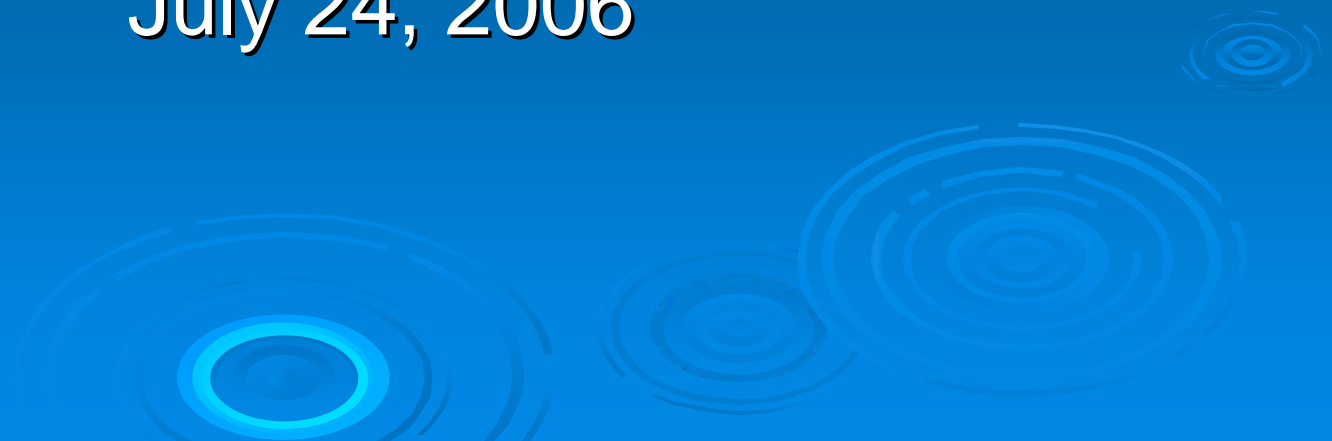



# Collaborating to Achieve Water Quality Objectives

Black Creek Watershed Meeting

July 24, 2006



# This Evening We Will...

- Cover a few basic concepts of collaboration
  - Introduce concepts of negotiation as a method of collaborating
  - Introduce concepts of creating value and claiming value in a negotiation
  - Learn the basics of interest-based negotiation
- 

# Community Problem Solving Scenario

- Sometimes even the best intentions get nowhere...
- And other times things just seem to come together



# Collaboration

- Collaboration is an inclusionary process that promotes lateral communication and shared decision making.
  - Moves people away from contending positions
  - Promotes mutual education
  - Allows a cooperative atmosphere to develop
  - Encourages the generation of many options
  - Permits the search for creative solutions

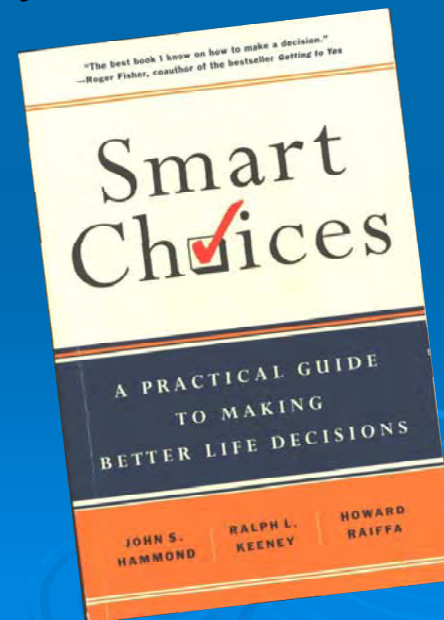
# Collaboration & Negotiation

- Two sides to the same coin
- Collaboration is 'negotiation' among many parties
- The result is a collaborative decision
- Negotiation in this sense is a positive-sum game, not a zero-sum game
- To make positive gains, one must help other stakeholders make gains too

# Decision Perspectives

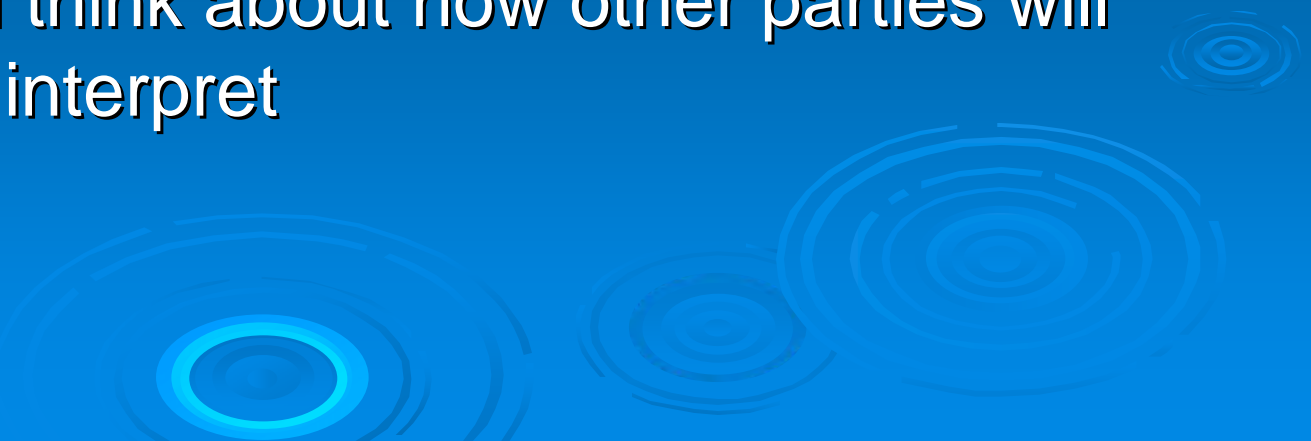
## ➤ Individual Perspective

- Systematic analysis from a single point of view
- Methodology to structure your negotiation
- Focused on alternatives and payoffs
- Five steps:
  - Identify problem
  - Clarify objectives
  - Generate alternatives
  - Evaluate consequences
  - Make tradeoffs



