

Session 10:

Collaborative Decision-Making and Negotiation Skills

Prisoner's Dilemma EXERCISE

	Blue 1	Green1	Blue 2	Green 2	Blue 3	Green 3
1						
2						
3						
4						
5						
6						
7						
TOTAL						

Collaborating and Negotiating Within Your IRT

Team Dynamics

- Forming
- Storming
- Norming
- Performing

Collaborating/Negotiating within your IRT

FORMING (Learn about one another to build trust and confidence)

- Develop common goals and objectives
- Establish ways of working together
- Understand the differences in each agency's mission, mandates, and statutory constraints
- Understand the personalities differences of each IRT member

Collaborating/Negotiating within your IRT

STORMING (Identifying and dealing with conflicts)

- **Important to know conflict/dispute resolution skills (*to be discussed in Session 18- Dispute Resolution*)**

Collaborating/Negotiating within your IRT

NORMING (Working Together)

- IRT members can express criticism constructively
- There is a sense of team cohesion and goals
- Reaching Consensus is easier
- With differences worked out, can focus on projects.
- Caution: In this phase, team may become somewhat complacent and rely on groupthink where new alternatives and ideas are sacrificed for group harmony.

Collaborating/Negotiating within your IRT

PERFORMING (High Performing)

- The result of highly motivated team members who are willing to deal effectively with conflict
- While an established high performing IRT can continue to operate at this stage, a new MB project, a new member, new agency directives/policies, etc. can cause a team to revert to one of the earlier stages.

Building Consensus



Building Consensus

(Consensus vs Unanimity)

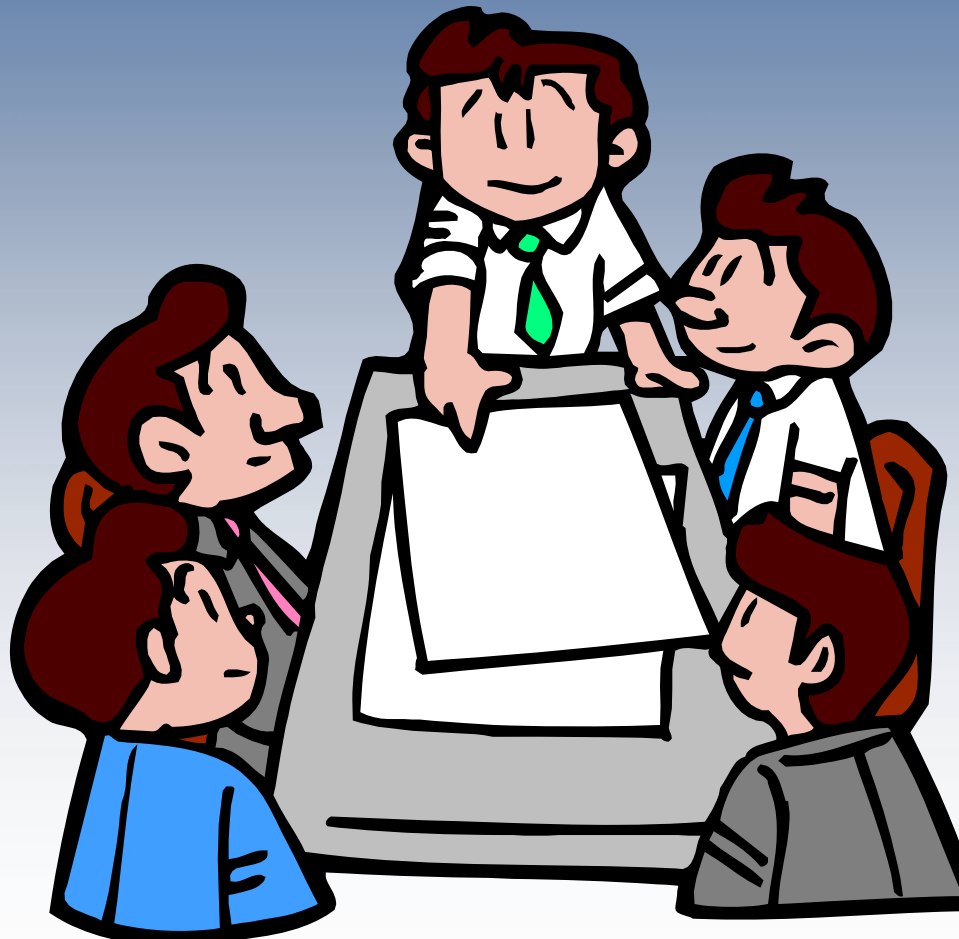
The goal of consensus building is not to persuade people to change their position, but to reach common and unanimous agreement on how to proceed and end up with a proposal that parties can find acceptable.

