

Skill Builder: Interest-Based Negotiations

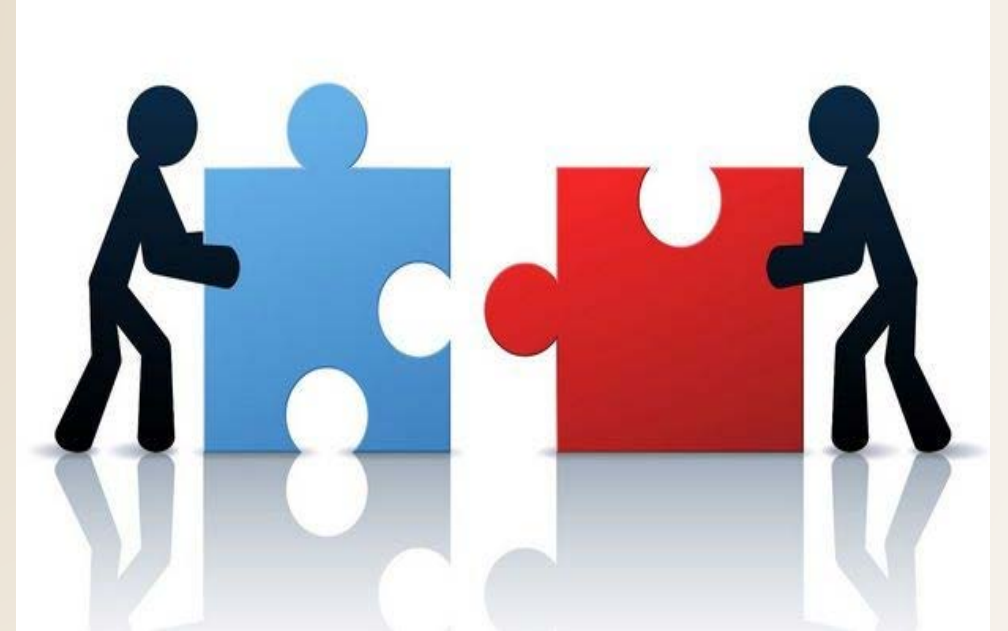
Division of Energy Assistance (DEA)
Office of Community Services (OCS)
Administration for Children & Families (ACF)
U.S. Department of Health and Human Services (HHS)



ADMINISTRATION FOR
CHILDREN & FAMILIES

Agenda

1. **Negotiation definitions, thoughts, and icebreaker (crowdsourced stories)**
2. **Interest based negotiations**
 - Differences
 - Separating interests from positions
 - Interests and Positions practice
 - Brainstorm practice
3. **Negotiation practice**
 - Feedback on negotiations



Negotiation

“Like it or not, you’re a negotiator.
Negotiation is a fact of life...”