# Decision Perspectives

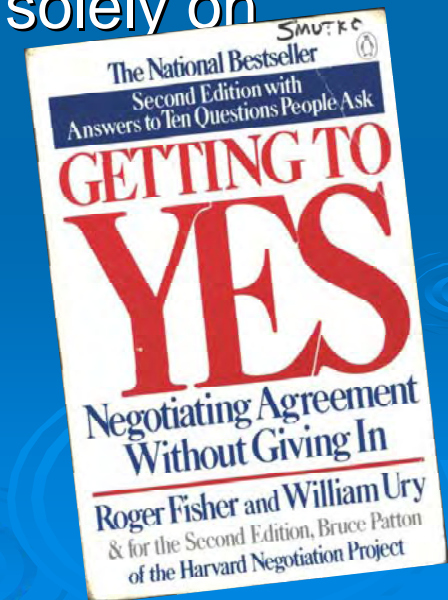
## ➤ Interactive Perspective

- Payoff determined by interacting actions of all negotiators
  - Think strategically to understand threats and opportunities and ways to improve your leverage
  - Helps you think about how other parties will react and interpret
- 

# Decision Perspectives

## ➤ Joint Perspective

- Emphasizes opportunities for cooperation
- Communicate to enable agreements that benefit both sides
- Keeps you from the trap of negotiating solely on the basis of what is individually rational
- Negotiators explore agreements that are superior to individual alternatives



# Win As Much As You Can

- Play a game to demonstrate choices in group decision making
- Object of the game is to **maximize your own winnings without regard to how well others are doing**
- Play in 4-person groups
- Each player has 2 cards:
  - X
  - O

# Scoring

Cards Played	Score per Card
4 Xs	-1 Each
3 Xs 1 O	+1 Each -3
2 Xs 2 Os	+2 Each -2 Each
1 X 3 Os	+ 3 -1 Each
4 Os	+ 1 Each

# Scoring Example

Round	Your Choice (Circle One)	Group's Pattern of Choice	Your Payoff	Your Balance
1	X <input checked="" type="radio"/>	<u>  2  </u> X <u>  2  </u> O	<u>  -2  </u>	<u>  -2  </u>
2	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
3	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
4	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
5 (Bonus)	X <input type="radio"/>	<u>  </u> X <u>  </u> O *3	<u>          </u>	<u>          </u>
6	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
7	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
8 (Bonus)	X <input type="radio"/>	<u>  </u> X <u>  </u> O *5	<u>          </u>	<u>          </u>
9	X <input type="radio"/>	<u>  </u> X <u>  </u> O	<u>          </u>	<u>          </u>
10 (Bonus)	X <input type="radio"/>	<u>  </u> X <u>  </u> O *10	<u>          </u>	<u>          </u>

Cards Played	Score per Card
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3 Xs 1 O	+1 Each -3
2 Xs 2 Os	+2 Each -2 Each
1 X	+ 3
3 Os	-1 Each
4 Os	+ 1 Each

# Scoring Example

Round	Your Choice (Circle One)		Group's Pattern of Choice	Your Payoff	Your Balance
1	X	<input checked="" type="radio"/> O	2 X 2 O	-2	-2
2	<input checked="" type="radio"/> X	O	4 X 0	-1	-3
3	X	O	___ X ___ O	_____	_____
4	X	O	___ X ___ O	_____	_____
5 (Bonus)	X	O	___ X ___ O *3	_____	_____
6	X	O	___ X ___ O	_____	_____
7	X	O	___ X ___ O	_____	_____
8 (Bonus)	X	O	___ X ___ O *5	_____	_____
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# Scoring Example

Round	Your Choice (Circle One)		Group's Pattern of Choice	Your Payoff	Your Balance
1	X	<input checked="" type="radio"/> O	<u>  2  </u> X <u>  2  </u> O	<u>  -2  </u>	<u>  -2  </u>
2	<input checked="" type="radio"/> X	O	<u>  4  </u> X <u>  0  </u>	<u>  -1  </u>	<u>  -3  </u>
3	<input checked="" type="radio"/> X	O	<u>  1  </u> X <u>  3  </u> O	<u>  +3  </u>	<u>  0  </u>
4	X	O	<u>  ___  </u> X <u>  ___  </u> O	<u>          </u>	<u>          </u>
5 (Bonus)	X	O	<u>  ___  </u> X <u>  ___  </u> O *3	<u>          </u>	<u>          </u>
6	X	O	<u>  ___  </u> X <u>  ___  </u> O	<u>          </u>	<u>          </u>
7	X	O	<u>  ___  </u> X <u>  ___  </u> O	<u>          </u>	<u>          </u>
8 (Bonus)	X	O	<u>  ___  </u> X <u>  ___  </u> O *5	<u>          </u>	<u>          </u>
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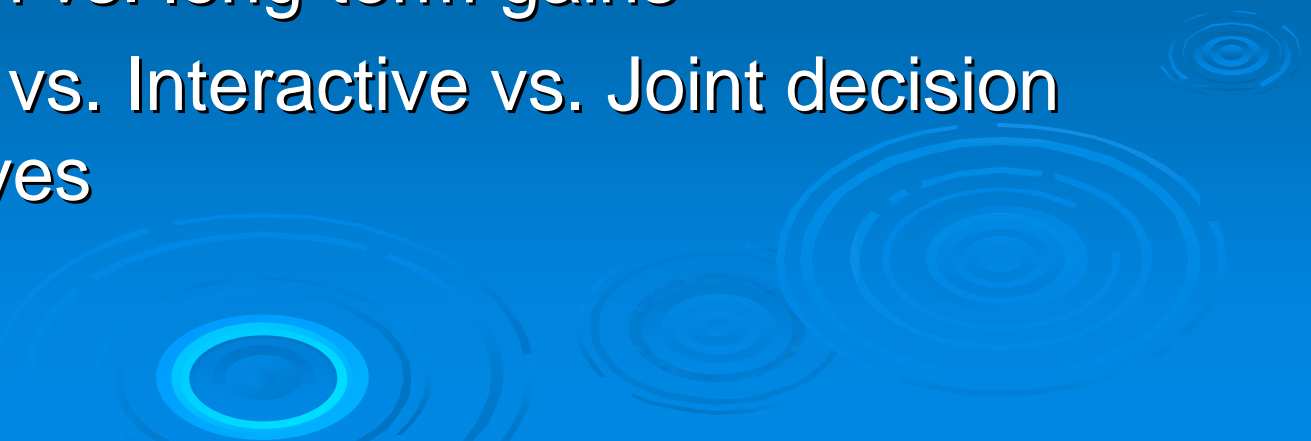
# Win As Much As You Can

