Dispute Resolution Center
OF THURSTON COUNTY

Conflict SMART Worksheet
Video 4: Understanding Hidden Interests

*Frequently elicited interests		
Safety	Fair Treatment	Trust
Basic Survival	Health/Well Being	Peace of Mind
Self-Respect	"Sanity"	Peace-and-Quiet
Consistency	Dependability	Privacy
Good Communication	Beauty-and-order	Credibility
Respect for Differences		Connectedness

"Think of conflict like an iceberg. Above water are positions, what people say they want. Beneath the surface lie real interests, the needs, concerns, and values driving the demands."

Ready, Set, Go: Ask *"What is your greatest concern?"* Attach the concern to a need/value that is important.

Ask the question: Here are three ways you can ask someone about their concerns. Rephrase these questions to reflect how you would say it.

- "What is your greatest concern?"
- "What feels most important to you right now?"
- "What's at the heart of this for you?"

Identify the Concern – the Need/Value: Some examples of concerns with possible underlying needs or values.

Concern	Possible Need/Value
"I don't feel included."	Belonging, Respect,
"This decision feels rushed."	Clarity, Stability
"No one asked for my input."	Voice, Collaboration
"I'm afraid of being blamed."	Safety, Accountability
"I feel overwhelmed."	Support, Balance

Reflect Back for Understanding: Practice voicing the needs or values in the form of a question. Looking back on the iceberg analogy, this method can helps clear the water to see what lies below the surface.

Example: "It sounds like your greatest concern is ____. Is that true for you?"