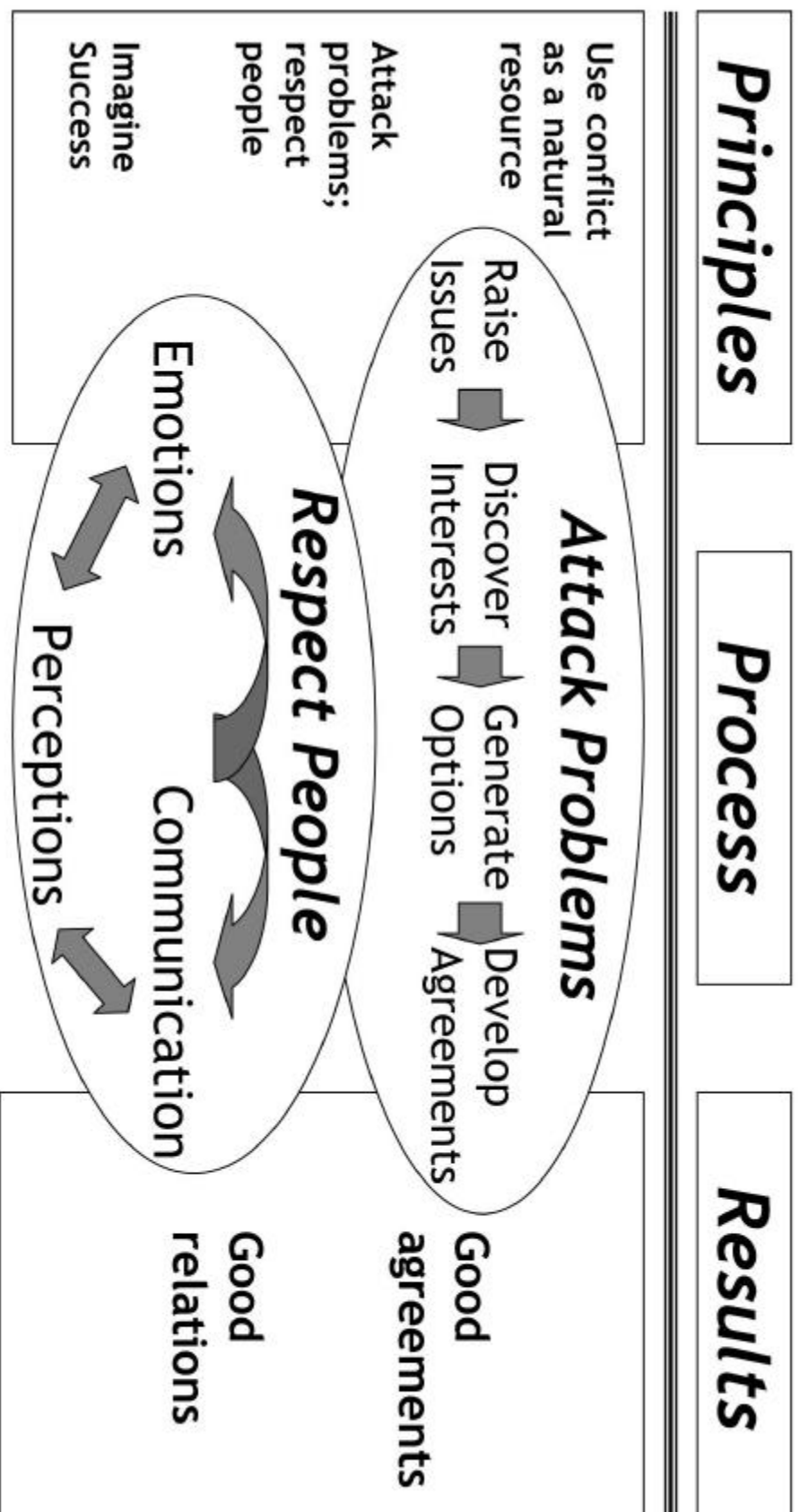
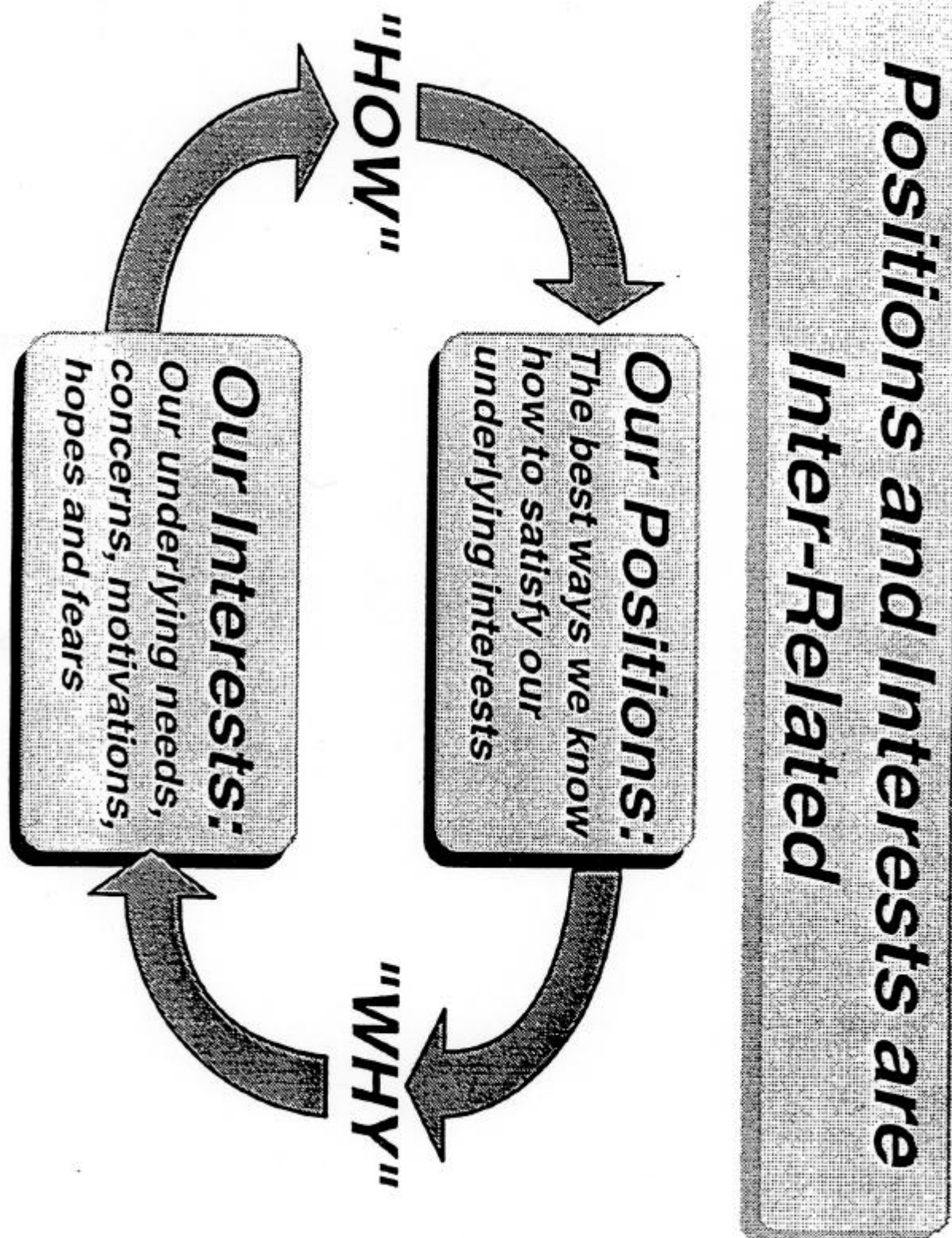