- Play 10 rounds
- No verbal communication unless instructed to do so
- Remember, win as much as YOU can
  - If others do well, that's OK
  - If others do poorly, that's OK too

# Play the Game



# Debrief

- Individual scores
  - Group scores
  - Lessons?
    - Trust
    - Cooperation
    - Short-term vs. long-term gains
    - Individual vs. Interactive vs. Joint decision perspectives
- 

# Creating Value Through the Negotiation Process

- The “O” card
- Pursue mutual gains by being open and truthful
- Open channels of communication, deal directly and empathetically with each other, and focus on the underlying human interests of other negotiators

# Claiming Value Through the Negotiation Process

- The “X” card
- Pursue your interests through a single-minded focus on the end game
- Negotiate tough, scrutinize the details, focus on the rewards, find the pressure points, and control the process

# The Negotiator's Dilemma

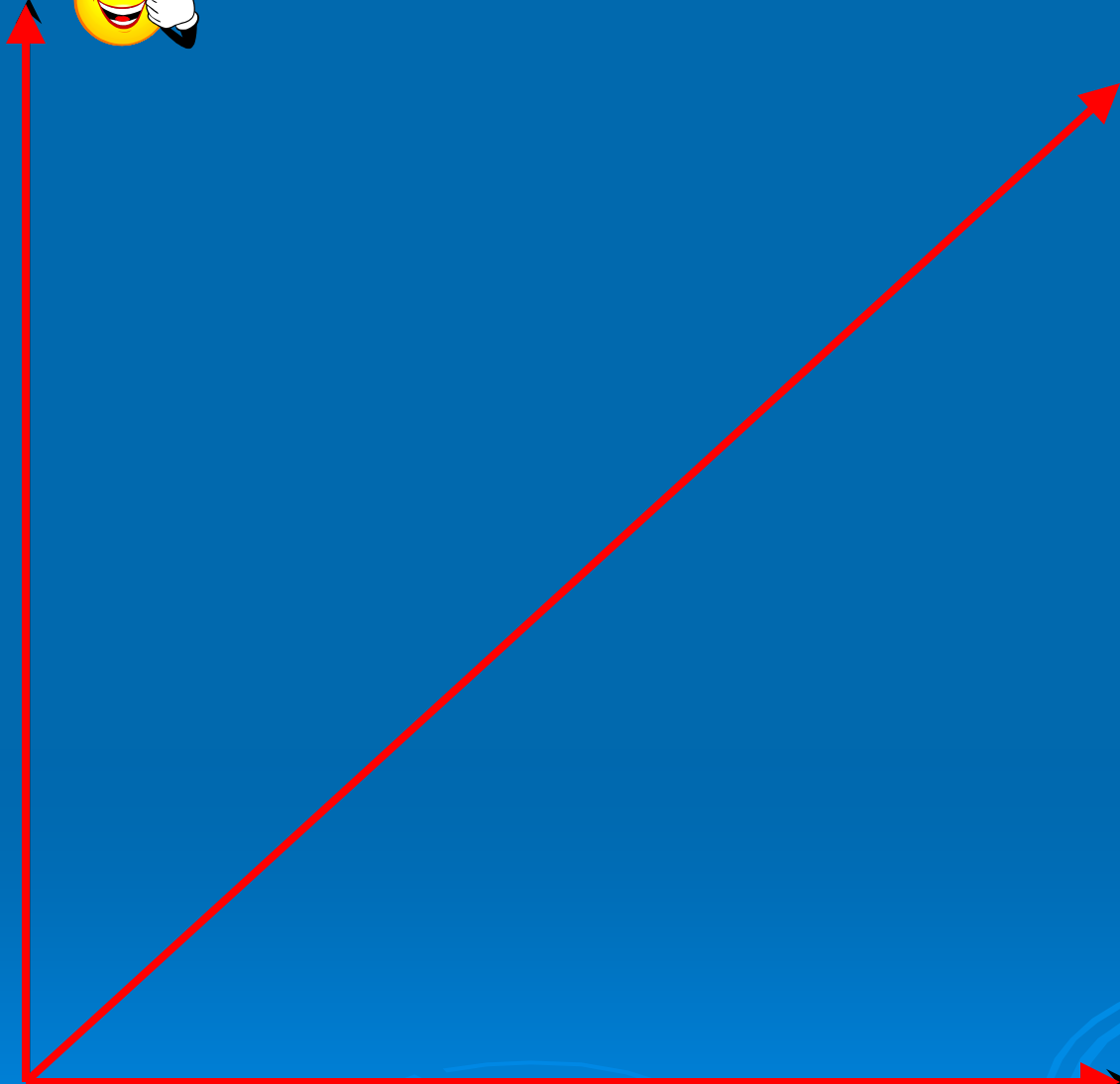
Creating value through a mutual gains approach directly conflicts with competitive strategies intended to claim value.

