympathy, acceptance and support. The need for social support and the fear of rejection is one of the strongest social motives.

[17] Deindividuation is associated with the psychology of the crowd, the sense of anonymity and the disappearance of individual identity in a group of people. It manifests itself in: weakening control and tolerating impulsive behaviors, increased sensitivity to emotional stimulation and situational stimulators, inability to monitor or regulate one's behavior, weakening the sensitivity to social acceptance of own reactions and reduced ability to rationally plan behaviors (Korcz, 2016).

by the parties. In this case, when one of the parties involved in the same conflict shows an example of a similar completed investment, which residents of other municipalities are satisfied with, the other party uses the same tools trying to convince others that a disaster similar to the one that happened in another town will take place (see Belzyt, 2017).

What can be considered another (side?) effect of this principle is the previously mentioned referendums organized on the occasion of decision-making procedures or independently of them (then usually without binding force), which only seemingly are the most objective method of decision making by the society.

5. The principle of **authority** refers to the tendency of yielding to people who give the impression of being experts in a given field. In many social situations, issuing a command or order is legitimized by customs, cultural norms, and legal order and it requires adaptation and fulfillment of this command. The process of socialization and upbringing of a human being is based on teaching obedience and submissiveness to the authorities (parents, teachers, doctors, superiors). The influence of using the power of authority and succumbing to their requests or commands can be counted among automatic behaviours.[18] The authority of the group leader is necessary – by giving a sense of security, it secures e.g. against anarchy. The problem arises when a person with authority begins to abuse his/her power and position in order to obtain benefits at the expense of others.[19]

The fact that people are more inclined to follow the directions and recommendations of authority figures is understandable and obvious. Unfortunately, they often succumb to the appearance of authority, artificially created by a manipulator. Appearances of the existence of an authority figure are created by: an incomprehensible (pseudo-scientific) stream of words, external attributes of high social position, referring to known names or acquaintances with a recognizable person, engaging well-known personalities and actors, relying on scientific titles, positions, institutions and organizations, signing the product with an authority figure in a given field.

In the case of mining investments, the parties often appoint various experts, and sometimes these experts appear spontaneously. For example, local communities usually count on the opinions of retired miners residing in their territory, while entrepreneurs may rely on the opinions of ordinary residents of mining communities, talking about the benefits of living in the mining area. It seems that experts representing research centers enjoy rather limited trust of the social side, especially if they use too specialized language. A similar situation takes place in the case of contractors of environmental impact reports, but this also results from the fact that a mining company has financed such a report. Unless (as we have already

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[18] Which means acting by the principle of stimulus-reaction. Exercising influence through authority can be found even in the animal world, which conforms to the leader of the herd, who determines the direction of development, norms and principles prevailing in the group and the hierarchy of goals, which contributes to increasing the chances of survival.

[19] An example of the negative impact of the principle of authority as an instrument of influence is the activity of sects or the famous experiment carried out by S. Milgram (see Cialdini, 1985; Zimbardo, 1977).

mentioned) the expert lives in the area of the project which is being developed and, thus, also represents the inhabitants (see Belzyt, 2017).

6. The principle of **scarcity** refers to emotions related to situations of unavailability, as well as prohibition[20], curiosity, mystery, and controversy. It emphasizes the fact that things which are less available, which are characterised by limited resources or limited availability (e.g. temporary availability) are more valued, because what is unique, original, single and inimitable is perceived as more valuable (things difficult to obtain are usually valued more, and their limited number testifies to the quality of the product and emphasizes the prestige of the person possessing it). According to this principle, mining entrepreneurs often refer to the uniqueness of the mineral itself or its exceptional quality, which, of course, may be true, but which is a good argument only if the local community also benefits from this uniqueness, for example by being able to satisfy their own needs in a cheaper way, instead of covering the costs of transporting the raw material from far away. We are dealing with a similar situation when the same minerals can be extracted in neighbouring municipalities, and the budget revenues from mining will be significant – then the municipalities can even compete for the possibility of locating the investment within their borders. The difficulty in the conscious approach to this principle lies in the frequent inability (or ability) to distinguish the actual scarcity from the one created artificially, aimed at persuading people to behave in accordance with the intent of the manipulator. The principle of scarcity is used, among others during auctions, bets and bidding, in which the awareness of the presence of other buyers (rivals) further increases its attractiveness. When one is aware of the existence of competition and the possibility of losing "a unique and one of a kind opportunity", strong emotions are born, often pushing for irrational behaviors. In this case, two techniques of influence overlap – the principles of scarcity and consistency: if a person engages in an auction or bidding, it will be awkward to withdraw from the fight in front of oneself and others.

5. Summary and Conclusions

1. You can look at the socio-environmental conflicts bound up with mining activity from three points of view. Their main metaphor is usually an **organism** or a **battlefield**, but they are rarely seen as a **theatre**. To ensure their practical utility for conflict prevention and resolution, the above mentioned views (metaphors) should be used complementarily.

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[20] It is also interesting that in the case of things difficult to achieve a person is put in a situation of lack the possibility of free choice (restriction of free will), which causes psychological resistance and striving to regain the sense of agency and the freedom of choice.

2. The sources of conflicts in the concept using the metaphor of "theatre" result from the improper fulfillment of the social role by individuals, causing disturbances in mutual interpersonal relations (interactions). In order to solve the problem, it is necessary to properly socialize individuals to discover coherent roles so that the individual may identify with them). However, this is extremely difficult.

3. The most objective method of identifying the problem (and therefore preventing conflict) is identifying and diagnosing all social movements existing in the surroundings of the investment (a mining project). Sometimes they appear only at the moment of conflict. Thus, the conflict itself is not a negative phenomenon, because it makes it possible to see the problem and look for its solutions.

4. Exerting influence should be understood in a positive sense (i.e. one that will be acceptable to the parties). Among the methods of exerting influence in resolving these conflicts, according to the authors, the principles of **liking** and **authority** should be especially distinguished. At the same time, the authors point out that they both carry a certain threat of intentional manipulation, so they must be used with caution. The principle of authority, seemingly being most objective, especially when used by people with academic titles, would require further analysis.

5. The authors also suggest and recommend further research on the role of emotions in social and environmental conflicts, not only in relation to mining enterprises, but also for any other investment activities interfering with the environment

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* Abstract in English only.