

Objective: To demonstrate feelings, roles, and attitudes in a simulated conflict among competing special interest groups.

TIME REQUIRED About a half day

RISK LEVEL High

PARTICIPANTS NEEDED Any number of participants, plus a facilitator

PROCEDURE Please take the following steps:

1. Introduce the participants to the interaction, and give them a copy of the announcement in Exhibit 4.14 to study.
2. Form interest groups either through assignment of roles or by allowing participants to volunteer for membership in designated special interest groups, keeping all groups approximately equal in size. The size of groups may range from 4 to 12 individuals per group and the number of groups from 4 to 6, each group representing a different special interest. The group will simulate a special meeting of representatives from special interest groups assembled to allocate the lump sum of money.
3. Have the special interest groups meet separately to:
 - a. Elect a special interest group negotiator.
 - b. Decide on the overall division of all funds, with special attention to the sum their interest group plans to request for itself, and prepare an argument defending their allocation both for all groups in general and for their own group in particular.

Note. From *A Manual of Structured Experiences for Cross-Cultural Learning* (pp. 87–93), by W. H. Weeks, P. B. Pedersen, and R. W. Brislin, 1977, Yarmouth, ME: Intercultural Press. Copyright 1977 by Intercultural Press. Adapted with permission.

**A Special Announcement (Strictly Confidential):
Emergency Meeting of Representatives From Hawaii Schools**

You have been called together in this special emergency meeting to represent the unique interests of your constituencies in making an extremely important decision. The future of education in Hawaii may depend on your decision today and the unique opportunity presented to us.

A representative of the U.S. Department of Education Special Fund has today informed me that due to bureaucratic oversight there is US\$10,000,000 which has not been allocated in the budget for any specific project and that is available for the use of schools in Hawaii for the prevention of school violence, provided that you can make a rapid decision on allocation of those funds and inform the Secretary of Education in Washington. We have an open telephone line to the Secretary's office to notify him as soon as a decision is made. The Secretary apologized for the urgency of his request, but the fiscal year for the Department of Education ends today, and all funds already appropriated but not allocated to specific projects by that time will revert to the General Fund and will not be available for special projects.

For the sake of speed and the fair allocation of the money, you special representatives from the various aspects of K-12 schools have been called together today to draw up a plan for spending the money. *The DOE wants the money spent to "directly" or "indirectly" reduce violence in schools.* They stipulate *absolutely* that all representatives must come to a unanimous agreement on their decision within the time limit or else lose the money.

The Department of Education agrees to abide by whatever allocations you *unanimously* decide on within the next 2 hours. If, of course, you do not reach unanimous agreement within the time limit, the money will revert to the General Fund.

You are already divided into six groups:

1. Elementary and kindergarten education
2. Middle school education
3. High school education
4. Extracurricular education (such as music and sports)
5. Parents
6. School board

For the sake of a speedy decision, each group will select its own negotiator, and the six negotiators will carry out the actual negotiations for spending the money.

Because only 2 hours can be allowed to reach a conclusion, we have established a timetable that you must rigidly adhere to. You will have adequate time to express the proposal of your delegation, to present your proposal to the group, and to negotiate privately as well as publicly with other delegations toward unanimous agreement. Although the actual negotiations will take place through your selected negotiator, you may, if the majority of the delegation is dissatisfied with his or her performance, replace your representative with someone selected by the majority of your delegation.

Your timetable is as follows:

1. *20 minutes:* Each delegation will meet together and (a) settle among themselves who will be the negotiator representing them and (b) draw up specific plans for how the entire amount (\$10,000,000) ought to be divided and allocated according to the needs of the entire state and the special concerns of your constituency.
2. *18 minutes:* In the first negotiation session, each representative will be given 3 minutes to report on how his or her delegation proposes to allocate the money. There will be no discussion among the representatives, but each representative will be given an opportunity to explain the merits of his or her delegation's allocation of the money to the assembled company.
3. *10 minutes:* In the first consultation, representatives will go back to their own delegation for 10 minutes to consult with them on strategy, presentation, any changes in their proposals they may want to make, and private consultation with members of other groups.

(continued)

4. *10 minutes:* In the second negotiation session, representatives will present any modifications made on the basis of the other representatives' proposals or on the basis of consultations that have just taken place.
5. *10 minutes:* In the second consultation, further modifications in each group's proposals can be made. Also, this is the time to consult again with other groups on any private compromises that may be proposed to secure their cooperation.
6. *20 minutes:* In the third negotiation session, representatives will discuss and present their final and presumably unanimously agreed upon proposal on allocation of the \$10,000,000 lump sum of money.

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- c. Decide on a strategy for securing their portion, that is, on the maximum they hope to obtain and the minimum for which they will settle in later negotiations. The announcement in Exhibit 4.14 should be adequate to stimulate planning within groups and competition among groups. The sum of US\$10,000,000 is suggested as enough to encourage serious planning but not enough to give everyone what they might want.
- d. Decide on bargaining strategies and possible coalitions of interest between groups to their mutual benefit.
- e. Groups may be allowed a minimum of 20 minutes and a maximum of 1 hour in which to develop their initial program strategy. The longer a group meets in its initial session, the stronger group identity tends to become, and the less likely the group is to compromise. Because more learning seems to occur among groups that do not compromise, and thus lose the money, the more time individual groups can have in the initial session the better.
4. Begin the first negotiation session with each group's elected negotiator being placed at a bargaining table in such a way that he or she faces his or her own constituency. Negotiators will be given only 3 minutes to report on their delegation's specific proposal for allocation of the money. There must be no discussion among the representatives or debate from the floor while each negotiator presents and defends his or her group's proposal within this first 3 minutes.
5. After the first consultation session, allow the negotiators to return to their group and consult with the special interest group on strategy, presentation, and changes in the group proposal. The consultation will continue for 10 minutes. Private consultation and negotiations with other special interest groups will be permitted at this time.
6. For the second negotiation, bring negotiators back to the bargaining table for at least 10 but no more than 15 minutes. This will be the first public bargaining session where negotiators will be allowed to speak and debate without restriction.
7. After this consultation session, allow the negotiators to return to their groups for 10 minutes. In the second consultation, groups can make further modifications in their proposals. Again, groups may wish to engage in private negotiations with other groups to secure their cooperation toward a solution.
8. For the third negotiation session, bring negotiators back to the bargaining table for the last time for 20 minutes, unless the negotiators come to a unanimous

agreement before that time. Negotiators must reach unanimous agreement in this session or lose the money.

DEBRIEFING

Following the simulation, a minimum of 20 minutes should be allowed for debriefing on the learning that has taken place through the simulation. Discussion should be oriented to the content level (articulation of information and the position of each simulated interest group by participants) and the process level (the interaction of individuals in this simulation as they approached bargaining and negotiations and exercised power). Some discussion questions are as follows:

1. Did the group reach consensus on the budget? If so, how?
2. Did the group not reach consensus on the budget? If so, why not?
3. Were the different special interest groups able to find common ground?
4. Did some special interest groups need to compromise their best interests to reach consensus?
5. How can you use what you learned from this experience?

INSIGHT

People are sometimes willing to sacrifice money to maintain their integrity without compromise.