



**Turning lemons  
into lemonade**

## Unit 3 Separating Interests from Positions Instructor's Guide

### Public Conflict Resolution

Workshop participants will examine two conflict situations (School consolidation and the Ugli Orange Case) in order to understand the difference between positions and interests. They will then ferret out the difference between positions and interests in regards to the examples.

#### **Purpose**

Workshop participants will understand the difference between positions and interest as a prelude to interest-based problem solving.

#### **Objectives**

As a result, participants will:

- Learn the difference between positions and interests.
- Learn how to probe for interests when someone has a hardened position.
- Understand how there are common interests in many disputes.

#### **Time**

45 minutes

#### **Materials Needed**

Flip Chart and Easel  
Markers  
Overhead Projector

#### **Overheads**

15 Positions  
16 Position Examples  
17 Problems With Positions  
18 Interests  
19 Interest Examples  
20 Why Focus On Interests?

#### **Handouts**

1. The Truck Case
2. The Ugli Orange Case (Optional)

## Directions

### Overhead 15

### Overhead 16

### Overhead 17

### Overhead 18

### Overhead 19

1. The trainer suggests that it is important to understand the difference between positions and interests before participants understand how to do interest-based problem solving.
2. The trainer uses **(Overhead 15)** (Positions) to explain what positions are.
3. **(Overhead 16)** (Position Examples) contains two examples of positions—oppose and favor school consolidation.
4. **(Overhead 17)** (Problems With Positions) is used to illustrate the problem with positions.
5. **(Overhead 18)** (Interests) is used to illustrate what interests are.
6. The trainer uses **(Overhead 19)** (Interest Examples) to illustrate the difference between positions and interests.
7. In order to give the participants more practice in distinguishing between interests and positions, the trainer will put several statements on the flip chart.

#### Statement #1:

“I oppose planning and zoning because I am worried that it means Big Brother will be telling me what I can or can’t do with my property. I am worried that zoning will devalue the land I want to sell.”

- a. The trainer asks participants “What is this person’s *position* or stand?”(Answer: opposes zoning). The trainer writes the responses to the question on the flip chart.
- b. The trainer asks the participants “What are this person’s *interests*?”(Answer: values individual freedom, maintain property values). The trainer writes the responses on the flip chart.

**Statement #2:**

“As a newcomer to this county I demand zoning now! I don’t want strange people with mobile homes moving into my nice neighborhood. I want to maintain my property values and high standard of living.”

- a. The trainer asks participants “What is this person’s *position*?” (Answer: favors zoning). Participant responses are recorded on the flip chart.
- b. The trainer asks participants “What are this person’s *interests*?” (Answer: maintain neighborhood, maintain quality of life, maintain property values).

**Statement #3:**

“I don’t understand zoning. I’ve heard that people in Athens have to get permission from their zoning office before they decide on a color to paint their front porch. I wonder how zoning will help economic development and help maintain our small town quality of life.”

- a. The trainer asks participants “What is this person’s *position*?” (Answer: unclear position. Wants more information about zoning). Responses are recorded on the flip chart.
  - b. The trainer asks participants “What are this person’s interests?” (Answer: more information about zoning, economic development, maintain small town quality of life).
8. Trainer assigns each participant a role play in “Conflict in a Farm Organization: The Truck Case.” The trainer then explains that the purpose of this exercise is for the characters to try to negotiate a settlement of the case. Participants should try to identify positions and interests in their deliberations. Tell the participants not to read one another’s role description. The trainer should allow 10 minutes for the two-person negotiations. Because the cases become more complicated after

Chapter 3, make sure that the participants grasp the differences between positions and interests before moving on.

9. Ask the individuals who played Roland to identify both the positions and interests of the Jones character. The trainer should list these on the flip chart. Ask the Jones characters to identify the positions and interests of the Roland character and record these on the flip chart. Then ask the Roland characters about the positions and interest of the Jones characters. Ask the groups how they approached the identification of issues and how they negotiated with one another. What strategies worked? Was it difficult to separate positions from interests?
10. The trainer displays **(Overhead 20)** (Why Focus On Interests) and asks participants whether there needs to be more clarification about the difference between positions and interests.



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Unit 3  
Separating Interests from Positions  
Handouts



# Conflict in a Farm Organization: "The Truck Case" Handout 1

## Public Conflict Resolution

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### DISCUSSION GUIDE FOR CONFLICT COACHES

#### Conflict in a Farm Organization: "The Truck Case"

These questions are designed to stimulate discussion among the participants. You are not expected to lecture or provide all the answers.

