

Seeking Shared Solutions to Difficult Problems

Collaboration Skills and Techniques

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Objectives

1. Introduce concepts of collaborative decision making
2. Introduce concepts of place-based collaborative problem solving
3. Demonstrate the role and function of negotiation in collaboration
4. Demonstrate “scaling up” to multi-party collaborative processes

Today You Will...

- Understand how to create value through collaboration
- Learn the “what, why, and how” of collaboration
- Learn a basic model of principled negotiation
- Learn the basics of convening and organizing collaborative processes

Seeking Solutions to Difficult Environmental Problems

Ruckelshaus Institute

- Advance the understanding and resolution of complex environmental and natural resources challenges
- Support stakeholder-driven solutions to environmental challenges by communicating relevant research and promoting collaborative solutions

Collaboration Skills and Techniques

NEGOTIATOR'S DILEMMA GAME

Negotiation

- The language of collaboration



Negotiators Dilemma

- 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>

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2	<u>X</u>	O	4 X	0 O	-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	_____	_____
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2	X	O	4 X	0	-1	-3
3	X	O	1 X	3 O	+3	0
4	X	O	___ X	___ O	_____	_____
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Negotiator's Dilemma

- 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

Scores?

Group	Player 1	Player 2	Player 3	Player 4	Total
A					
B					
C					
D					
E					
F					
G					
H					
I					
J					

Debrief

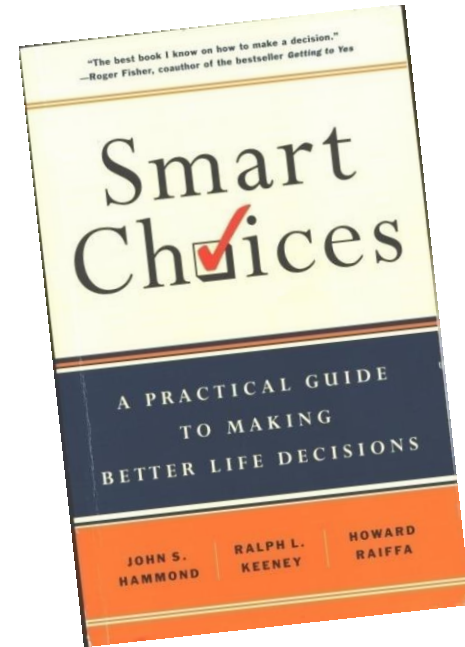
- Lessons?
 - Trust
 - Cooperation
 - Short-term vs. long-term gains
 - Individual vs. Interactive vs. Joint decision perspectives

Decision Perspectives

- Individual decision-making perspective
- Interactive decision-making perspective
- Joint decision-making perspective

Individual Perspective

- Systematic analysis from a single point of view
- Methodology to structure your negotiation
- Focused on alternatives and payoffs

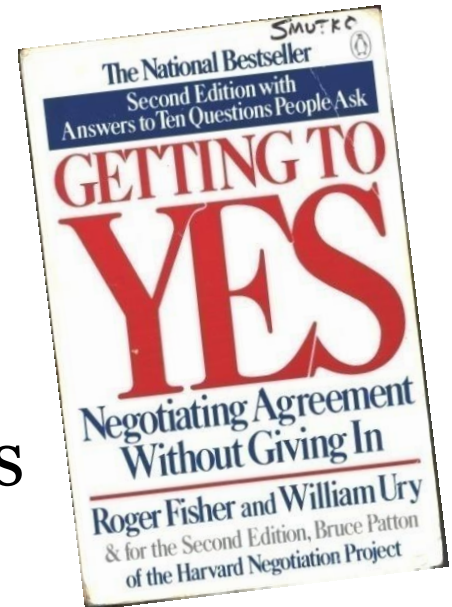


Interactive Perspective

- Your payoff is determined by the interacting actions of all negotiators
- Think strategically about the interaction of separate decisions to understand threats and opportunities and ways to improve your leverage
- Helps you think about how other parties will react and interpret

Joint Perspective

- Emphasizes opportunities for cooperation
- Communicate to enable agreements that benefit both sides
- Negotiators explore agreements that are superior to individual alternatives
- Enables all negotiators to gain from playing the “O” card



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

Full, Open, Truthful Exchange

- Full information yields good decisions
- Allows “principled” negotiation to occur
- Helps negotiators communicate “interests”
- Not always the best strategy
 - Should you go with POTE?