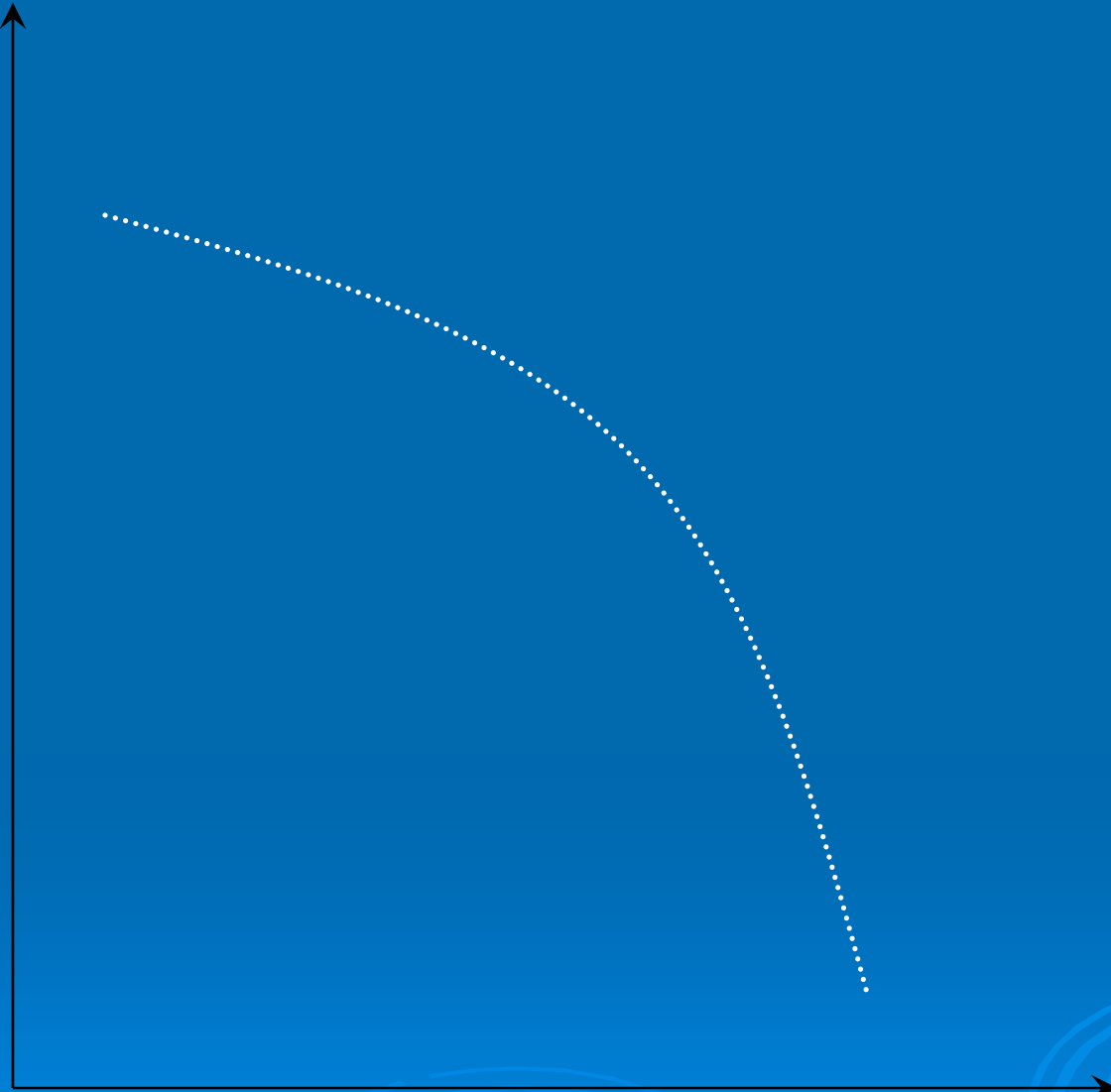
Openly sharing information to discover joint interests leaves negotiators vulnerable to value-claiming strategies.

