

Mutual Gains Collaboration

Amador-Calaveras Consensus Group

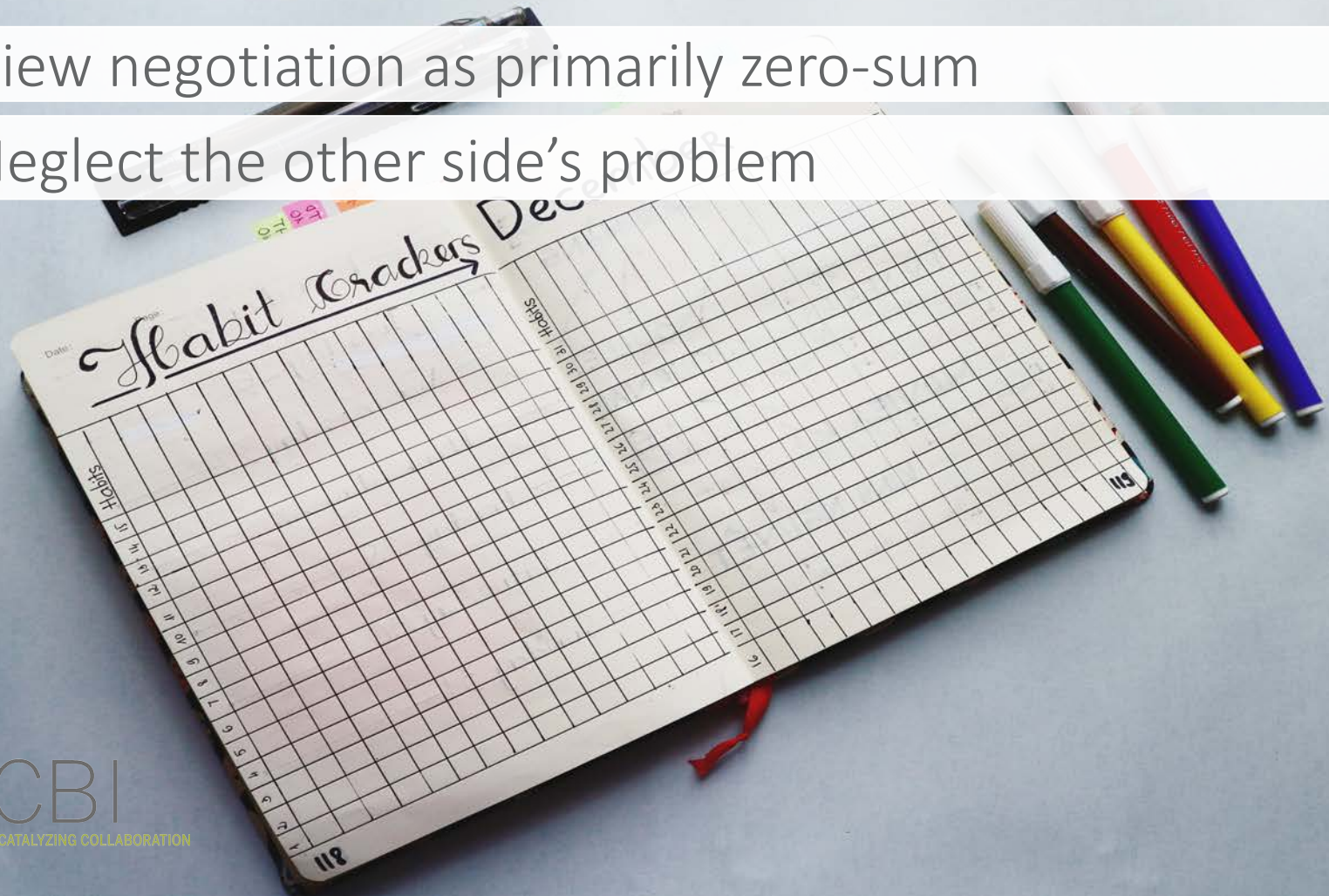
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5 Habits of Merely Effective Negotiators