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.

Collaboration Skills and Techniques

THE COLLABORATIVE PROCESS

Getting Started

- Initiate
- Assess the situation
- Design a process
- Convene

Defining Problems

- Gather and share information
- Clarify & define problem to be solved
- Clarify & share interests

Finding Solutions

- Generate options
- Evaluate options
- Reach agreement, make decision

Implementing Agreements

- Ratify agreement
- Integrate into formal process
- Specify implementation responsibilities
- Assess and adapt agreement
- End process

Collaboration Skills and Techniques

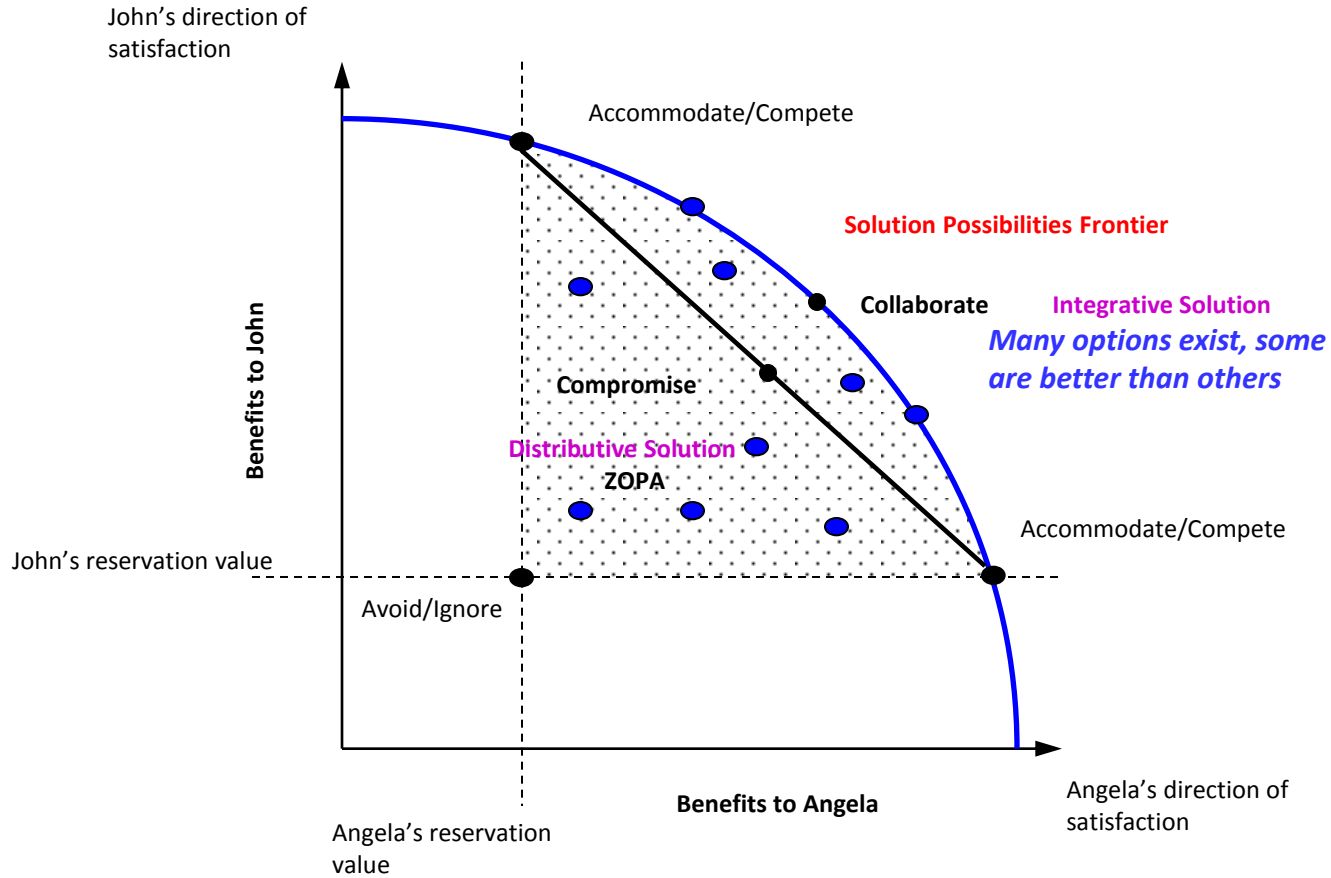
TWO-PARTY DISTRIBUTIVE NEGOTIATION: REDSTONE DEVELOPMENT

Redstone Negotiation

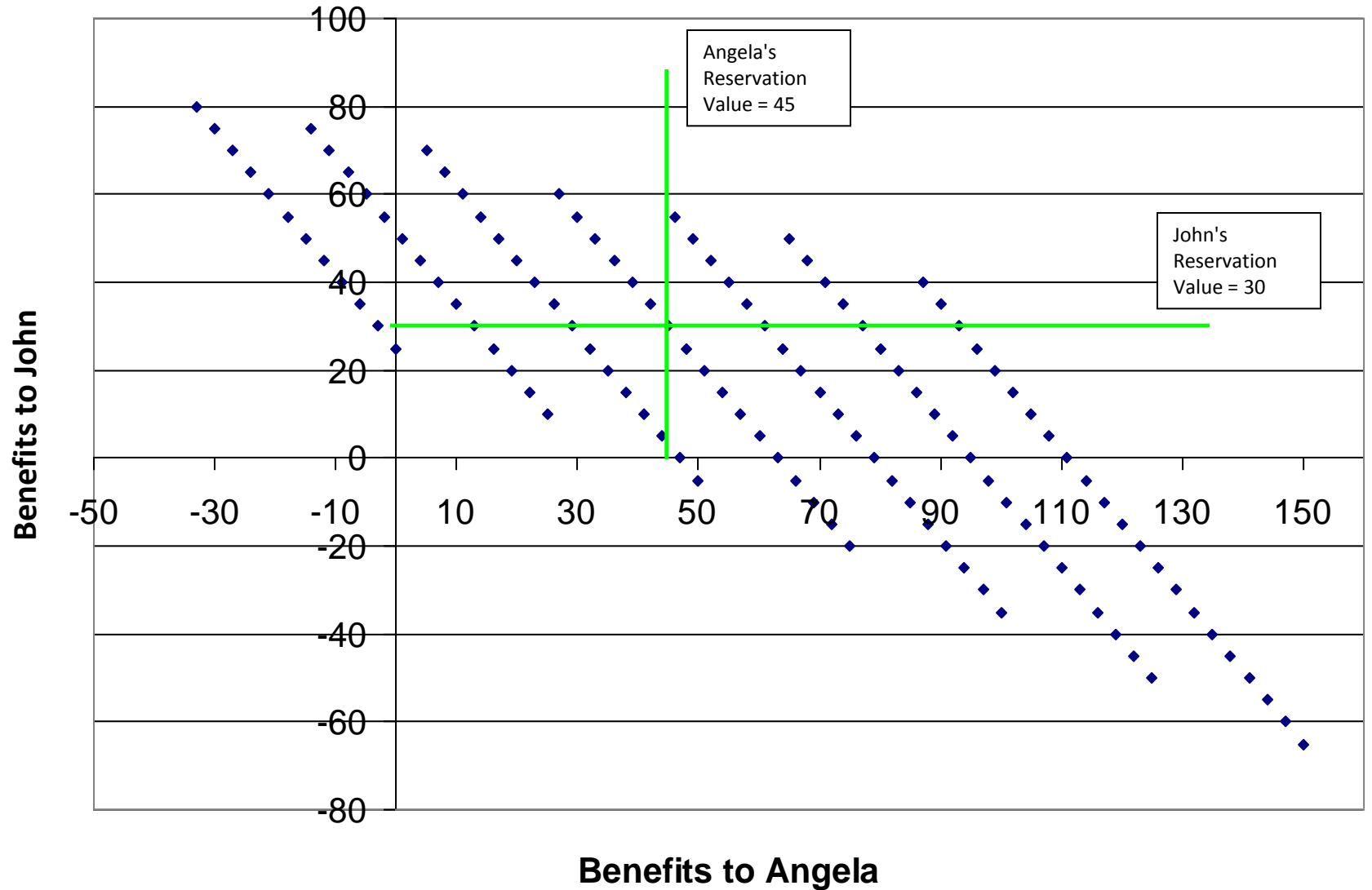
- Two party negotiation
 - John Hammond, Neighborhood Assoc.
 - Angela Redstone, Developer
- Context:
 - Proposed up-scale condo project
 - Under negotiation are density (number of total units) and number of units that will be ‘rent-subsidized’