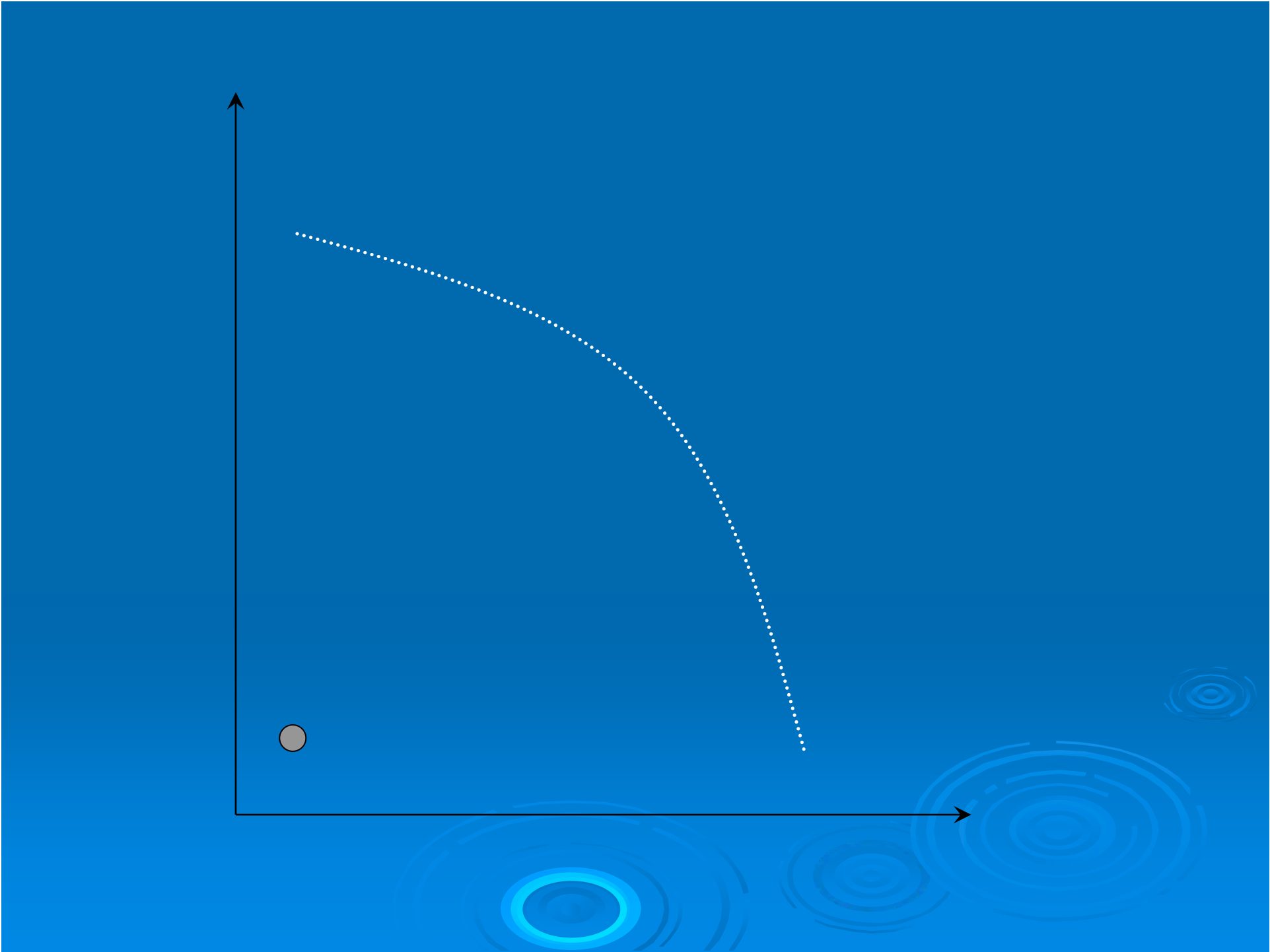
The result is that good ideas often remain undisclosed. Shared interests can be held hostage in exchange for concessions on other issues.

