



SACRAMENTO
STATE

Center for Collaborative Policy

Work Book Reference:

**Highlights
For
Collaborative Public Policy
Activities**

Benefits of Collaborative Problem Solving...

- Involves all stakeholders needed for a sustainable outcome
- Builds relationships as well as agreements
- Develops durable agreements



Myths About Negotiation and Collaborative Problem Solving

- Winning requires the “other side” losing
- Competitive, hard-nosed approaches are superior
- You should consider the other parties as adversaries
- To “succeed” you will be required to compromise your values or key interests
- Collaborative processes are nothing more than glorified group encounter sessions



Collaborative Processes Help...

- Shift focus from limited, individual needs to all stakeholders
- Create value... “increase the pie”
- Explore interests in detail, invent options without deciding
- Recognize that everyone has a piece of the puzzle



Positions vs. Interests

Positions	Interests
<ul style="list-style-type: none">➤ Things you say you want➤ Demands➤ Terms & Conditions➤ Things you say you will or will NOT do	<ul style="list-style-type: none">➤ Underlying motivations➤ Needs & concerns➤ Fears➤ Aspirations



Central Concepts of Principled Negotiation

- Focus on interests, not positions
- Invent options for mutual gain
- Insist on objective criteria for evaluation options
- Separate the person from the problem



Source: Roger Fisher and William Ury, *Getting To Yes*

California State University, Sacramento
Center for Collaborative Policy

Positional vs. Interest-based Negotiation: Some Assumptions

- Issues are over finite resources: focus on maximizing one's share
- Relationships between parties have low value
- Interests are mutually exclusive or contradictory
- Interests are interdependent
- Issues are not a strict "fixed sum;"
- Solutions can "grow the pie"
- Relationships have high value



Successful Negotiation Strategies

What Doesn't Work

- Who is right & wrong
- Focus on the past
- Blaming
- Anger, sarcasm
- Rigid thinking
- Opponents' needs illegitimate