Redstone Negotiation

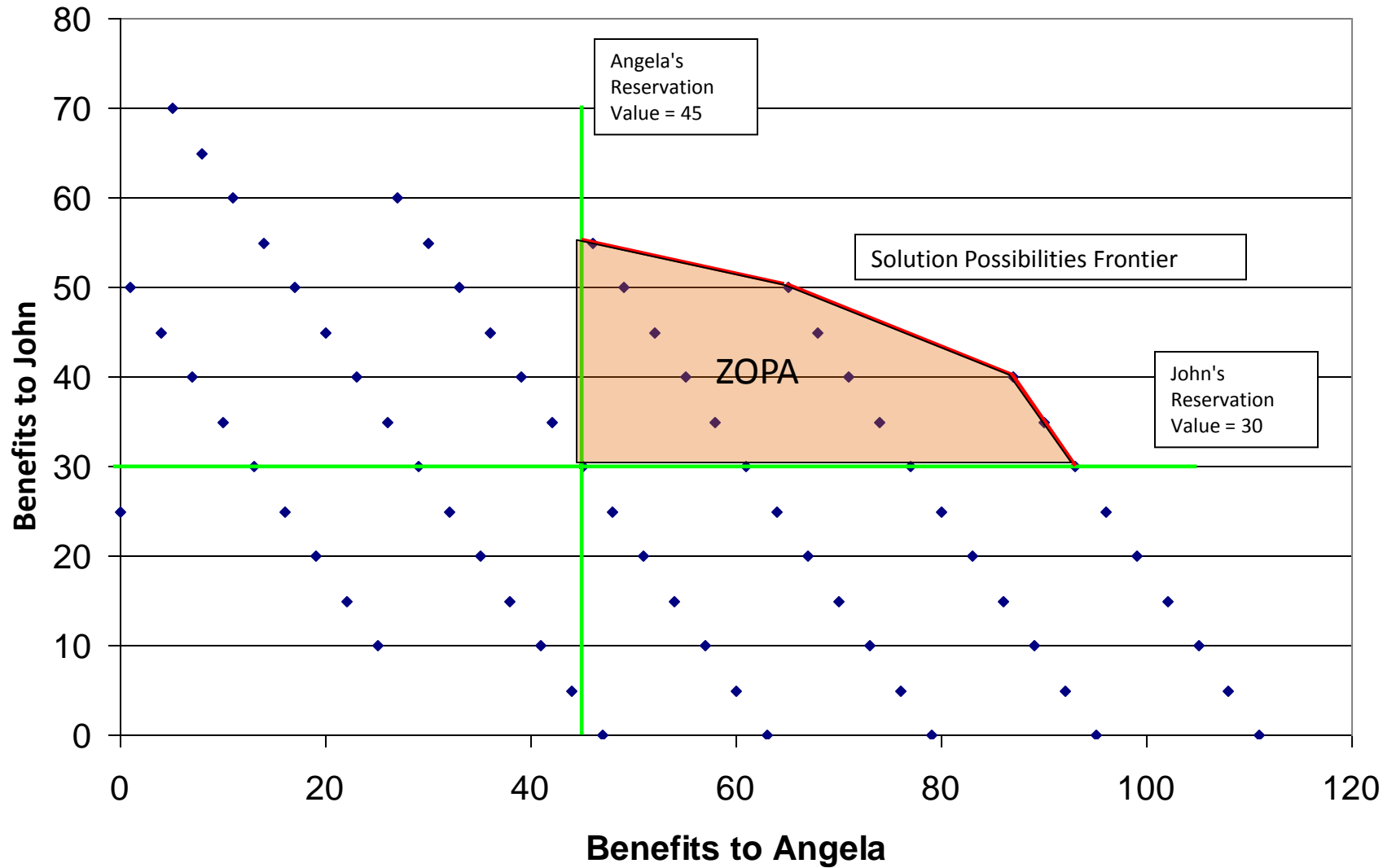
- You have 10 minutes to prepare to negotiate
- You have 15 minutes to negotiate