# Map of Cooperative Problem-Solving





**Positions --  
"The Tip of the Iceberg"**



# SOME POINTS ABOUT POSITIONS AND INTERESTS

- ❖ POSITIONS POLARIZE; INTERESTS INTEGRATE.
- ❖ BEHIND EVERY POSITION IS AT LEAST ONE INTEREST.
- ❖ INTERESTS HOLD THE SEEDS OF SOLUTION.
- ❖ POSITIONS ARE LIMITED AND LIMITING.
- ❖ INTERESTS ARE MORE NUMEROUS THAN POSITIONS, AND CAN BE SATISFIED IN MANY WAYS.

## TYPES OF INTERESTS

**SHARED:** All parties share these interests.

**DIFFERENT:** All parties do not share these interests, but no party is opposed to them.

**CONFLICTING:** These are interests that are in opposition to, or in conflict with, another party's interest.

# **BASIC HUMAN INTERESTS**

(Maslow's "Hierarchy of Needs")



## INTERESTS OF PEOPLE IN THE WORKPLACE

- ❖ Have a clear purpose
- ❖ See results of work
- ❖ Feel “in control”; be able to improve the way work is done
- ❖ Feel competent
- ❖ Be accountable and responsible
- ❖ Be challenged - not bored or frantic
- ❖ Be proud of work
- ❖ Customers satisfied
- ❖ Communication and teamwork
- ❖ Grow and learn
- ❖ Be recognized and respected
- ❖ Help others

## **DEFINITIONS**

### **ISSUES:**

Problems to be solved.

### **POSITIONS:**

Demands or statements of what someone says they will or will not do; one party's solution.

### **INTERESTS:**

Underlying needs, concerns, hopes, fears.

### **OPTIONS:**

Possible, often creative agreements or pieces of an agreement; options are not commitments.

### **STANDARDS:**

Customary, objective and widely accepted criteria for handling similar situations.

### **BATNA:**

Best Alternative To a Negotiated Agreement (a way to satisfy your interests if the negotiation fails).