What We’ll Cover Today

• Understand positions and interests
• Learn to identify your own and others’ interests
• Use interests to
  ▫ Move beyond conflict to a productive interaction
  ▫ Turn arguments into problem-solving opportunities
  ▫ Get buy-in
What are Positions and Interests?

• **Positions**
  ▫ The outcome you’ve determined you want
  ▫ Represent your “solution” to the situation
  ▫ Provide no alternatives
  ▫ Tend to be black or white

• **Interests**
  ▫ The underlying needs, wants, concerns, fears and desires you are trying to achieve
  ▫ Underlie positions
  ▫ Can lead to more than one “solution”
Examples of Positions and Interests

- Vacationing in Maui, Hawaii vs. wanting to vacation at the beach.
- Eating at Pregos vs. wanting to eat at an Italian restaurant.
Identifying Mutual Interests
Often You Focus on Your POSITION

• A position is your “solution” to the “problem”
• Examples....
  ▫ We must have more faculty
  ▫ We want to place Ph.D.’s at top-tier schools
  ▫ Faculty must publish a lot of papers
And Interests Underlie Positions

- **We must have more faculty**
  - We want to meet student demand
  - We want to increase our stature in the school
  - We want to build a star department

- **We want to place Ph.D.’s at top-tier schools**
  - We want to increase our department’s stature
  - We want to attract good doctoral students

- **Faculty must publish a lot of papers**
  - We want to have an impact on the field
  - We want to ensure faculty are productive
  - We want to increase department prestige
Know Your INTERESTS

• Understanding interests allows for a broader set of possible solutions
• Interests are useful when your position is in conflict with someone else’s or your position can’t be granted
Know the Other’s Interests

- Understanding their interests will help you craft arguments that persuade them
- Knowing their interests will help you create solutions that meet their needs
Move from Positions to Interests

• “Whatever specific solution we create, it needs to be one that...”
• “What is it about the solution that I am suggesting that doesn’t meet your needs?”
Identify Interests by Asking...

- What is it you want to achieve?
- What about that is important to you?
- Can you tell me what you want to accomplish by doing that?
- What is it you need?
- What is important to you regarding that?
- What problems will be solved if we do that?
- What problem are you trying to solve?
- What happens if we don’t do it as you suggest?
How to Get to Interests (Yours and Theirs)

• Ask questions
• Listen
• Put yourself in their shoes (but negotiate for yourself)
• Think creatively
• Control your ego
Exercise #1 Position and Interests

Frank and Sonia are planning an evening out. Frank wants to go to La Scampi, an Italian restaurant specializing in seafood. Frank has chosen La Scampi, which is on the expensive side, because it serves excellent food and is close to the theater. Sonia is on a budget and wants to go to El Pollo Loco which is inexpensive and quick.

a. What is the issue?
b. What are Frank and Sonia’s respective positions?
c. What are Frank and Sonia’s respective interests?
d. What might be one possible solution for the couple?
Exercise #2 The Case of the Smalls

- Read the scenario
- Identify
  - Management’s position
  - The Botswanan workers’ position
  - Management’s interests
  - The Botswanan workers’ interests
  - Possible solutions that meet all interests
Where There’s Interdependence - Negotiate!

- Negotiation involves
  - Opportunity for trade or exchange
  - Mutual benefit
  - Shared power, resources, authority
  - Inability for either party to achieve goals without other party
How to Think About Negotiating

• Look for mutual gain
• Identify what you have to “trade”
• Identify what the other party wants or needs
Exercise #3 Addressing Conflict Using Interests

- Read the first scenario (Chair role or Dean role)
- Partner with someone who has the opposite role
- Role play the scenario (Chair or Dean)
- Try to identify a solution using Interests
Use Interests to Reach Agreements

• Explore interests if
  ▫ You don’t know your position
  ▫ Your position can’t be met
  ▫ Your position is in conflict with someone else’s

• Look for mutual interests and create a problem-solving situation
1. You are interested in getting a course release so that you can finish your book. Your chair has told you “no” but you’re going to see if the Dean can override him.