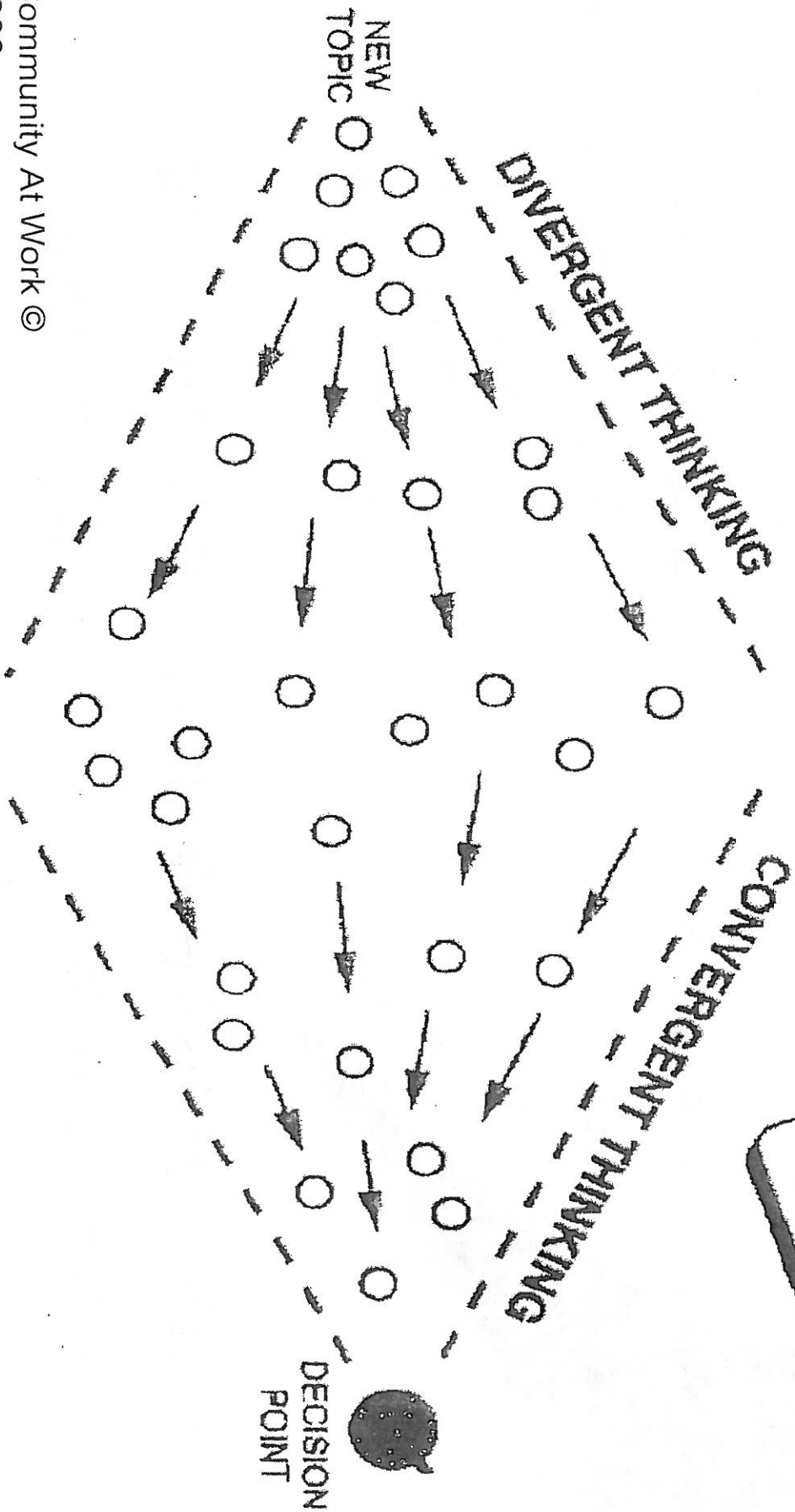
What Does Work

- What is to be done
- Focus on the future
- Problem solving
- Separate the “people” from the “problem”
- Search for new approaches
- Understand opponents' needs



DYNAMICS OF GROUP DECISION-MAKING

CLOSER TO REALITY



TWO MINDSETS FOR SOLVING PROBLEMS

	EITHER / OR	BOTH / AND
VALUE SYSTEM	Competitive	Collaborative
TYPE OF OUTCOME EXPECTED	Win / Lose	Win / Win
ATTITUDE TOWARD "WINNING"	To the victor goes the spoils.	Your success is my success.
ATTITUDE TOWARD "LOSING"	Someone has to lose.	If someone loses everyone loses.
ATTITUDE TOWARD MINORITY OPINIONS	Get with the program.	Everyone has a piece of the truth
WHY EXPLORE DIFFERENCES BETWEEN COMPETING POSITIONS?	To search for bargaining chips, in preparation for horse-trading and compromise.	To build a shared framework of understanding, in preparation for mutual creative thinking.
ESSENTIAL MENTAL ACTIVITY	Analyze: break wholes into parts	Synthesize: integrate parts into wholes
HOW LONG IT TAKES	It's usually faster in the short run.	It's usually faster in the long run.
WHEN TO USE	When expedience is more important than durability, <i>Either/Or thinking</i> will usually produce satisfactory results.	When all parties have the power to block any decision, and the issue is for high stakes, <i>Both/And thinking</i> is usually the only hope for resolution.
UNDERLYING PHILOSOPHY	Survival of the fittest	Interdependence of all things

FIVE PHASES OF COLLABORATIVE DECISION MAKING ON PUBLIC ISSUES

- Phase I PLANNING
- Do parties think it's worth participating?
 - Clear goals and workplan
 - Which groups should be represented?
- Phase II ORGANIZATIONAL
- Groundrules, especially:
 - How decisions are made
 - Press
 - Develop ongoing communication system with constituents
- Phase III EDUCATIONAL
- Common understanding of issues
 - Thorough understanding of one's and others interests
 - Common information base
 - Perspectives of those not at the table
- Phase IV NEGOTIATION
- Inventing without deciding
 - Trial balloons
 - Gives and gets
 - Packaging agreements
- Phase V IMPLEMENTATION
- Taking solution to external decision making