Don't Burn Bridges!
Be the Change
by Fostering Collaboration

NAFSA Region VI

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International Educators
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In order to… **Joint Problem-Solve**!

… *Focus on what's important (Focus on Interests)*

- We need to… **Focus on Interests** (*not on positions*)

-ISSUE: Orange or Sinai Peninsula

POSITION	POSITION
INTERESTS (Worries, needs, concerns, aspirations, fears, hopes, etc.)	INTERESTS (Worries, needs, concerns, aspirations, fears, hopes, etc.)
Observe and Filter Information	Observe and Filter Information

What's important for you? What do you really care about? What drives you?

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Interest-Based Negotiation

Be SOFT on the People… Build Relationships

- Be Unconditionally Constructive on **Relationship**
- Two-way **Communication** (Listen & Show Understanding)

Be HARD on the Problem… 1st Create Value then Distribute it!

- Clarify & articulate **Interests** (Dig under positions)
- Invent mutual gain **Options** (Separate inventing from deciding)
- Maximize **Legitimacy**, use standard criteria (beyond will)

Make wise Decisions

- Reality test their **Alternatives** (BATNA) (Discuss your if useful)
- Commit early on process. **Commit** carefully after inventing options, and exploring what might be go wrong.

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Be Unconditionally Constructive

- I will do what is ***good for the relationship and good for me***, whether or not you reciprocate
- I will try to ***understand how you see things***
- I will ***be open to persuasion***, and I will seek to persuade you on the merits
- I will try to ***be as reliable as possible***. (Do what you say)
- I will ***consult you before*** *making decisions* that significantly affect you
- Whatever your behaviors, I will ***accept you as an equal partner***, we both are just human beings

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Be HARD on the Problem

Strategic Approach
Mutual Gains Negotiation Approach

Strategic approach based on Interest-based Negotiation

VALUE PREPARATION	VALUE CREATION	VALUE DISTRIBUTION	VALUE FOLLOW UP
What? & What for? Why?	**What if?**	**What make it fair?**	**What may go wrong? How we deal with it?**
Formulate a Mutually Beneficial Approach (Parties & Issues) Identify INTERESTS & Alternatives (BATNA) - Best Alternative To a Negotiated Agreement -	**Invent and be open to multiple OPTIONS & suspend critics (First Invent then Decide) "Critics limit creativity"**	**Share and explain STANDARDS of Legitimacy "Go beyond a simple contest of wills"**	**Verify MONITORING & follow through agreements and commits. Set MECHANISMS to address and resolve future challenges**

Simplified Mutual Gains Approach to Negotiation based on Interest-based Negotiation's Principles

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I-C-N Buckets Tool

ISSUE(S) / DECISION(S)	THE NEGOTIATE BUCKET	THE CONSULT BUCKET	THE INFORM BUCKET
Criteria to define the *issue/decision*, Identify *who need to be* involved in making, or will be affected by, the decision. And *how the stakeholders should be involved* in the decision making process.	**Negotiate**: Decision that must be negotiated . Who must have a voice in actually making the decision. Who need to sign off on the decision.	**Consult**: Who needs to be heard before decision is made. Who may act as advisors to the decision makers, but who doesn't have authority to vote or to reject whatever decision is made. Involve to get buy-in.	**Inform**: Who are interested and/or affected parties. Keep people updated about the need for a decision, the process being used, and the reasoning behind the ultimate decision.

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A Roadmap for Strategic Conversations

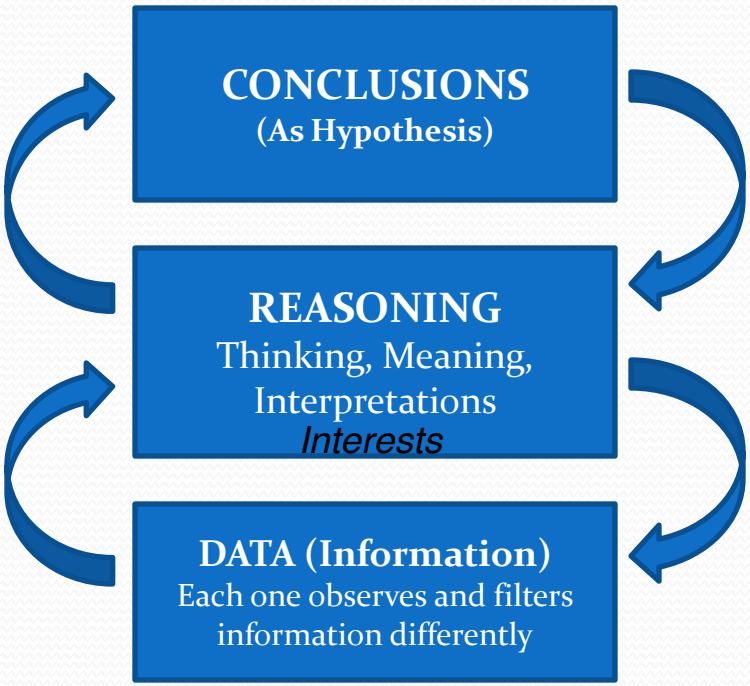
(Use a Ladder of Inference)