Redstone Contracts



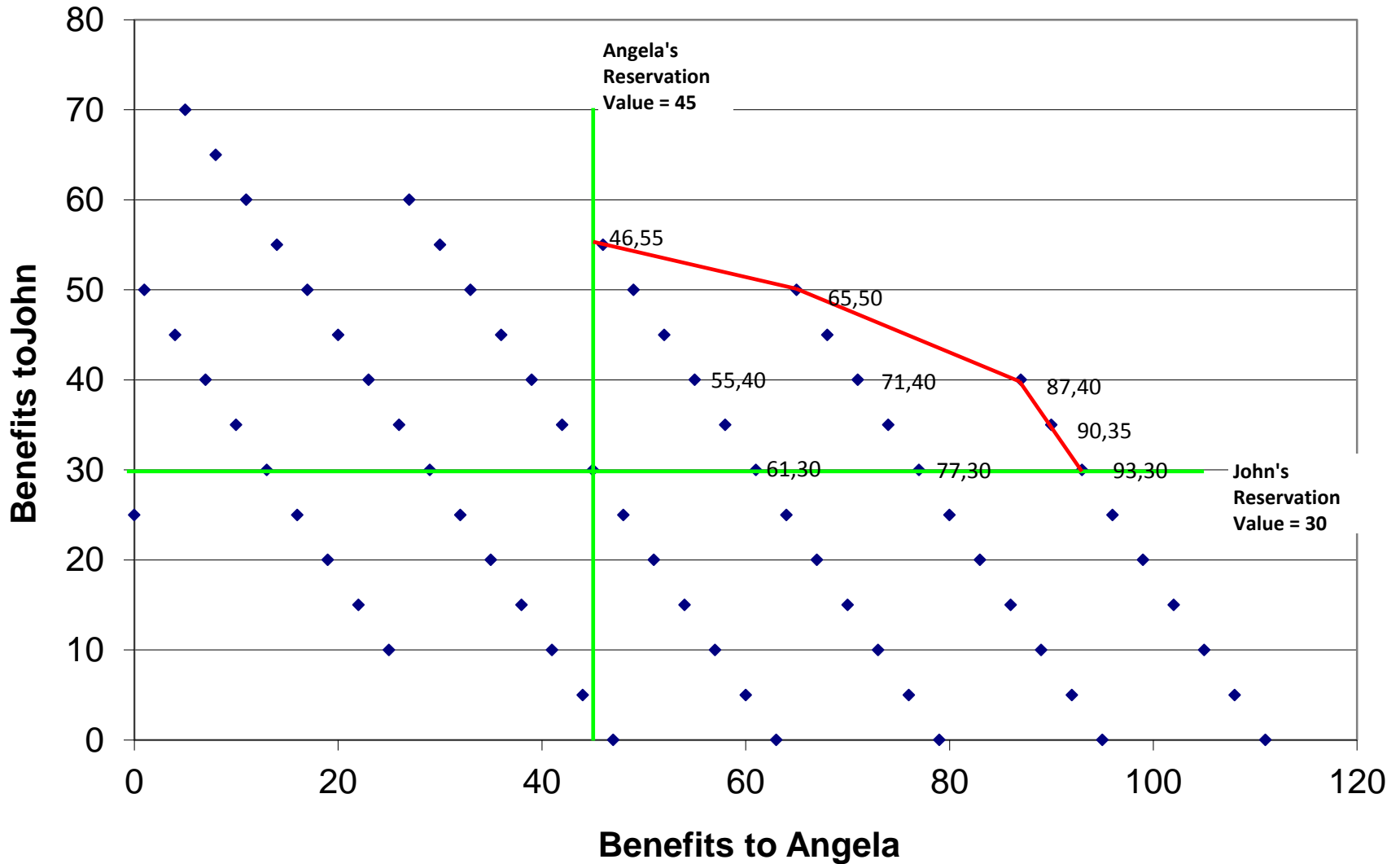
Redstone Contracts



How did you do?

Group	No. Condos	No. Subsidized	Angela's Score	John's Score

Redstone Contracts



Collaboration Skills and Techniques

PRINCIPLED NEGOTIATION

Principled Negotiation

- Agreements are based on all parties' assessment of what they need... their interests
- Value is created before it is distributed
- Value is distributed based on agreed-upon standards
- Commitments are made to implement agreements

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 (BATNA).

Elements of Successful Negotiation

- Alternatives
- Interests
- Options
- Objective Standards
- Communication
- Commitment

Alternatives (to negotiation)

- What if you can't reach agreement? Do you have a backup plan?
- Be prepared to act on your Best Alternative To a Negotiated Agreement (BATNA)
- Your BATNA is a measure of success. Did you do better than your BATNA?

Interests

- Your needs, desires, concerns
- Think about *what* you want, not how much of it. Ask yourself (and them)...*Why?*
- Prior to negotiating, identify your interests and their relative importance to you. Write them down.
- In the negotiation look for differing, non-competing interests and shared interests

Options

- Options are possible agreements, or parts of an agreement
- Prior to negotiating, identify options that you think will satisfy their interests and yours
- During the negotiation, invent options without committing
- Find ways to maximize joint gains

Options >> Joint Gains

- Distributive vs. Integrative bargaining
- Joint gains... *Where are they?*
