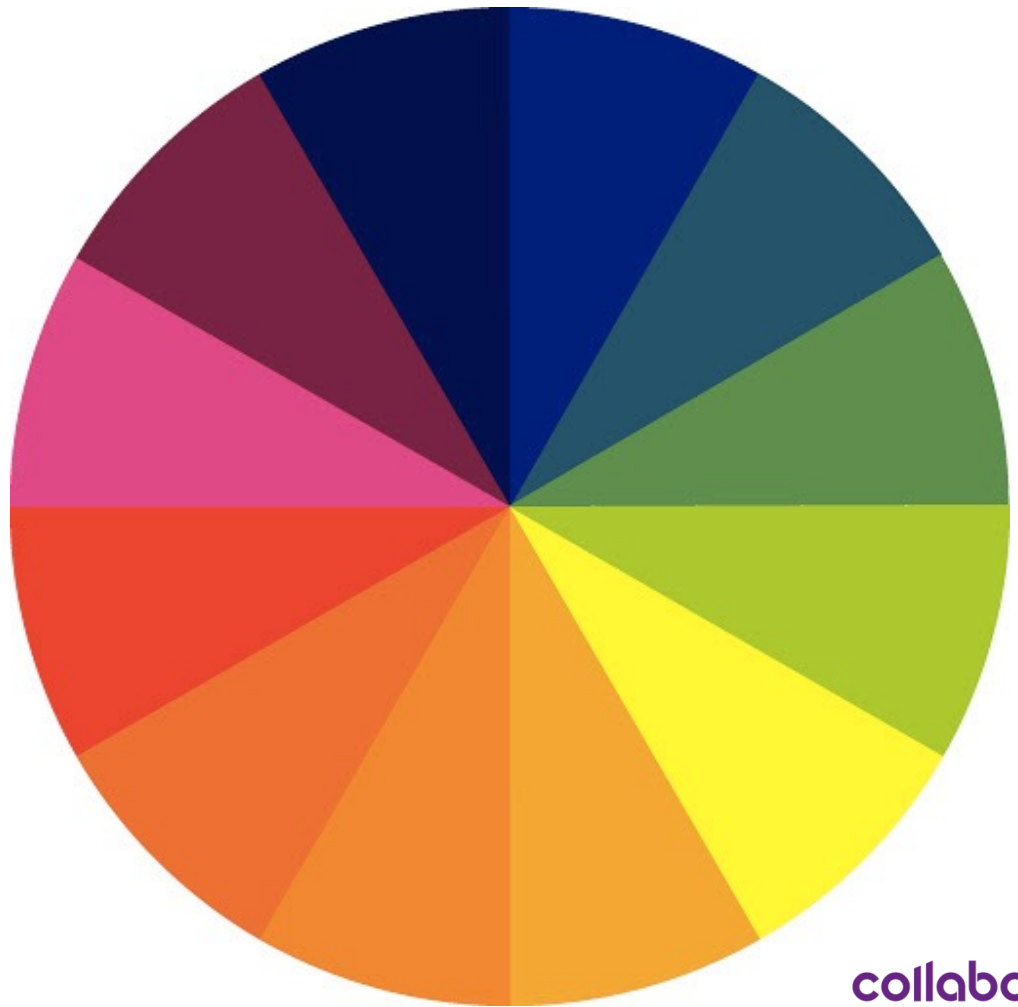


# Welcome

What colour  
are you today?