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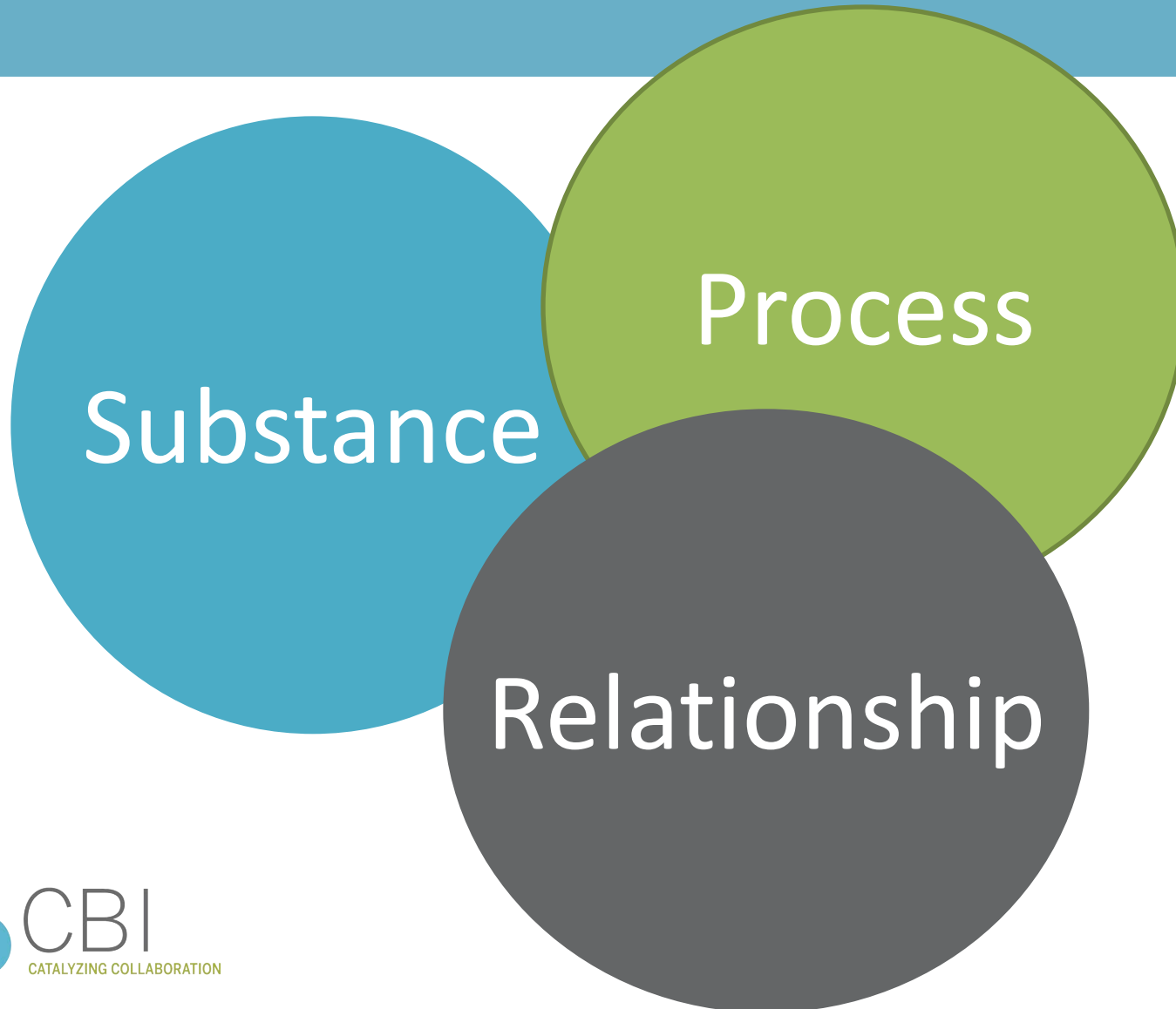
1. View negotiation as primarily zero-sum
2. Neglect the other side's problem



5 Habits of Merely Effective Negotiators

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2. Neglect the other side's problem
3. Focus almost exclusively on substance, to the exclusion of process and relationship issues

The three domains of *every* negotiation



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4. Let positions drive out interests

Move from positions to interests



Position: What you *say* you want

Interests: What you *really* want

Ask:

- “*Why is that important to you?*”

Positions vs. interests



Dept. of Transportation

“Must widen
road through
wildlife corridor”

Improve traffic conditions
Steward community
Maintain safety

Environmental Group

“Road
must not be
expanded”