from *Getting to Yes* by Fisher, Ury and Patton

Icebreaker

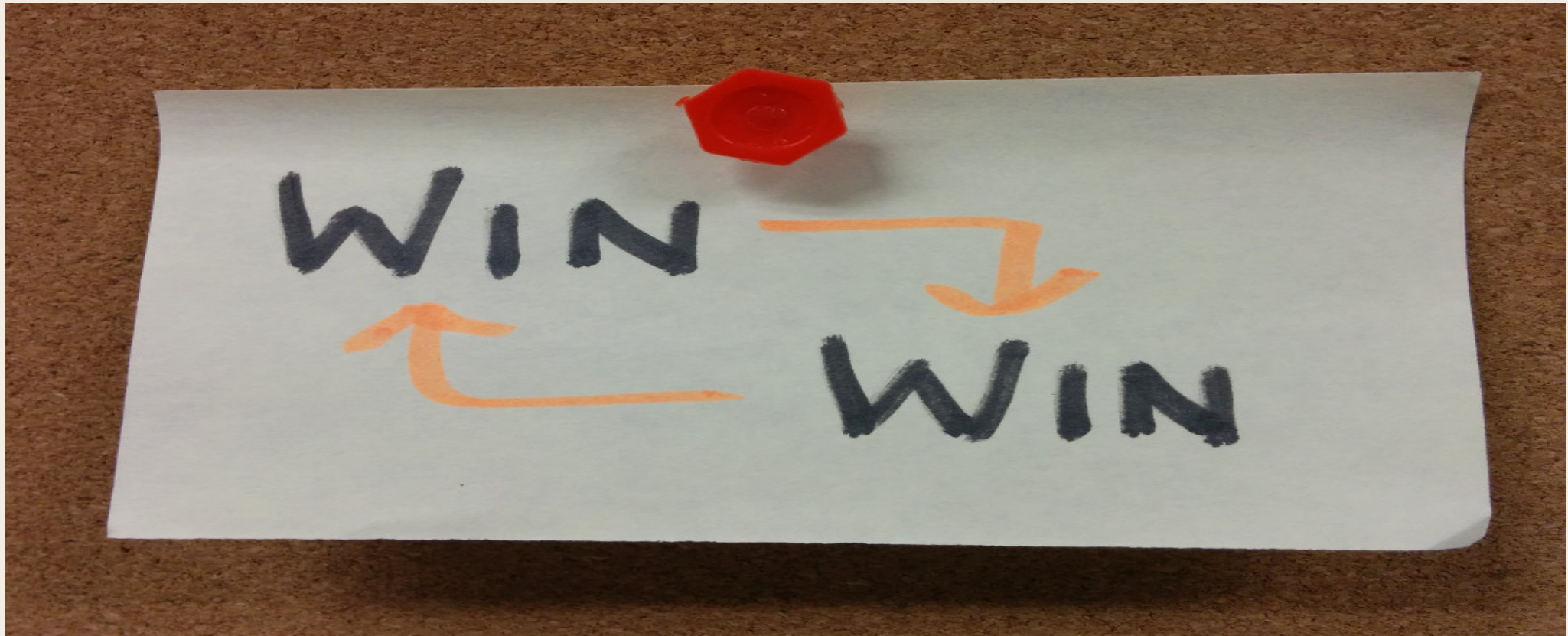
At your table groups discuss:

1. In your daily life, when do you negotiate?
2. What do you negotiate for your work?
3. Share a time when you negotiated with someone and it **went well** and another time when it **went poorly**.
4. What factors led to it going well and going badly?



*Be prepared to report out

Interest Based Negotiation



Definition: A collaborative approach designed to produce “win-win” outcomes.

Negotiation

Benefits of doing this...

- Increases trust, respect, communication, quality of work

When you might use these skills...

- Working with energy companies, other contractors
- Working with people in your own agency

Contrasting Negotiation Strategies

Position-based

- The goal is to win
- Zero-sum game
- There is a fixed sum of rewards or benefit
- The belief – “I must impose or sell my position”

Interest-based

- The goal is to create a solution that meets the interests of all parties
- There is not a limit to the rewards
- The belief – “We are well-meaning, intended people who can explore options that benefit us all.”
- Create new options together that might be better than the original positions or ideas

Four Principles of Interest-Based Negotiation

1. Separate the people from the problem.
2. Separate interests from positions.
3. Generate options for mutual gain.
4. Insist on using objective criteria.



Separating Interests from Positions

Positions:

- What we say we want or believe, usually stated in all-or-nothing (win-lose) terms

“I want/need a 10% cut in this budget!”

“My clients need all of these resources; nothing can be cut!”

Interests:

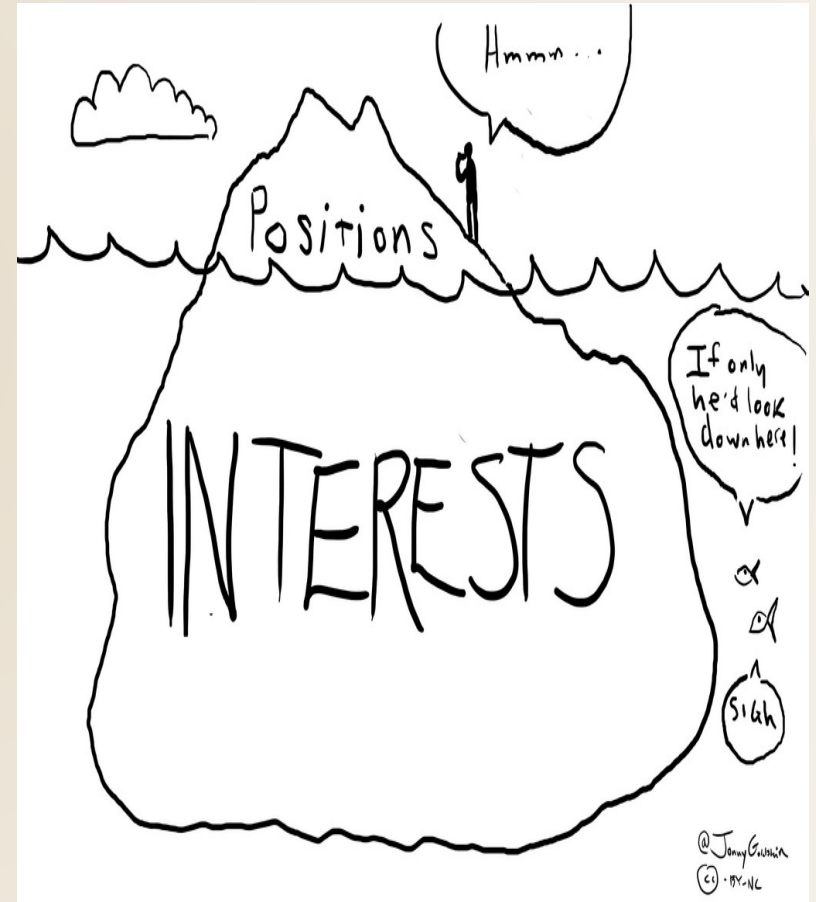
- The reasons we want or don't want things based on underlying needs, concerns or values.

“I need a 10% cut in this budget because I am getting pressure from my boss to be more fiscally responsible.”



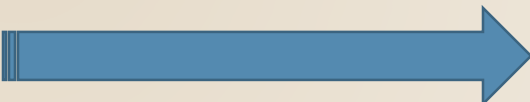

“My clients need all of the resources; nothing can be cut because this wouldn't be fair.”

Four Steps for Separating Interests from Positions

- 1) Recognize/identify the positions
- 2) Ask open-ended questions to learn their interests
- 3) Recognize/identify the interests
- 4) Expand options

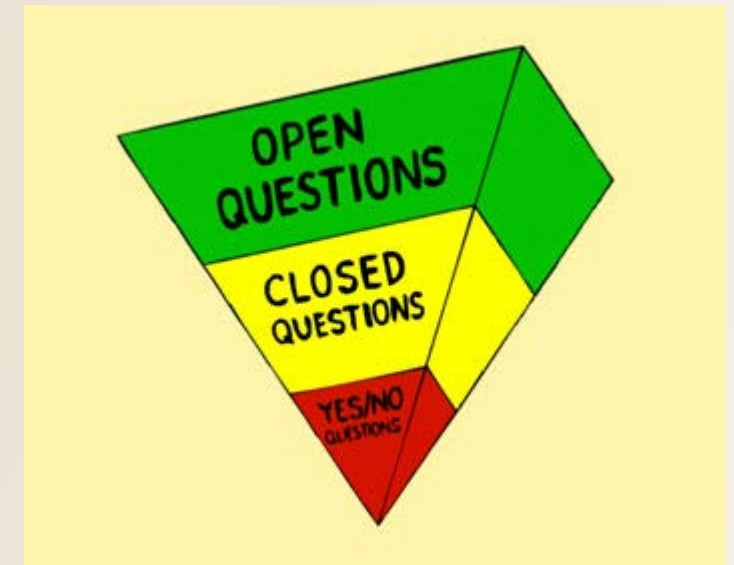


Questions: What's the difference?

- Isn't that the case?  No/Yes
- Can you help me understand?  I have many reasons why....
- Do you agree that this won't work?  No/Yes
- Why you like this idea?  I have many reasons why....

Ask Open-ended Questions

- “Can you say more about that?”
- “Tell me why that is important to you?”
- “Why would having X help you?”
- “What would be the perfect solution for you?”
- “Why?”



Recognize & Identify Interest

- “I need a 10% cut in this budget because I am getting pressure from my boss to be more fiscally responsible.”
 - “So, what I am hearing is that you need to show you are handling the budget in a responsible way?”
- My clients need all of the resources; nothing can be cut because they never get as much as others.”
 - “So, from what you said, you this is a fairness issue?”