Interest based-conversations

Share your thinking and ask questions with the purpose to understand in a non threatening way

Go UP !

Help <u>them</u> understand your thinking,
Use to *<u>explain</u>*
your view:



Go DOWN !

Help <u>me</u> understand your thinking,
Use to *<u>explore</u>*
their view:

Ask about their conclusion, their interpretation, and what they notice (data)… **Ask**:
"Please help me understand"

Share: "What I notice, my interpretation, and my conclusion as hypothesis".

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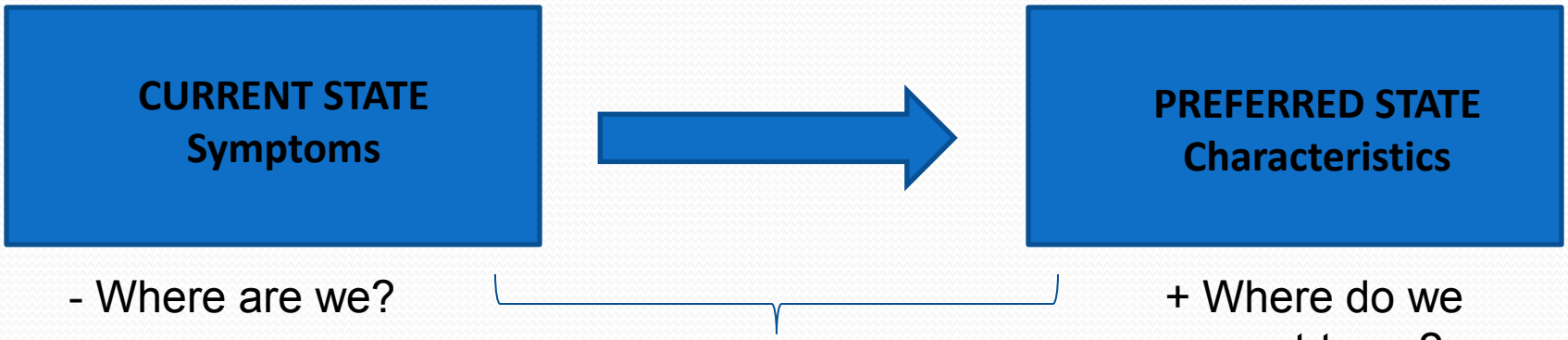
Clear Purpose

- **Be clear about the interests and purpose:** *What do we really want to do?...* What do we want to accomplish? What's the end result we are seeking? *What's the* ***Preferred State****?*



***The Challenge*: Bridge the Gap**

1. Do we have the resources?
2. Does the environment or context allow it? Can we do it?
3. Do we know how to do it?
4. Do we really want to do it *(Interests)*? Other Stakeholders?

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Systematic Thinking

Quadrant Chart to Organize our Thinking

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- *Analyze the Problem together, explore possible diagnosis*

  (What are possible causes?)

2. DIAGNOSIS

Problem *Diagnosis*

3. DIRECTION

Problem *Solving* *(G.E.D.)*

w/ Real Brainstorming

- *Jointly Develop Options for Specific Action (s)*
  - *Generate*
  - *Evaluate*
  - *Decide*

(What Strategies might be wise?)

--- Use the
--- Ladder of
--- Inference

- *Define the Problem together*
  - *Current Stage Symptoms &*
  - *+ Preferred State Characteristics*

(What's the Problem?)

1. DATA

Problem *Definition*

4. DO NEXT

Action Planning

- *Jointly Generate Possible Approaches:*
  - ** Who does what when and how?*

(What are some specific next steps?)

