

City of Bellingham

Planning Academy

Session V

Interest Based Negotiation

**October 17, 2006
7:00 pm – 9:30 pm**

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Whatcom County Dispute Resolution Center www.whatcomdrc.org
Moonwater, Executive Director
Laura Pierson, Facilitator

Agenda

7:00-7:15 Introduction

7:15-8:15 Overview of Interest-Based Bargaining

8:15-8:30 Break and Role Play Prep

8:30-9:15 Practice Group Role Play

9:15-9:30 Debrief & Next Steps

Ground Rules of Participation

- 1. Everyone is invited to participate***
- 2. All ideas are valid***
- 3. Listen to one another***
- 4. Speak from your own perspective***
- 5. Speak respectfully to one another***
- 6. Follow time limits***
- 7. Participate in good faith***
- 8. Seek Common Ground***
- 9. Look for action ideas***
- 10. Look towards the future***

**GETTING TO YES:
OVERVIEW OF PRINCIPLED NEGOTIATION**
(See: *Getting To Yes, Analytical Table of Contents*)

I. SEPARATE THE PEOPLE FROM THE PROBLEM

Solve the Problem, don't hurt the relationship!
Put yourself in their shoes
Talk about Perceptions
Acknowledge Emotions
Listen to understand
Speak to be understood
Face the Problem Together
Be hard on the problem, and soft on the people.
Ask Questions
Summarize for Clarity

II. FOCUS ON INTERESTS, NOT POSITIONS

Why do they want what they want?
Look underneath Positions for Underlying Interests
What do they really want?
What are the underlying values?

III. INVENT OPTIONS FOR MUTUAL GAIN

Look for the WIN/WIN/WIN!!
Be Creative
Brainstorm
Meet as many interests as possible.
Listen to them all
Evaluate later.
What are creative ways to meet the underlying interests?

IV. INSIST ON USING OBJECTIVE CRITERIA

Be Fair! Reasonable! Fair Process? Fair Criteria?
Are everyone's needs met as much as possible?

FOCUS ON INTERESTS, not positions.***POSITIONS are STRATEGIES...TO REACH... INTERESTS AND VALUES*****POSITIONS: The WHAT: *What I want.******"My position on this is....."******"I want a bigger police force!"******"I want less police on the streets."******"I want a Neighborhood Crime Watch Program."******"I want a curfew!"******"I want more safety workshops!"******"I want more gun control!"******"I want less gun control"******"I want better neighborhood alarm systems."*****INTERESTS: The WHY "*Why I want what I want. What I value.*"*****"My values about this are....."******"I value a safe community!"******"I value a safe community!"******"I value a safe community!"******"I value a safe community!"*****COMMON INTERESTS / VALUES / GOALS:*****Safety, Freedom,, Quality, Respect, Efficiency, Time, Achievement, Peace, Beauty, Property Values, Environment, Growth, Communication, Security, Neighborhood, Community....***

HOW TO SEPARATE THE PEOPLE FROM THE PROBLEM Communication Techniques

1. Summarize
2. Focus on Interests/Values
3. Ask Questions
4. Acknowledge perspectives, feelings and ideas of others.
5. Speak from your own perspective: *“My perspective is.....”*
6. Seek the Win/Win!

Summarize:

Values/Interests:

Questions to Ask:

		<u>Specific</u>	<u>General</u>
<i>“In summary...”</i>	<i>“You value”</i>		
<i>“From your perspective...”</i>	<i>“You’d like”</i>	<i>“How?”</i>	<i>“Tell me more.”</i>
<i>“You’re concerned about”</i>	<i>“You want”</i>	<i>“What?”</i>	<i>“What would you like to have happen?”</i>
<i>“My sense is”</i>	<i>“. is important to you.”</i>	<i>“When?”</i>	<i>“What would that look like to you?”</i>
<i>“Sounds like . . .”</i>		<i>“Where?”</i>	<i>“Why is that important to you?”</i>
<i>“You’re feeling..”</i>		<i>“Who?”</i>	

Principled Negotiation

Which Game Should You Play?

Soft	Hard	Principled
Participants are friends.	Participants are adversaries.	Participants are problem-solvers.
The goal is agreement	The goal is victory	The goal is a wise outcome
Make concessions to cultivate the relationship	Demand concessions as a condition of the relationship	Separate the people from the problem
Be soft on the people and the problem	Be hard on the people and the problem	Be soft on the people, hard on the problem
Trust others	Distrust others	Proceed independent of trust
Change your position easily	Dig in to your position	Focus on interests, not positions
Make offers	Make threats	Explore interests
Disclose your bottom line	Mislead as to your bottom line	Avoid having a bottom line
Accept one-sided losses to reach agreement	Demand one-sided gains as the price of agreement	Invent options for mutual gain
Search for the single answer: the one <i>they</i> will accept	Search for the single answer: The one <i>you</i> will accept	Develop multiple options to choose from; decide later
Insist on agreement	Insist on your position	Insist on using objective criteria
Try to avoid a contest of will	Try to win a contest of will	Try to reach a result based on standards independent of will
Yield to pressure	Apply pressure	Reason and be open to reason; yield to principle, not pressure

From: *Getting To Yes*. By Roger Fisher and William Ury

NEIGHBORHOOD PLANNING MEETINGS

- I. **Prepare for the Meeting**
 - a. **Place, Parties, Time-Lines,**
 - b. **Communications?**
 - c. **Facilitator? Convener? Organizer? Note-Taker?**
 - d. **Goal of the Meeting (Discussion, Recommendations, Action?)**
 - e. **Follow-Up**

- II. **The Meeting**
 - a. **Introductions**
 - b. **Preview Agenda & Logistics**
 - i. **Timeline & Time Limits**
 - ii. **Rules of Participation**
 - iii. **Items of Discussion**
 - iv. **Goal of the Meeting (Discussion, Recommendations, Action?)**
 - c. **Discussion**
 - i. **Hear All Perspectives: (No Discussion Yet!)**
 1. **How do you see it?**
 2. **What is important to you about that?**
 - ii. **List all Interests.**
 - iii. **Brainstorm lots of Strategies.**
 - iv. **Discussion**
 1. **Relate Strategies to Interests/Values**
 2. **How can we best meet everyone's interests?**
 - v. **Check for Consensus**
 1. **"I'm all for it!" (Thumbs Up)**
 2. **"I'm not sure, but I can live with it." (Thumb Sideways)**
 3. **"I can't live with it, I want more discussion." (Thumbs Down)**
 - d. **Summary of Meeting**
 - e. **Next Meeting?**
 - f. **Next Steps?**
 - g. **Thanks & Closure**

- III. **Post-Meeting**
 - a. **Communication**
 - b. **Follow-up**
 - c. **Report to City**

GROUND RULES of PARTICIPATION

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5. *Speak respectfully to one another*
6. *Follow time limits*
7. *Participate in good faith*
11. *Seek Common Ground*
9. *Look for action ideas*
10. *Look towards the future*

READING RESOURCES:

Crucial Conversations, by Kerry Patterson
Difficult Conversations, by Douglas Stone
Getting Past No, by William Ury
Getting Together, by Roger Fisher
People Skills, by Robert Bolton