Protect habitat
Steward community
Maintain safety

POSITIONS

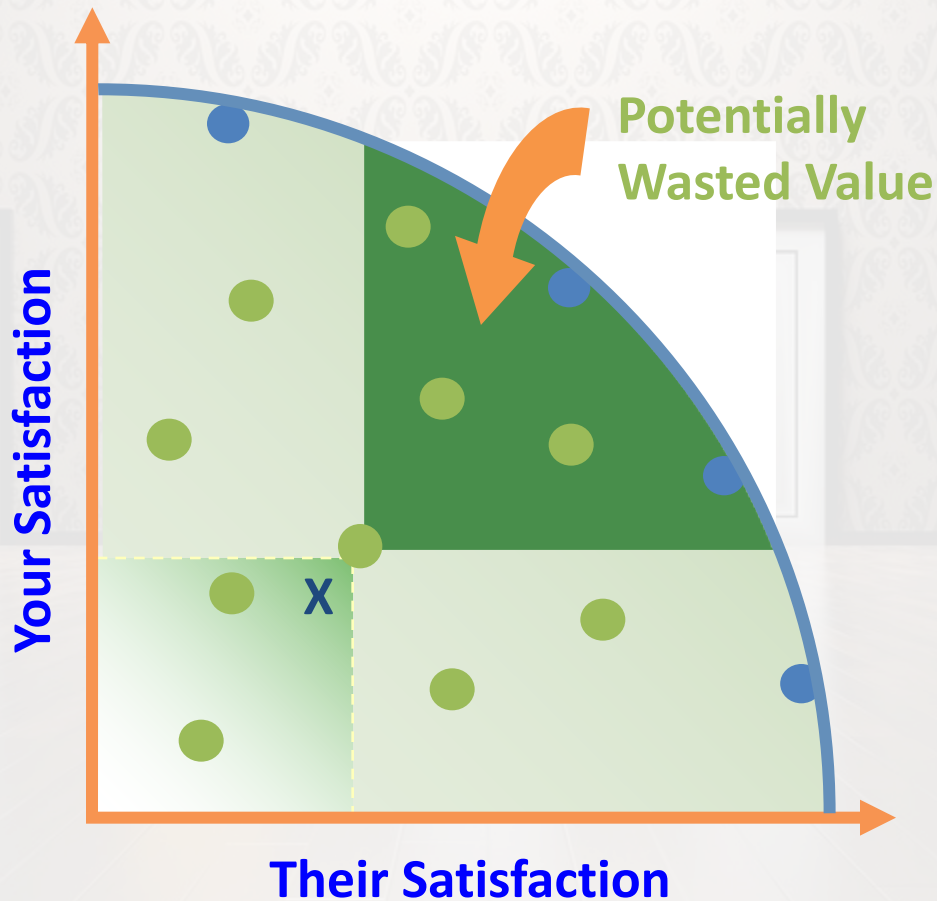


INTERESTS

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2. Neglect the other side's problem
3. Focus almost exclusively on substance, to the exclusion of process and relationship issues
4. Let positions drive out interests
5. Settle for merely acceptable agreements