Interests & Position Practice

Listening instructions

We need to access your
LIHEAP program data

Brainstorm Practice

What are some other ways we can meet our goals? Continue working with your partner to discover options based on your interests from our last example (LIHEAP).

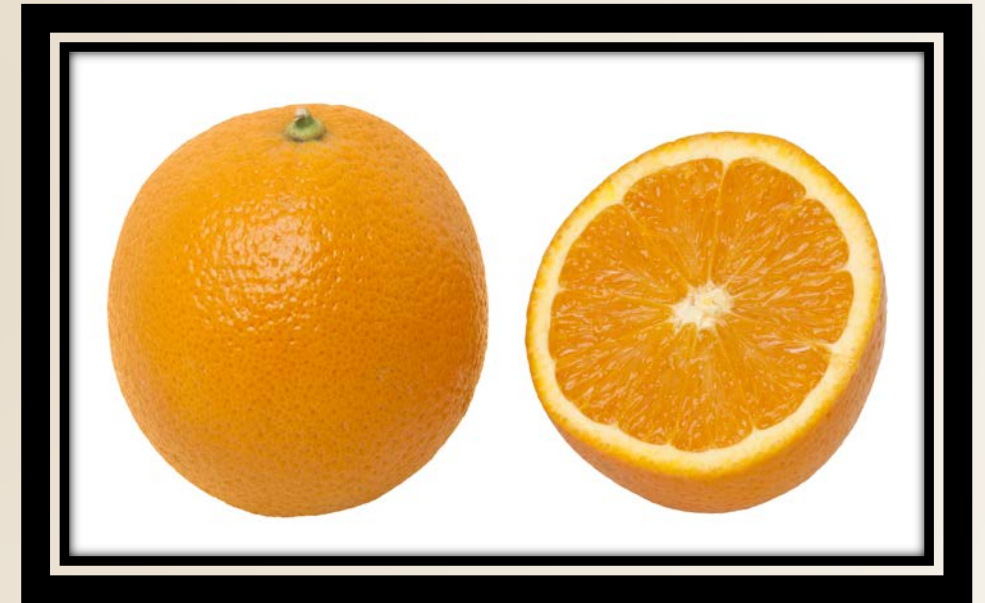
- In the brainstorm stage, there are no “wrong” answers or evaluation of ideas.
- Everything is- “that’s an idea”



Negotiation Exercise

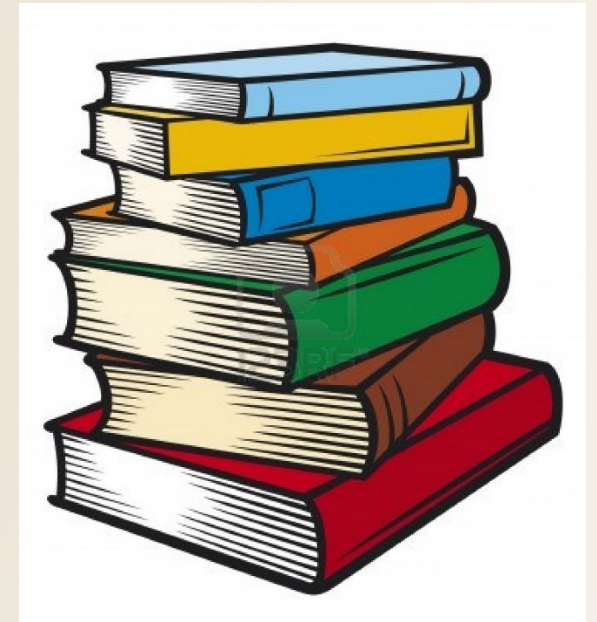
Instructions:

1. Take either a yellow or blue piece of paper at your table.
2. Read your paper only.
3. When finished reading, pair up with a person at your table who has a different colored paper and try to find a solution.
4. We will debrief in 15 minutes.



Negotiation Good Reads

- *Bargaining for Advantage* by G. Richard Shell
- *Getting More* by Stuart Diamond
- *Getting Past No* by William Ury
- *Getting to Yes* by Roger Fisher and William Ury
- *Difficult Conversations* by Bruce Patton, Douglas Stone, and Sheila Heen



Questions? Comments?

Thank you!!!

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