 - Interests that are valued differently
 - “*You take the juice, I’ll take the peel.*”
 - Interests that are mutual
 - “*I didn’t know you wanted xxx too!*”

Elements of Successful Negotiation

- Alternatives
- Interests
- Options
- Objective Standards
- Communication
- Commitment

Objective Standards

- What criteria will both of you use to persuade each other that you are not being ripped off?
- Consider fair standards or procedures that will appeal to the other side
- Criteria can be a sword... *“Let me tell you why I think this is a good option...”*
- Criteria can be a shield... *“Why is that a good option...?”*

Communication

- Listening and talking effectively
- Combine advocacy with inquiry
- Tailor your message to audience and experience



Commitment

- Think about where you want to end up, not where you want to begin
- Make it easy to live up to commitments
- Make the agreement self-enforcing
- Agree on monitoring arrangements
- Keep working to improve relationships

The Basic Model

- Prepare
- Create value
- Distribute value
- Follow through

Preparing for Sally Soprano

- Divide into two groups: *Sally's Agents* and *Lyric Opera Representatives*
- Read the background material and the confidential instructions for your role
- In your groups, work through the *Preparing to Negotiate Worksheet*

**You have 40
minutes to read
and prepare**

Preparing to Negotiate

- What is your BATNA?
- What are your interests?
- What are their interests?
- What do you think their BATNA is?
- What are some options that can satisfy your interests and theirs?
- What are some objective criteria that you can use to “divide the pie”?