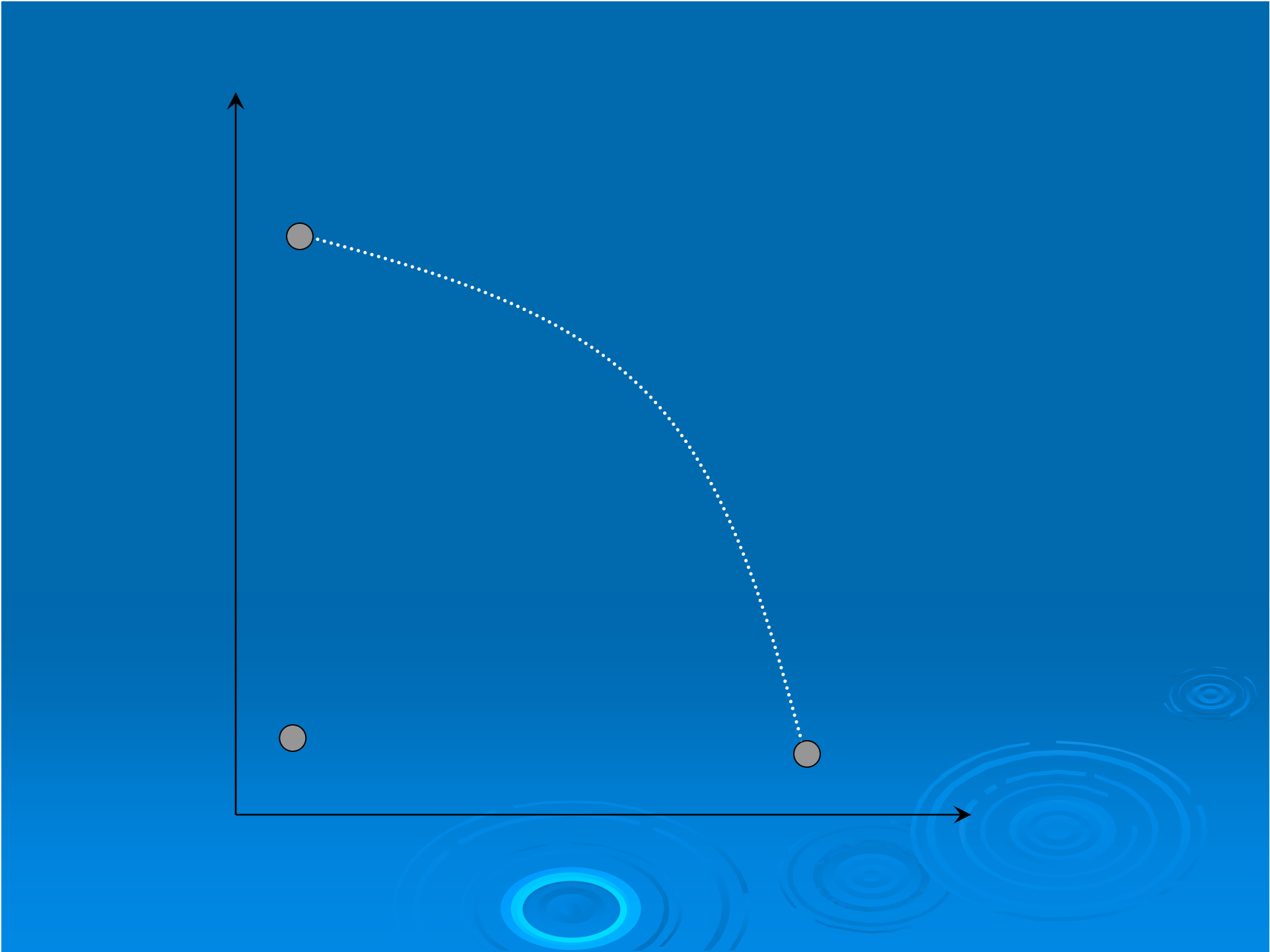
# Create a Bigger Pie

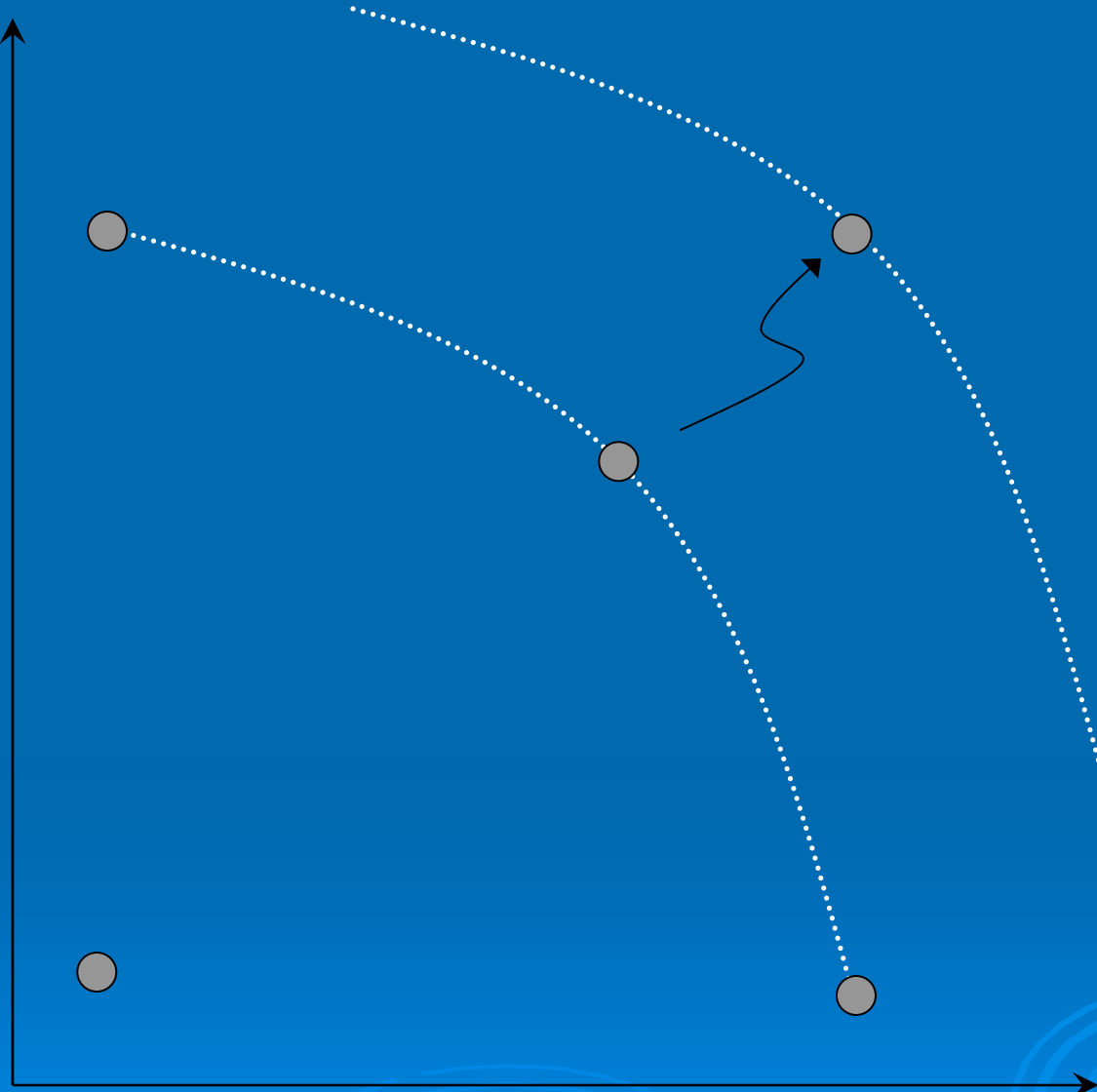
- We tend to negotiate in a way that that leads us to prematurely claim value rather than create it.
- We can spend more time and energy in dividing the pie than we do in baking a bigger one.
- The idea is to develop a process where you spend time creating value
- Wait until the pie is as large as you can get it before dividing it