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Systematic Thinking

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- **1. <u>Data</u>: Define the Problem**:
  - Think broadly about what's wrong.
  - Identify the characteristics of the <u>current situation</u> that are undesirable (symptoms of the problem).
  - Define the characteristics of the <u>preferred state</u> (be specific and concrete).
- **2. <u>Diagnosis</u>: Generate possible Diagnoses**:
  - Analyze the gap between the current situation and the preferred state.
  - Hypothesize about possible causes for the gap.
  - Consider any diagnoses that could themselves be treated as a problem in need of further analysis (Plug into step one If needed).
  - Be comprehensive. Make sure you have address all the symptoms of the problem.
- **3. <u>Direction</u>: Brainstorm possible Solutions *(Options – General Approaches)***
  - Brainstorm many ways the problem could be addresses. *(Generate. Evaluate. Decide.)*
  - Use list of diagnoses to focus efforts to generate solutions. Ensure that you address each likely diagnosis and don't waste time generating solutions that don't address the cause of the problem.
- **4. <u>Do Next:</u> Agree on Specific Action Plans**:
  - Explore how the approaches (options) generated might be implemented. Assess their feasibility in real world and the costs and benefits associated with each.
  - Drive general approaches to specific actions plans (who will do what by when).

Source: Making Partnerships Work, VantageParters

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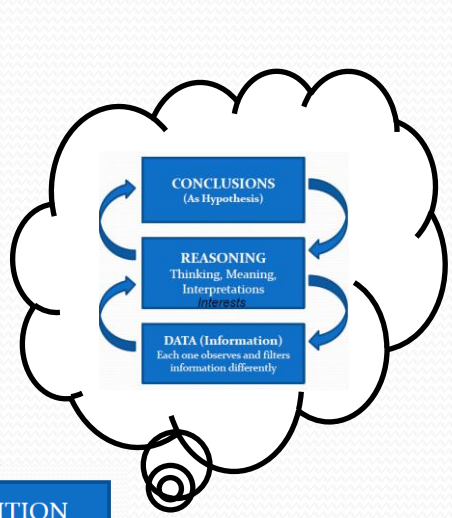
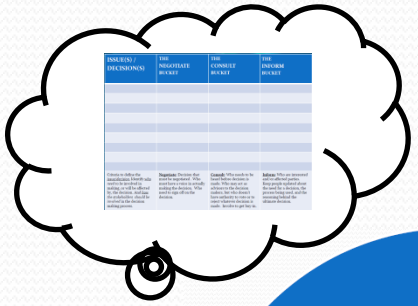
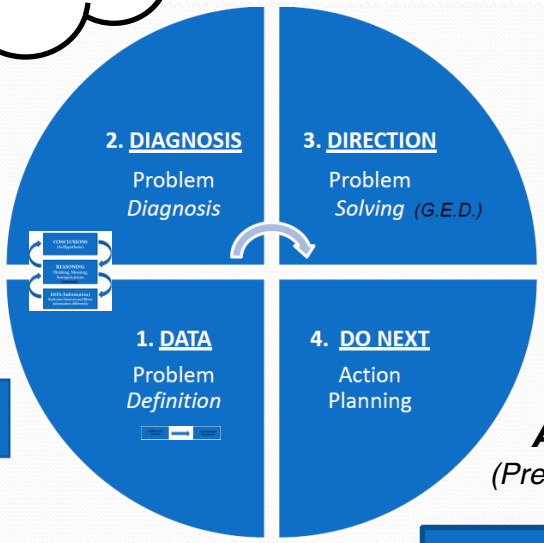
Pulling together..! A Collaboration Roadmap





Systematic Thinking

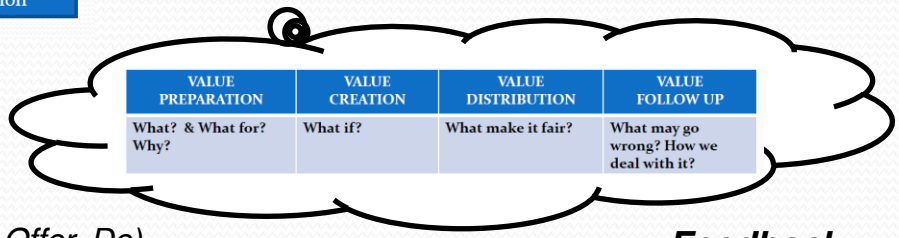
Clear Purpose



Do we have the resources?
Does the environment or context allow it? Can we do it?
Do we know how to do it?
Do we really want to do it *(Interests)*? Other Stakeholders?

Active Learning
(Prepare – Act - Review)

Implement, Review, Evaluate & Adjust



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What? & What for? Why?	What if?	What make it fair?	What may go wrong? How we deal with it?

Engage *(Offer a Challenging Role)*

Lateral Leadership *(Ask, Offer, Do)*
(Mutual Gains Approach - Negotiation)

Feedback
(Appreciation, Coaching, Evaluation)

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