2. The Dean is initiating a program whereby Department Chairs and well-known faculty will teach intro lecture courses. Her thinking is that these courses are primary draws for the major. These courses are usually very large and require a lot of effort. You could be interested in teaching such a course, but it is a lot of extra work. You would want extra course credit and at least two TAs. You’re fortunate to be both a good teacher and a highly-productive and acclaimed researcher. You enjoy teaching, but won’t allow it to get in the way of your research program.

3. You are trying to get some seed money for research projects for your faculty. Many of your faculty are applying for grants, but several are finding they have to have existing funding to apply. You’re hoping the Dean will give you some seed money so some of your faculty – many of whom are young and untenured, will get a boost for their research programs.

4. You are one of the lowest paid in your department and you have just discovered that your salary is well-below market salaries. You are outraged and are going to the Dean about this.
DEPARTMENT CHAIR AND DEAN SITUATIONS
ROLE: DEAN

1. One of your faculty members is coming to see you regarding a course release. You’re puzzled as to why this hasn’t been handled by the Faculty Chair. You know that this faculty member’s department has a number of faculty on leave next year and that they are having trouble staffing the planned courses. The Provost has told all Deans that the Schools must start graduating students within 4 years and, of course, that becomes more difficult if the required classes aren’t staffed.

2. You are initiating a program whereby Department Chairs and well-known faculty will teach intro lecture courses. These courses are primary draws for the major and need to be taught by recognized scholars. Of course, they also need to be taught by good teachers. This program is critical to your strategy of increasing the draw of the major and thereby getting more funding for the School – from the Provost’s office in the short-term and from undergraduate alumni in the long-term.

3. One of your department chairs is meeting with you to get some seed money for research projects for his faculty. The Dean’s office doesn’t ordinarily fund individual faculty member’s research. In the past this has sometimes happened when the faculty member has a matching grant. Under these conditions, the Dean’s office has been willing to give the faculty member some funding.

4. Everyone in all of your School’s departments have been getting very small salary increases and you realize a number of faculty in several of your departments are being paid below market. It’s difficult for you to do anything about it. Most of the faculty are in the appropriate range for their step level, though. The one thing that’s been able to get you to move on salary is an outside offer. You don’t want to lose your good faculty.
Botswana, a land-locked country in Africa, is known as one of the best places in the world to see the widest variety of wild animals. People from all over the world come to Botswana to go on safari. Several decades ago, Botswana made a conscious choice to limit the number of people who could be on safari, to preserve the natural habitat, to protect the wild animals no matter what (poachers are shot, no questions asked) and to create high-end safari experiences for choosy clientele.

Botswana’s safaris have thrived and the poor country has reaped many benefits, including an improved economy, jobs, and educational opportunities for Botswanan natives. One of the ways Botswana distinguishes itself from other safari-offering countries is by combining very up-close-and personal wild animal experiences and high-level service in a rugged environment. Canvas “tents” are decorated with highly-polished wood floors and furniture, elegant artifacts, fluffy beds and piles of warm blankets, and outdoor showers with stunning views. Food is abundant and delicious. And staff are polite, courteous, interesting and caring.

Because small planes travel between camps, safari goers are discouraged from bringing much luggage. Instead, camps offer free laundry service. One problem, however, is that the people of Botswana have a cultural injunction against washing undergarments (bras and panties referred to as “smalls”). The idea of touching others’ dirty intimate items is an anathema to Botswanans. This injunction extends to family members as well and is deeply rooted in the Botswanan culture.

This means that while clients don’t have to worry about washing their shirts, pants, and socks, they have to come back to their room and wash their underwear. For many Americans who have never washed their clothes by hand, this seems bizarre and a definite service problem. They don’t understand why the Botswanan employees can’t just load up the underwear with all the other clothing and stick it in the washing machine.

Management has been vexed by this problem. They want to respect their employees’ culture (in fact, the authentic experience of Botswanan culture is part of the safari experience) and they want to offer clients the highest level of service available in the Bush.