

Reframing Positions

(an exercise in dealing with difficult tactics)

Please first reconstruct, together with your partner or group—what was the aggressive opening statement made by the CEO, in the case we are considering?

Together with your partner, or group, now take the role of the Information Systems VP. You are to reframe the "position" that has been taken by the CEO. What could you—the VP of Information Systems—say, and then what might the CEO reply? Draft some responses that the VP might make in answer to the CEO's aggressive opening statement:

- toward discovering the real **interests** of the CEO (to do this well you might want to think a little about what the CEO's real interests might be)

- toward brainstorming **options** which might resolve the dilemma (to do this well you might want to think a little about what the CEO's and the VP's real interests might be and what the options might be)

- toward discovering together the **principles or objective criteria** that could be used to resolve the dilemma (to do this well you might want to think a little about what principles or objective criteria might be useful to resolve this tension)

- toward maintaining the **relationship** between the two people.

And then.....please come up with your favorite sentence for each person to say to the other, that combines assertiveness with empathy.