# Our Learning Journey

## A: The foundations of systems leadership

1. Thinking in systems
2. Your role in leading change
3. Understanding your system

## B: Becoming a systems activist

### 4. Skills and behaviours for systems leadership

Skills sessions:

- Relationship building; developing empathy
- Understanding biases; valuing difference
- **Storytelling; change conversations; influencing**
- Negotiation

C: Building collaborative capacity and taking collaborative action

5. Building collaborative capacity
6. Partnering across difference
7. Changing systems through collaborative action

D: Learning as a driver of systems change

8. Developing good learning habits and culture; measurement and impact

# Today

## B. Becoming a systems activist

- Negotiation



# Negotiation



## Typical negotiations: haggling based on positions

Recap

### Assumptions:

- Goals assumed to conflict
- Win-lose: want biggest slice of fixed pie

### Approach:

- Anchor expectations
- Issue ultimatums and threats
- Concede grudgingly

### Problems with this approach:

- High risk of failure
- Arbitrary outcomes
- Value left on the table
- Inefficient
- Damage to relationships

But playing 'nice' is not the answer...

# Principled (or interest-based or integrative) negotiations

## Assumptions:

- Goals of the parties do not necessarily conflict: win-win is possible
- A problem to solve, not a battle to win: looking for a mutually satisfactory agreement in an efficient and amicable manner
- Ongoing relationships are important
- There may be more than one outcome acceptable to all

## Key insight:

- Matching positions is difficult
- There is likely to be more than one way to match interests

# Principled (or interest-based or integrative) negotiations

## Approach:

- **Separate the problem from the people:** be soft on the people, hard on the problem
- **Focus on interests, not positions:** explore interests
- **Invent options for mutual gain:**
  - Develop multiple options to choose from; decide later
  - Explore trade-offs between issues
- **Insist on using objective criteria**
  - Try to reach a result based on standards, not force of will
  - Reason and be open to reason; yield to principle, not pressure

Soft	Hard	Principled
<ul style="list-style-type: none"> <li>• Participants are friends</li> <li>• The goal is agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Participants are adversaries</li> <li>• The goal is victory</li> </ul>	<ul style="list-style-type: none"> <li>• Participants are problem-solvers</li> <li>• The goal is a wise outcome, reached efficiently and amicably</li> </ul>
<ul style="list-style-type: none"> <li>• Make concessions to cultivate the relationship</li> <li>• Be soft on the problem and the people</li> <li>• Trust others</li> </ul>	<ul style="list-style-type: none"> <li>• Demand concessions as a condition of the relationship</li> <li>• Be hard on the problem and the people</li> <li>• Distrust others</li> </ul>	<p><b>Separate the problem from the people</b></p> <ul style="list-style-type: none"> <li>• Be soft on the people, hard on the problem</li> <li>• Proceed independent of trust</li> </ul>
<ul style="list-style-type: none"> <li>• Change your position easily</li> <li>• Make offers</li> <li>• Disclose your bottom line</li> </ul>	<ul style="list-style-type: none"> <li>• Dig into your position</li> <li>• Make threats</li> <li>• Mislead as to your bottom line</li> </ul>	<p><b>Focus on interests, not positions</b></p> <ul style="list-style-type: none"> <li>• Explore interests</li> <li>• Avoid having a bottom line</li> </ul>
<ul style="list-style-type: none"> <li>• Accept one-sided losses to reach agreement</li> <li>• Search for the single answer: the one <i>they</i> will accept</li> </ul>	<ul style="list-style-type: none"> <li>• Demand one-sided gains as the price of agreement</li> <li>• Search for the single answer: the one <i>you</i> will accept</li> </ul>	<p><b>Invent options for mutual gain</b></p> <ul style="list-style-type: none"> <li>• Develop multiple options to choose from; decide later</li> <li>• Explore trade-offs between issues</li> </ul>
<ul style="list-style-type: none"> <li>• Insist on agreement</li> <li>• Try to avoid a conflict of wills</li> <li>• Yield to pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Insist on your position</li> <li>• Try to win a conflict of wills</li> <li>• Apply pressure</li> </ul>	<p><b>Insist on using objective criteria</b></p> <ul style="list-style-type: none"> <li>• Try to reach a result based on standards, not force of will</li> <li>• Reason and be open to reason; yield to principle, not pressure</li> </ul>