1. What are the positions in this case? Possible answer(s):  
Each of the two organizations wants sole use of the only available truck.  
They believe that the survival of their farmer members is dependent on getting sole access to this resource.
2. What are the real interests of the parties in the dispute? Possible answer(s):
  - a. Both groups need the truck to carry produce to processors.
  - b. Each group feels they have not been recognized or thanked by each other for their contribution to the Organic Products Marketing Board.
  - c. Each group needs the other group for the Organic Products Marketing Board to meet their needs.
3. Are there overlapping interests? Possible answer(s):
  - a. The Organic Fruit Growers need the truck on Tuesdays, Thursdays and Saturdays while the Organic Vegetable Producers need the truck on Mondays, Wednesdays and Fridays
  - b. Both organizations formed the Organic Products Marketing Board for their own survival and success.
4. How would you reframe the issue to reflect real interests? Possible answer(s):  
How can the Organic Fruit Producers and Organic Vegetable Growers deliver their produce to the markets in timely ways with the use of only one truck?
5. What are some potential solutions that might meet everyone's needs? Possible answer(s):
  - a. One group could use the truck in the early morning and early afternoon while the other group could use it in the late afternoon and evening.
  - b. The obvious solution is that each group uses the truck on alternate days.
  - c. The group could leverage the equity in one truck to secure an additional truck.
  - d. Other solutions?
6. What solution seems most feasible? (open discussion)
7. There are also some long-term interests that might be addressed in this dispute. What are they? Possible answer(s): Recognition and appreciation of each others contributions to the Organic Products Marketing Board.

## **Chapter 3 Handout: The Truck Case**

### **Conflict in a Farm Organization: "The Truck Case"**

**Instructions for Actor:** *Do not read this script or let others read it in the role play situation. Try to act out the script in a way that is natural for you.*

#### **Ann (Andy) Boyd**

Your name is Ann (Andy) Boyd. You are the head of the Organic Fruit Producers. Your group formed a coalition with the Organic Vegetable Producers 5 years ago to combine resources and technical knowledge through a new organization, the Organic Products Marketing Board. The new organization has done a top-notch job of marketing organic products.

Your group spent time and financial resources to secure support from a foundation to recently acquire a new truck for the Organic Products Marketing Board. You and your group received little help from the vegetable producers in getting the funding for the truck.

Your group has given and given and now they feel that it is time to collect. Your group feels they deserve sole use of the only available truck during the harvest season. Your harvested fruits need to get to the processing plant within a reasonable amount of time or your produce will spoil and your members will lose a lot of needed revenue. You know the truck officially belongs to the Organic Products Marketing Board. You also know that your members need the truck on Tuesday, Thursdays, and Saturdays, because you harvest your fruits every other day. You need the problem resolved soon.

Members of the Organic Fruit Producers are feeling that you are collaborating too much with the Organic Products Marketing Board; some have even questioned whether your contract should be renewed. Your group is also furious that the vegetable producers made little effort to help you get funding for the truck. You know that the future of your Board relies on you and the fruit producers working together. But your group is the only one that secured the money for the truck and if not for your efforts, there would be no truck.

Today you will meet with Jo Benson, the head of the Organic Vegetable Producers to work on this dispute. Your group's position is clear. The Organic Fruit Growers need (and deserve) sole use of the truck during the harvest season.

## Conflict in a Farm Organization: "The Truck Case"

**Instructions for Actor:** *Do not read this script or let others read it in the role play situation. Try to act out the script in a way that is natural for you.*

### **Jo Benson**

Your name is Jo Benson. You are the head of the Organic Vegetable Producers. Your group formed a coalition with the Organic Fruit Producers 5 years ago to combine funds and technical knowledge to form the Organic Products Marketing Board. Your group has given valuable monetary resources and time to make the Organic Marketing Board the best organization of its kind in the state. Your group has received little recognition or thanks from the Organic Fruit Producers for your many contributions.

Recently a foundation furnished a new truck to the Organic Products Marketing Board. You know your group needs the truck to get your produce from the field to the processing plant. If you do not get your vegetables from the field to the plant within a few hours, they will spoil and your constituent farmers will lose revenue. Your member farmers are irate and are pressuring you to get sole use of the newly acquired truck. They tell you that if you do not get the use of the truck for them, they will elect someone else to head their organization and take up their cause.

You know that the truck was awarded to all members of the Organic Products Marketing Board and you represent only the Organic Vegetable Producers. However, your group needs the truck just about every day of the week—precisely, every Monday, Wednesday, and Friday. That's why the Organic Vegetable producers want sole use of the truck. Your group claims they have given a great deal to make the Marketing Board a success and now it's time to collect.

You know that the future of the Board depends on both your groups working together. But the lack of respect for your contributions from the Organic Fruit Group has pushed you to the limit.

Today you will meet Ann (Andy) Boyd, the president of the Organic Fruit Growers, to work on this dispute. Your group's position is clear. You need (and deserve) sole use of the new truck.