Create Value

- ***Explore interests*** on both sides
- ***Generate options*** that increase gains to both sides
- ***Invent without committing***, suspend criticism
 - “How about if we...?”
 - “Would it be possible if...?”
- Fill the bowl first, then ladle the soup

Distribute Value

- Discuss **objective standards** for “dividing the pie”
- Behave in ways that **build trust**
 - Say what you mean and mean what you say
- Neutrals may be helpful in suggesting possible distributions

Follow Through

- Make it easy to live up to commitments
- Align the agreement with organizational norms and incentives
- Develop a plan to monitor the agreement
- Develop a plan for re-opening if needed
- Lay the groundwork for continuing the relationship

Sally Soprano

- Two party, multi-issue negotiation
- You have 20 minutes to reach an agreement

Sally Soprano Debrief

- Tell your counterpart 2 things that he or she did that worked well
- Tell your counterpart 2 things that you would advise him or her to do differently next time

Sally Soprano Debrief

- What was the flat salary (even if she bombs)?

Agreement Outcome: Salary

Pair	Flat Salary
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Sally Soprano Debrief

- What were some first offers?
 - Anchoring
 - You should offer the first number if you have a good understanding of the norms of what is being negotiated and you have a good feel for your counterpart's BATNA

Sally Soprano BATNAs & Reservation Values

- **Sally**
 - BATNA?
 - Keep looking
 - Reservation Value?
 - \$0 (or close to it)
- **Lyric Opera**
 - BATNA?
 - Secondary at \$28K
 - Reservation Value?
 - \$45,000

Sally Soprano ZOPA

- ZOPA – Zone of Possible Agreement
 - Defined by the parties' perceived BATNAs



- Very large in this case

Sally Soprano: Interests

Sally's Interests

- Making a come-back
- Enhancing her reputation
- Performing a primary role
- Renewing her relationship with Lyric
- Being treated as an opera star

Lyric's Interests

- Successful run of *Norma*
- Establishing a salary precedent
- Not being taken advantage of
- Use of best available singer
- Good box office sales
- Providing/receiving adequate publicity

The Negotiator's Dilemma

- How did you build trust?
- What information did you not disclose?
 - **Without disclosure...** missed opportunities to enlarge the pie
 - **With disclosure...** risk of exploitation
- Did anyone disclose Sally's interest in getting the TV spot?

Collaboration Skills and Techniques

SCALING UP

Scaling Up

- Challenge: engaging in a logical and robust decision making process while accommodating conflict
- Objectives: create value and reach the efficient frontier

