

PROBLEM 5
POSITIONS AND INTERESTS
CURRENTLY PERCEIVED CHOICE / TARGET FUTURE CHOICE

South Africa

PART A

Worksheet on Positions and Interests

Prepare a one- or two-page worksheet showing, in parallel columns, the most important positions of, on one side, the United States and, on the other side, the Government of South Africa with respect to the elimination of apartheid. Below these positions show in each case the interests that underlie these positions.

For guidance, reread "What lies behind what they say: Positions and Interests," in Chapter 5 of *Coping With International Conflict* (draft edition). Chart 5H may also suggest some useful categories of interests to consider; Chart 5I is one example of a completed Positions and Interests Tool. Chapter 3 of *Getting to YES* may also be useful.

The purpose of the tool is to help us look behind irreconcilable positions of the parties for the concerns that cause them to take those positions, in the hope that those concerns may be more easily reconcilable.

PART B

Worksheet on Currently Perceived Choice

Based on the readings, class discussion, and anything else you know, prepare a one- or two-page worksheet that shows the Currently Perceived Choice of Prime Minister de Klerk of South Africa as of today. For guidance, reread "Consider Their Choice" in *Coping With International Conflict* (draft edition). You may use Chart 6E therein as a guide for the form of this tool. Charts 6F and 6G illustrate completed Currently Perceived Choice Tools.

You should start by formulating a simple decision to which de Klerk probably sees himself as being asked by his adversaries (such as liberal Harvard students) to say "yes, but to which he is currently saying "no." You can then fill in the balance sheet with consequences that he might reasonably expect if he were to say "yes", as well as those consequences that he achieves by saying "no." A balance sheet like this can illustrate why someone like de Klerk is not already doing what we might like him to do, and may suggest why efforts from our side have proved unpersuasive so far.

Worksheet on Target Future Choice

Prepare a one-page worksheet that presents a choice the way you might realistically like Prime Minister de Klerk of South Africa to see his choice in the near future. Your Currently Perceived Choice analysis might serve as a guide in this effort to construct a possible future choice for de Klerk. If he is going to change his "no" to a "yes," the new choice he faces will need to

address at least some of the concerns that are currently leading him to say "no." Read Chapter 7, "Changing Their Choice" for guidance. Charts 7I and 7J are examples of completed Target Future Choices.

Constructing this Target Future Choice is a creative act in which we try to invent a realistic target situation that might be possible to bring about within a few weeks or months. The target situation should be such that, if created, it would confront the Prime Minister of South Africa with a proposed decision that we would like him to say "yes" to and to which there would be a fair chance (say, 10% or better) that he would do so.