## Conflict in a Farm Organization: "The Ugli Orange Case" (Optional) Handout 2

### Public Conflict Resolution

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#### Ugli Orange Case<sup>1</sup>

**Instructions for Actor:** *Do not read this script or let others read it in the role play situation. Try to act out the script in a way that is natural for you.*

**J.W. Jones, biological research scientist**

You are Dr. J.W. Jones, a biological research scientist employed by a pharmaceutical firm. You have recently developed a synthetic chemical useful for curing and preventing Rudosen. Rudosen is a disease contracted by pregnant women. If not caught in the first four weeks of pregnancy, the disease causes serious brain, eye and ear damage to the unborn child. Recently, there has been an outbreak of Rudosen in your state and several thousand women have contracted the disease. You have found, with volunteer victims, that your recently developed synthetic serum cures Rudosen in its early stages. Unfortunately, the serum is made from the juice of the Ugli orange which is a very rare fruit. Only a small quantity (approximately 4000) of these oranges were produced last season. No additional Ugli oranges will be available until next season, which will be too late to cure the present Rudosen victims.

You've demonstrated that your synthetic serum is in no way harmful to pregnant women. Consequently, there are no side effects. The Food and Drug Administration has approved the production and distribution of the serum as a cure for Rudosen. Unfortunately, the present outbreak was unexpected and your firm had not planned on having the compound serum available for six months. Your firm holds the patent on the synthetic serum and it is expected to be a highly profitable product when it is generally available to the public.

You have recently been informed, on good evidence, that R. H. Cardoza, a South American fruit exporter, is in possession of 3000 Ugli oranges in good condition. If you could obtain the juice of all 3000 you would be able to both cure the present victims and provide sufficient inoculation for the remaining pregnant women in the state. No other state currently has a Rudosen threat.

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You have recently been informed that Dr. P.W. Roland is also urgently seeking Ugli oranges and is also aware of Cardoza's possession of the 3000 available. Dr. Roland is employed by a competitor pharmaceutical firm. S/He has been working on biological warfare research for the past several years. There is a great deal of industrial espionage in the pharmaceutical industry. Over the past several years, Dr. Roland's firm and your firm have sued each other for infringement of patent rights and espionage law violations several times. You've been authorized by your firm to approach Cardoza to purchase the 3000 Ugli oranges. You have been told s/he will sell them to the highest bidder. Your firm has authorized you to bid as high as \$250,000 to obtain the juice of the 3000 available oranges.

Before approaching Cardoza, you have decided to talk with Dr. Roland so that you will not be prevented from purchasing the oranges.

## Unit III Handout: The Ugli Orange Case

**Instructions for Actor:** *Do not read this script or let others read it in the role play situation. Try to act out the script in a way that is natural for you.*

### **P.W. Roland, research biologist**

You are Dr. P.W. Roland. You work as a research biologist for a pharmaceutical firm. The firm is under contract with the government to do research on methods to combat enemy uses of biological warfare.

Recently, several World War II experimental nerve gas bombs were moved from the U.S. to a small island just off the U.S. coast in the Pacific. In the process of transporting them, two of the bombs developed a leak. The leak is presently controlled but government scientists believe that the gas will permeate the bomb chambers within two weeks. They know of no method of preventing the gas from getting into the atmosphere and spreading to other islands, and very likely to the West Coast as well. If this occurs, it is likely that several thousands of people will incur serious brain damage or die.

You've developed a synthetic vapor which will neutralize the nerve gas if it is injected into the bomb chamber before the gas leaks out. The vapor is made with a chemical taken from the rind of the Ugli orange, a very rare fruit. Unfortunately, only 4000 of these oranges were produced this season.

You've been informed, on good evidence, that R. H. Cardoza, a fruit exporter in South America, is in possession of 3000 Ugli oranges. The chemicals from the rinds of this number of oranges would be sufficient to neutralize the gas if the serum is developed and injected efficiently. You have also been informed that the rinds of these oranges are in good condition.

You have also been informed that Dr. J.W. Jones is also urgently seeking purchase of Ugli oranges and s/he is aware of Cardoza's possession of the 3000 available. Dr. Jones works for a firm with which your firm is highly competitive. There is a great deal of industrial espionage in the pharmaceutical industry. Over the years, your firm and Dr. Jones' firm have sued each other for violations of industrial espionage laws and infringement of patent rights several times. Litigation on two suits is still in process.

The federal government has asked your firm for assistance. You've been authorized by your firm to approach Cardoza to purchase 3000 Ugli oranges. You have been told s/he will sell them to the highest bidder. Your firm has authorized you to bid as high as \$250,000 to obtain the rind of the oranges.

Before approaching Cardoza, you have decided to talk to Dr. Jones so that you will not be prevented from purchasing the oranges.