What to Expect

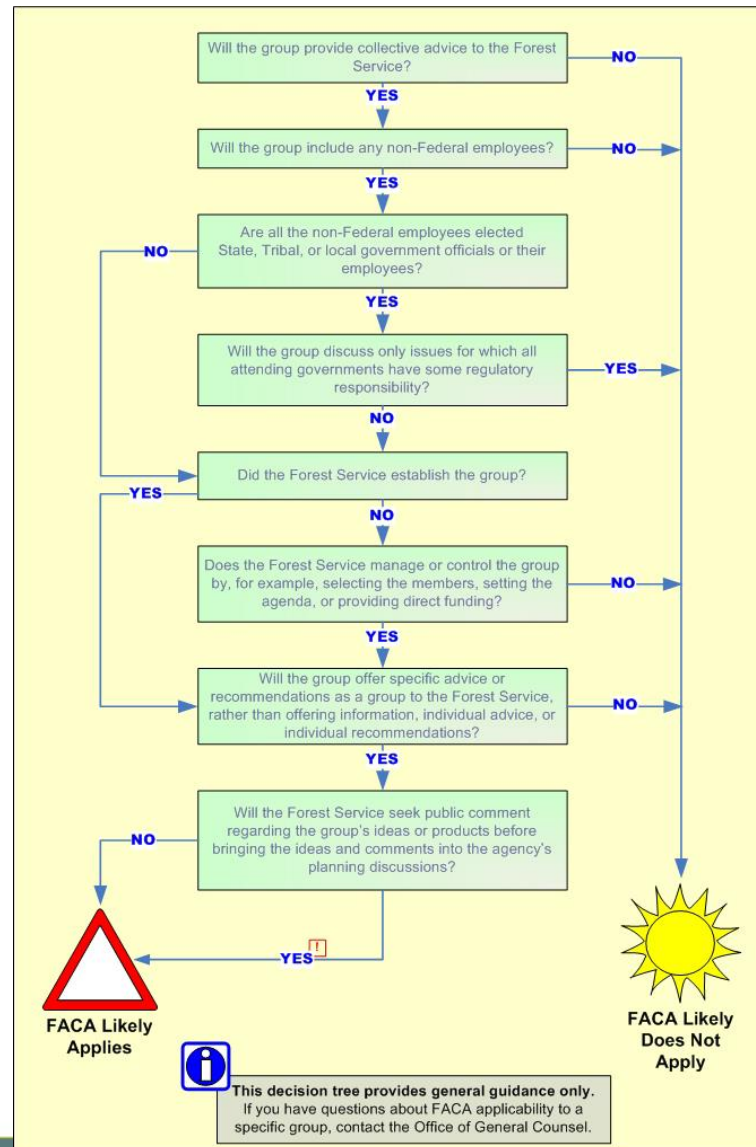
- Quality Decisions
 - Decisions that **(1)** identify the values, interests, and concerns of all who are interested in or affected by the planning decision; **(2)** use the best available knowledge, and **(3)** incorporate new information, methods, and concerns that arise over time
- Legitimate Process
 - Process is seen by the public as fair and competent and follows governing laws and regulations

Dietz, Thomas, and Paul C. Stern. 2008. *Public participation in environmental assessment and decision making*. Washington DC: National Academies Press.

What to Expect

- Enhanced Capacity
 - Participants, agency staff and consultants:
(1) are better informed and more skilled at effective participation; **(2)** engage the best available knowledge and information about values, interests, and concerns; and
(3) share understanding of the issues and decision challenges and develop communication skills, collaboration skills, and mutual trust.”

Dietz, Thomas, and Paul C. Stern. 2008. *Public participation in environmental assessment and decision making*. Washington DC: National Academies Press.



Collaboration Tools and Techniques

NEGOTIATING PROCESS: FEDERAL LANDS MANAGEMENT SCENARIO

Getting Started

- Initiate
- Assess the situation
- Design a process
- Convene

Defining Problems

- Gather and share information
- Clarify & define problem to be solved
- Clarify & share interests

Finding Solutions

- Generate options
- Evaluate options
- Reach agreement, make decision

Implementing Agreements

- Ratify agreement
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Collaborative Process

- Initiate
- Assess
- Design
- Convene

Federal Lands Management

- A scenario that introduces the concept of collaborative process design
 - What are the rules of conduct?
 - Who should be at the table?
 - How does the group make decisions?
 - How will scientific information be handled?
 - What is the time frame for the process?

Federal Lands Management

- Take 30 minutes to read and discuss the scenario within your role groups
- Divide into meeting groups and negotiate the process

Quick Debrief

- What process issues did you discuss?
- What were the “sticky” issues that you dealt with?
- What is a ‘take-away’ lesson for you?