

Date: _____

Name: _____

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CONCEPT EXERCISE ON POSITIONS AND INTERESTS*

Positions and interests are two separate concepts. "Positions" refer to a party's demands on particular issues. "Interests" are the concerns underlying these positions, the hopes, fears, and needs motivating the parties to adopt their positions. Read the following dialogue looking for the positions and interests of each party, then answer the questions that follow it.

Baseball Manager: "If the Owls are going to beat the Buffalos, we gotta get some left-handed pitching."

Owls' Owner: "If you want pitching, get a right-hander. Lefties get murdered in Owl Stadium."

Manager: "Remember, we play half of our games on the road. And we need a southpaw to stop the Buffalos' left-handed power."

Owner: "Who do you have in mind?"

Manager: "Zeke Flutterball. He's 34 but still a heck of a pitcher. Last year he had the fourth best earned run average in the league. He's not that well known only because he plays for the last-place Leopards."

Owner: "But his agent is asking for \$600,000 per year. For a little more we could sign Len Lightning. He throws that baby in at over 100 miles per hour. He packs the fans in too. They love him."

Manager: "Well, I don't. He walks too many batters and he's a malcontent. Zeke is a team player."

Owner: "Maybe the best thing is to put the money into the farm clubs. That would increase the long-run value of the ball club and give us some good, inexpensive, younger players."

Manager: "Improving the farm teams is a good idea, but we need another pitcher now. A good farm system won't help us this year. Frankly, I'm sick of being called a chump and a loser."

Owner: "I'd like to win too, but I can't spend unlimited amounts of money. I'm responsible to a board of directors. I only own 15% of this team. They wouldn't like a policy they thought was spendthrift."

Questions:

1. The Manager's position is that a pitcher should be acquired who has a low earned run average, who is _____, and who is _____

- _____.
2. The interests that lie behind the Manager's position include having a _____
_____ and preventing _____ in the
clubhouse.
 3. The single most important interest lying behind the Owner's evaluation of Zeke and Len
seems to be _____.
 4. The most important shared interest of the Owner and the Manager is in having
_____.
 5. What interest of the Owner in this scenario most clearly reflects concern about the reaction
of his constituency, the Board of Directors? _____
_____.
 6. The owner places a higher value than the Manager on improving the farm teams because ____.
 7. What is the most practical and probable action the Owner could take to increase the
Manager's interest in developing the farm system? _____
_____.
 8. Classify each of the following as a Position, an Interest, or a Perception:
 - a) "I won't pay over \$400,000 per
year for a left-handed pitcher." a) _____
 - b) " Left-handed pitchers are usually
ineffective in Owl Stadium." b) _____
 - c) "\$500,000 is too much to pay for
a left-handed pitcher." c) _____
 - d) "I'd like to have a good pitching
staff." d) _____
 - e) "We should sign Len Lightening
immediately." e) _____
 - f) "I wish the baseball writers gave
me more respect." f) _____

g) "The Board of Directors wouldn't like my spending \$600,000 for Zeke Flutterball."

g) _____

9. What might be some of the limitations of this concept?