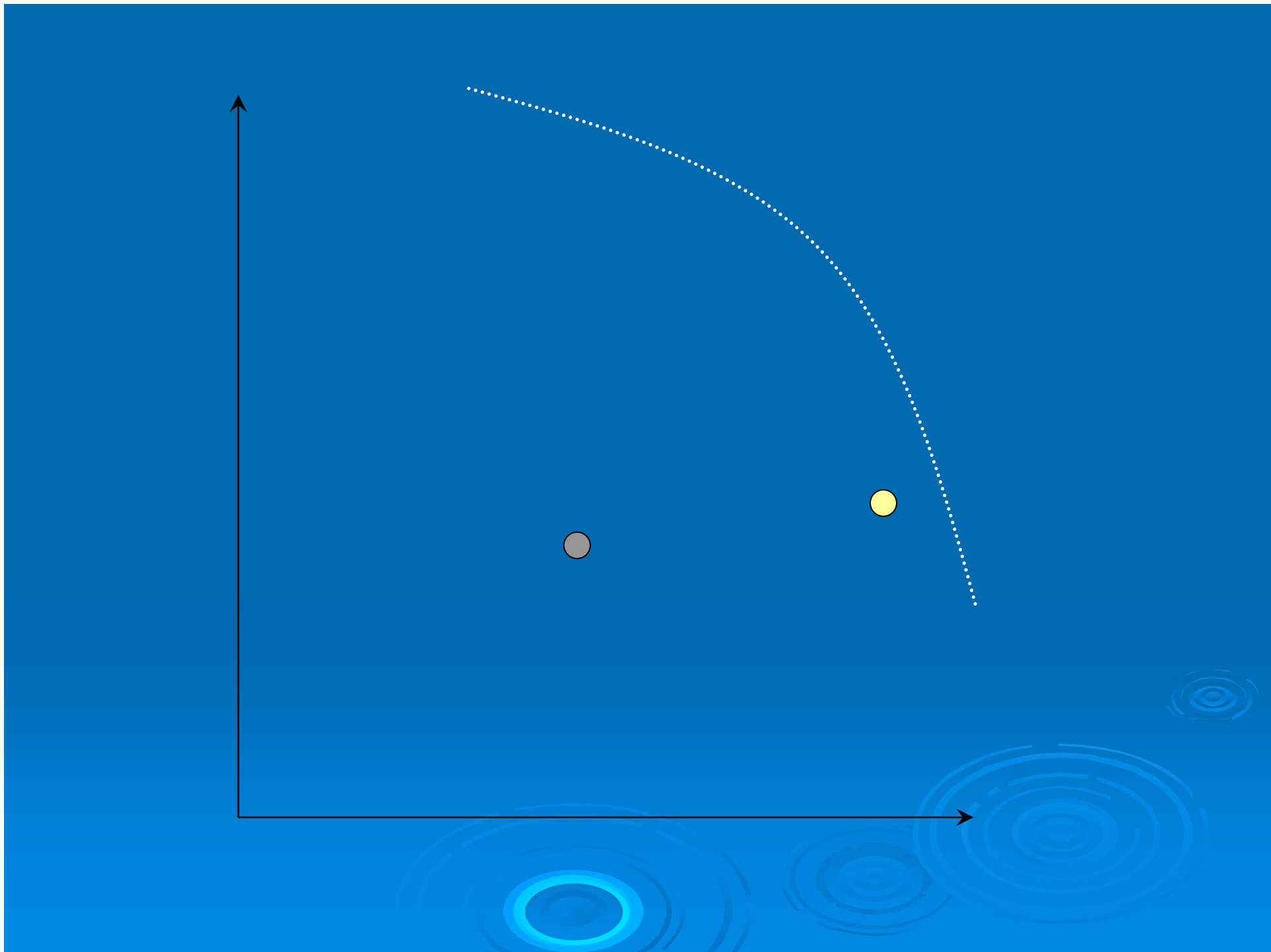




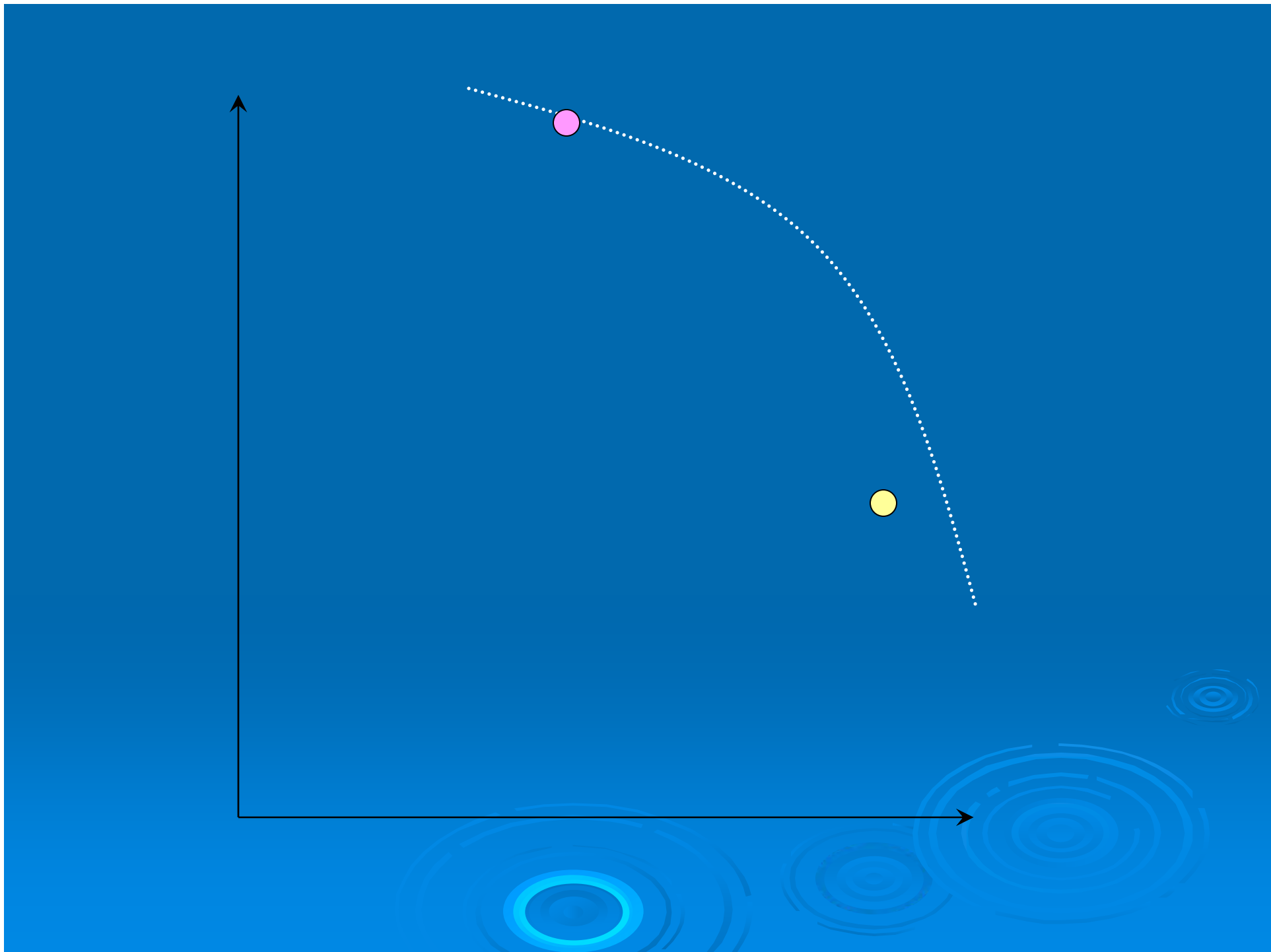
# Some “Points in the Graph”