Exploring Options to Create Value



Invent without committing



Once we understand each other's interests, we can *brainstorm* possible options

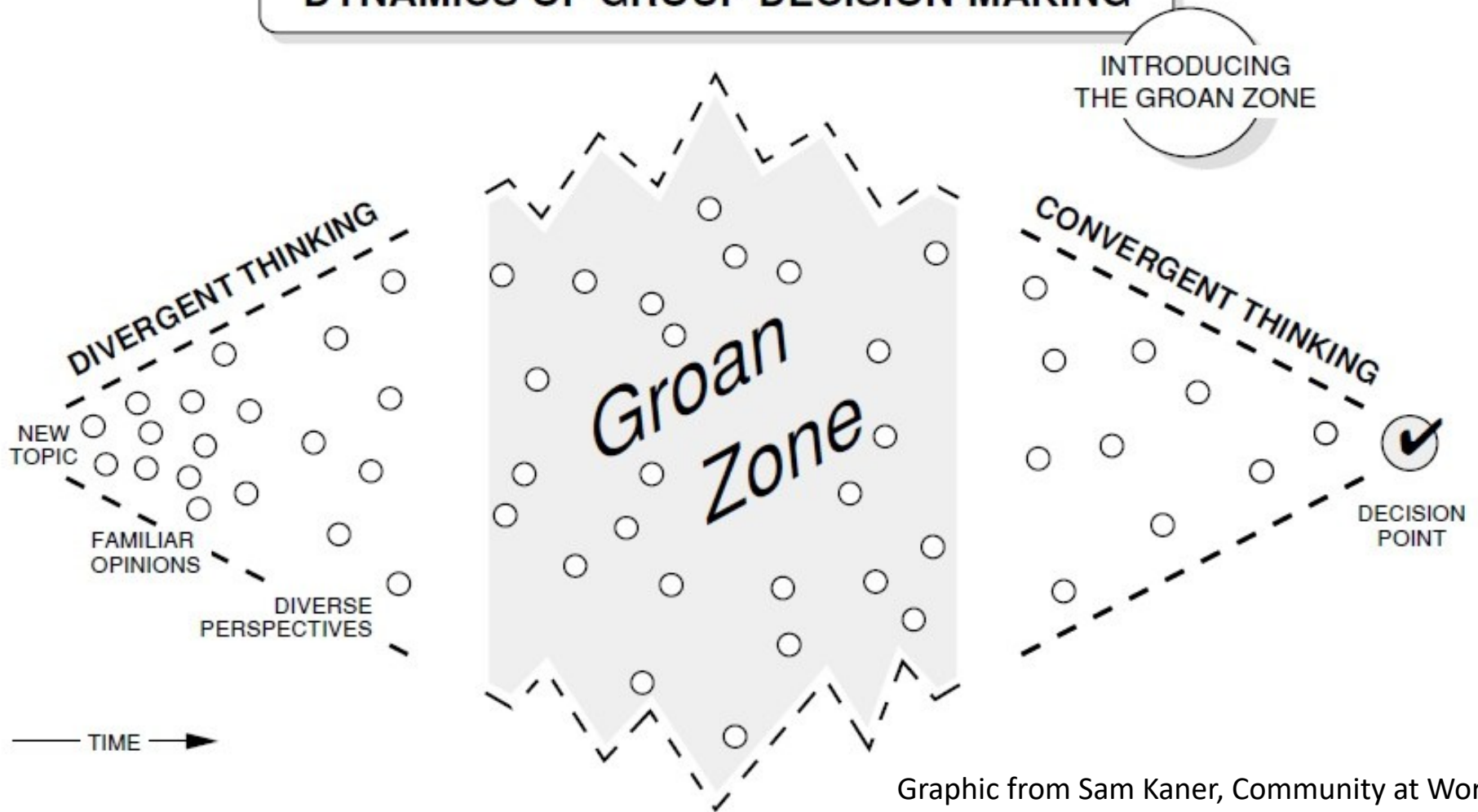
Play “what if...?”:

- *“What if we tried it this way...? How would that work for you?”*

From Interests to Options



DYNAMICS OF GROUP DECISION-MAKING



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Primary Challenges of Multi-Stakeholder Collaboration



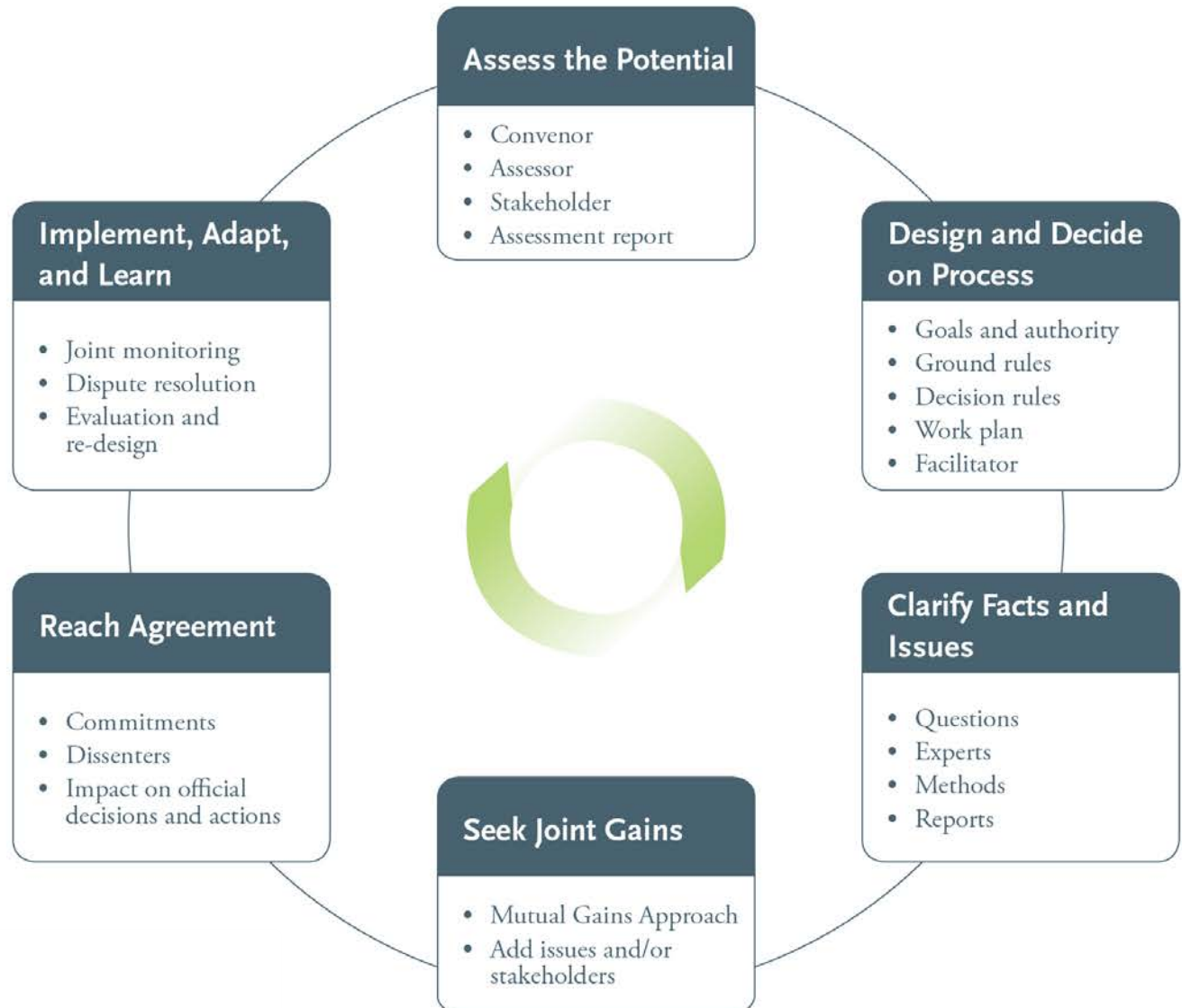
- More interests to satisfy
- Complex stakeholder relationships and organizational dynamics



