

Deep Collaboration: The Values Iceberg



POSITIONS (MUTUALLY EXCLUSIVE)

Positions include preferred solutions and specific recommendations for policies and/or behaviors.

This is the level at which dialog often happens. Since people will often assert competing or mutually exclusive positions, it can be difficult to create breakthroughs by working only at this level.

EXAMPLE: "Homeless people need to contribute a portion of their housing costs."



INTERESTS (DEPENDENT)

Interests are what the person or group is really wanting to solve for in the situation.

Whether or not I support another's interests may depend on whether I see them as valid, but we have more flexibility to design mutually-agreeable solutions

EXAMPLE: "I want homeless people to have some skin in the game."



VALUES (INDEPENDENT)

Values underlie interests and positions.

When we identify the values behind our interests, we have far greater flexibility to design mutually-agreeable solutions.

EXAMPLE: "I have a strong value of personal responsibility. What are other ways we might ask people experiencing homelessness to take responsibility for themselves?"



POLARITIES (INTERDEPENDENT)

Polarities underlie values.

When we see the polarity under our seemingly divergent values and become aware of the interdependence between our values, we can creatively leverage the polarity to design more robust and resilient solutions.

EXAMPLE: "We need BOTH personal responsibility AND community responsibility. How might we design a solution that maximizes both of these for better outcomes?"

DIVING DEEPER

1

- What would you most like to see happen around this issue?
- Based on what you know, what are your recommended actions?

2

- How do you think that would solve the problem?
- If we did what you suggest, what would that achieve?

3

- In the big picture, what is most important to you in this situation?
- What value or values are most guiding your thinking on this?

4

- What's another value that might be in tension with that value?
- How might we leverage the best of both of these values to create a better solution?