Building Consensus

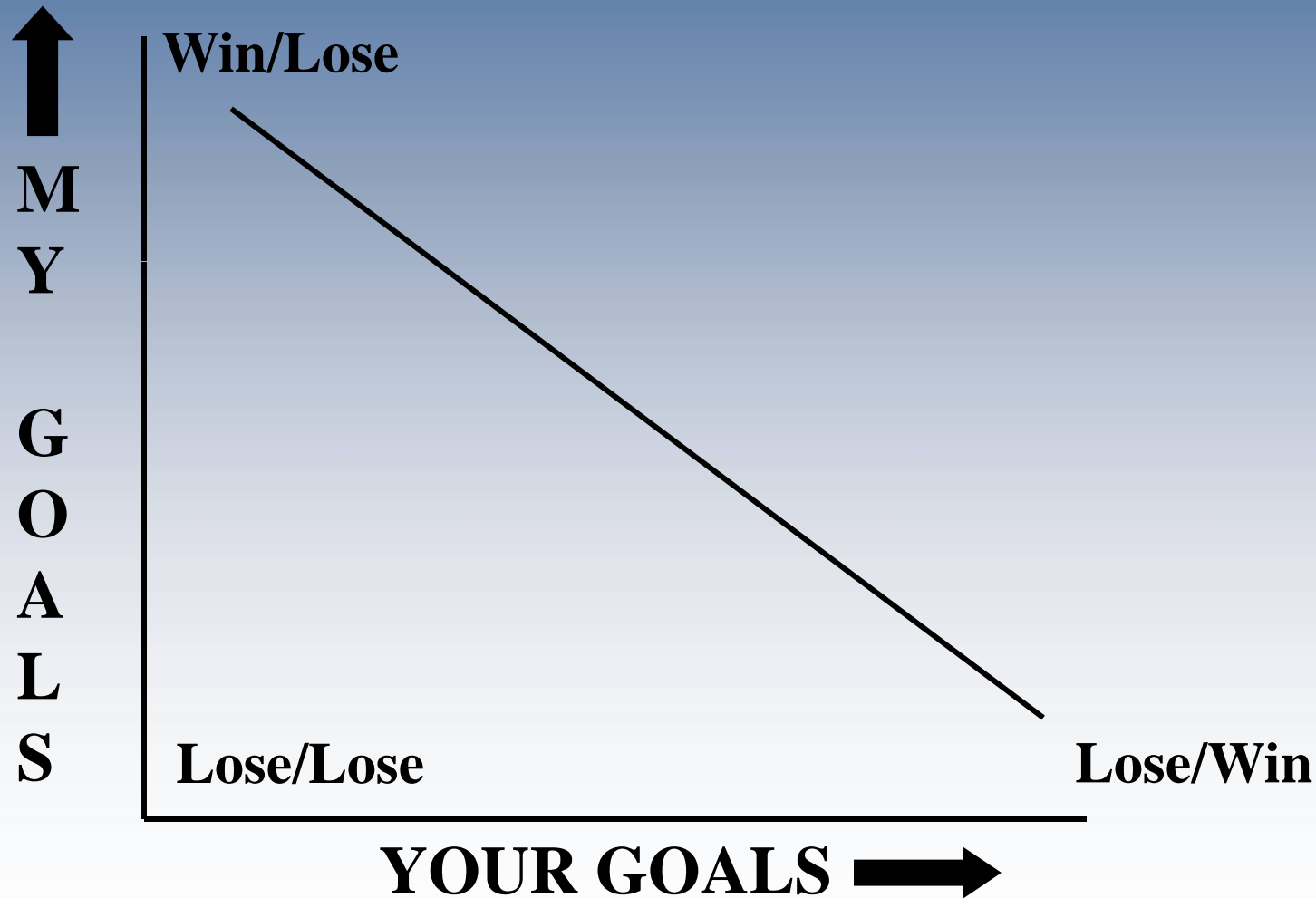
You know when your group has reached consensus when....

- 1. Each member of the group understands the position of the other members and feels they have been understood.**
- 2. At the end, each member is willing to support the decision (total agreement is not always possible).**

Negotiation Styles



Positional Negotiation



Interest-Based Negotiation



Interest-Based Problem Solving

- ~ Set the stage (ground rules)
- ~ Separate people from the problem
- ~ Identify the Interests and ignore positional statements
- ~ Ask “What’s important to you?”
- ~ Use objective criteria
- ~ Create and evaluate options (look for the win-win options)
- ~ Generate agreement

How to Go From: Positional to Interest Based

- ~ **Don't Start with Solutions**
- ~ **Ignore Positional Statements**
- ~ **Ask “What’s important to you?”**