# Preparing to negotiate



## Understand your situation

- What are your interests?: substantive and relational
- 'Failure' option: Best Alternative To A Negotiated Agreement (BATNA)
- Standards: are there any objective criteria you could apply?
- Trade-offs and packages: aspire to; content with; live with

## Understand the situations of others

- What are their interests?: substantive and relational
- What are their BATNA(s)?
- Map the table: allies, persuadables, adversaries
- Can you identify a potential 'landing area'? Zone Of Possible Agreement (ZOPA)

# Negotiation management

- Set up of negotiation
- Coalitions and alliances
- Sequencing of issues
- Explore trade-offs
- Agree the package

# Negotiation management

- Manage your emotions; model behaviours
- Understand the emotions of others
- Question, probe and reframe
- Create a pathway to agreement: momentum, ownership, graciousness

# Brentchester Community Centre



# Brentchester Community Centre

- **Scenario:** potential asset transfer from Wessex Council to Better Brentchester
- **Six parties with an interest:** Wessex Council, Better Brentchester, Wessex CVS, Active Wessex, Wessex CCG, Wessex Police
- **Five live issues:**
  1. The terms of any *asset transfer* from the council
  2. *Financial support* for the transfer and ongoing sustainability
  3. *Governance* of the centre after the transfer
  4. Development of the *outside space*
  5. Ongoing use of the centre and the *activities and services* it will offer

# Brentchester Community Centre

1. Negotiation scenario – this is the same for everyone
2. Confidential information related to your role
3. Worksheets
  - To help you prepare before the negotiation
  - To help you keep track during the negotiation
4. A results sheet to record the outcome



# Prep in role

## Preparation Grid

### Consider:

What do I need to find out from whom?

Who are my allies? Who can block me? Who might be persuadable?

What is the right sequencing?

INTERESTS	Party 2	Party 3	Party 4	Party 5	Party 6
Mine  1. 2. 3.					
DEAL OPTIONS  1. 2. 3.					
OBJECTIVE STANDARDS					
Best Alternative To A Negotiated Agreement (BATNA):					
Mine	Party 2	Party 3	Party 4	Party 5	Party 6
PROPOSALS Aspire to	Content with		Live with		

# During the negotiation

## AGREEMENT

	<b>Issue 1:</b> The terms of any asset transfer from the Council.	<b>Issue 2:</b> Financial support for the transfer and ongoing sustainability.	<b>Issue 3:</b> Governance of the centre after the transfer.	<b>Issue 4:</b> Development of the outside space.	<b>Issue 5:</b> Ongoing use of the centre and the activities and services it will offer.
<b>Wessex Council</b>					
<b>Better Brentchester</b>					
<b>Wessex CCG</b>					
<b>Wessex Police Constabulary</b>					
<b>Active Wessex</b>					
<b>Wessex CVS</b>					

# After the negotiation

Only need one per group:  
Council to send

## RESULT

Group number:

Did you reach a deal?

- Yes
- No

If you reached a deal, how many parties signed up to it?

2   3   4   5   6

If you reached a deal, what were the terms?

<b>Terms of transfer</b> <u>e.g.</u> any legal guarantees?	<b>Finances</b> Capital? Revenue?	<b>Governance</b> <u>e.g.</u> membership & balance of the board?	<b>Outside space</b> <u>e.g.</u> football pitch/ basketball nets; lights?	<b>Activities and services</b> <u>e.g.</u> health, youth?

# Brentchester Community Centre

## Timeline:

Now to 10:05	Discuss scenario, and then read confidential instructions
10:05-10:45	Prep in role
10:45-10:50	Break
10:50-11:50	Negotiation
11:50-12:00	Hot debrief
12:00-12:25	Plenary debrief
12:25-12:30	Survey and close

## Coming next:

### **Theme C: Building collaborative capacity and taking collaborative action**

In this theme we will shift our focus from the personal towards the organisational and systemic, and understand what is needed to take sustained collaborative action.

**Module 5: Building collaborative capacity - 20 May, 9:30 to 12:30**