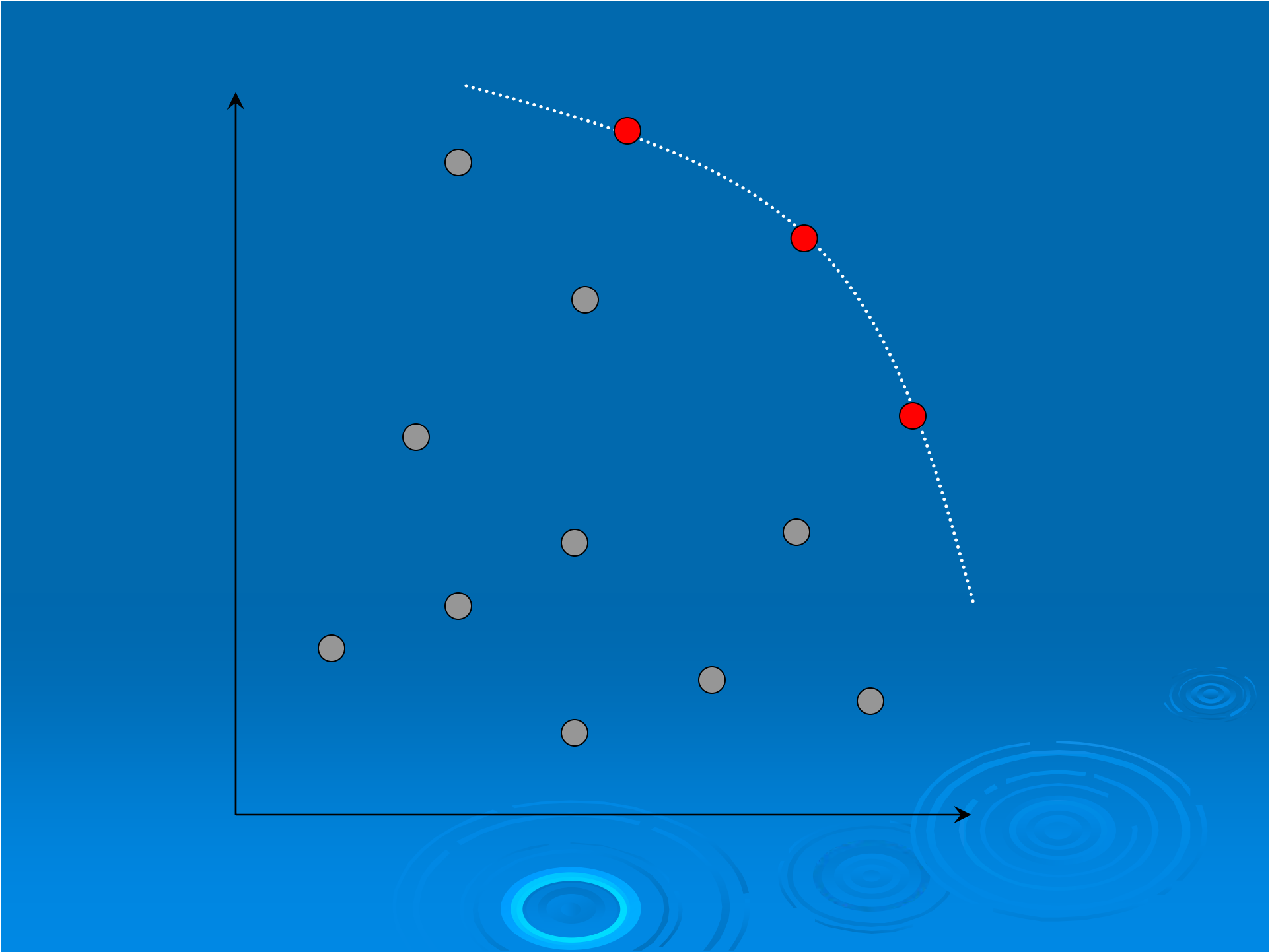
DECISION OPTIONS	PREFERENCE RATINGS	
	Alan	Barbara
<b>Maximum development densities in critical areas</b>		
4-6 units per acre	50	10
7-12 units per acre	30	25
13-25 units per acre	10	30
> 25 units per acre	0	50
<b>Maximum development densities in non-critical areas</b>		
4-6 units per acre	20	0
7-12 units per acre	15	20
13-25 units per acre	10	40
> 25 units per acre	5	50
<b>Riparian Buffers</b>		
150 ft	5	35
200 ft	30	10
300 ft	40	0
<b>Proposal Preference Score</b>		











# Full, Open, Truthful Exchange

- Allows “principled” negotiation to occur
- Helps negotiators communicate “interests”
- Enables decisions to be made together by all parties with the payoffs knowingly distributed among them
- Methods:
  - Exchange of documents
  - Briefings and presentations
  - Brainstorming

# Principled Negotiation

- Separate the people from the problem
- Focus on interests not positions
- Generate options for mutual gain
- Evaluate options using objective criteria

# *The Purpose of Negotiation*

The purpose of negotiation is not always to reach agreement. Agreement is only one means to an end, and that end is to satisfy your interests. The purpose of negotiation is to explore whether you can satisfy your interests better through agreement than you could by pursuing your Best Alternative To a Negotiated Agreement.