CBI

CATALYZING COLLABORATION

Consensus Building Process



Mutual Gains Approach to Negotiation Principles



Separate
people
from the
problem

Focus on
interests,
not
positions

Invent
options
for
mutual
gain

Insist on
using
objective
criteria

MUTUAL GAINS APPROACH TO NEGOTIATION

PREPARE

*Clarify your mandate and
define your team*

*Estimate Best Alternative
to Negotiated
Agreements (BATNA)—
yours and theirs*

*Know your own interests
and think about their
interests*

*Improve your BATNA
(if possible)*

*Prepare to suggest
mutually beneficial
options*

CREATE VALUE

Suspend criticism

*Invent without
committing*

*Generate options that
exploit differences*

*Bundle options into
multiple packages*

DISTRIBUTE VALUE

*Behave in ways that
build trust*

*Identify standards/
criteria for dividing value
that all sides can support*

*Keep at least two
packages in play*

*Use neutrals to suggest
possible distributions*

FOLLOW THROUGH

*Design nearly self-
enforcing agreements*

*Specify mechanisms to
deal with “predictable
surprises”*

*Agree on monitoring
arrangements, including
metrics*

*Keep working to improve
relationships*

Mutual Gains Approach Strategic Questions

*What's
Plan B?*

*What makes
that fair?*

What if...?

*Why is that
important
to you?*

*What might
go wrong?*

What do we mean by negotiation “style”?

	TOUGH	SOFT	SMART
Asking Questions About Others	Asks few questions, mostly rhetorical	Asks some questions	Asks many questions clarifying "what" others interests are and "why" they are important
Giving Information	Provides information mainly as demands, sometimes as threats	Provides information about interests, may reveal own bottom line	Provides information about interests but not bottom line
Brainstorming (Inventing Options)	Tends to present options as “take it or leave it” demands	Open to other's options, may suggest some others	Creates/explores many "what if" options meeting everyone's needs
Trading	Doesn't want to trade	Willing to give up a lot in trades to preserve relationship	Trades things less important in order to get things more important
Using Standards	More interested in gain than in fairness	May settle for an outcome that seems more fair to others than to self	Seeks agreement on standards that seem fair to self and others
Exploring Emotion	Shows little empathy	Shows empathy, may share own feelings of vulnerability	Shows empathy, shares some feelings, maintains composure, limits anger/anxiety



About CBI

CBI is a nonprofit organization with decades of experience helping leaders collaborate to solve complex problems.

Our staff are experts in facilitation, mediation, capacity building, citizen engagement, and organizational strategy and development. We are committed to using our skills to build collaboration on today's most significant social, environmental, and economic challenges. We work within and across organizations, sectors, and stakeholder groups.

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