



Reaching Agreement

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Session Objectives

- Learn how different styles can cause problems in Reaching Agreements
- Learn to use a plan for laying out your discussion
- Practice

THE TROUBLE WITH STYLES.

TRUST
TRUST

What's your Style?
Or
What you believe you should
do to make Life Work

Our Discussion of Style

- Brief summary of how you engage with life
- What you need to develop trust
- What makes you think someone is untrustworthy
- The questions that are important to you

The Styles

- **Greater Good** – how will what we are doing be of service to other people
- **Methodical** – I need time to take in all the facts and make sure I understand everything
- **Bright, Shiny Objects** – Look how cool this will be! Let's get started!
- **Peace-Keeper** – Everyone needs to be happy for this to be satisfactory.

Do's To Build Trust with Me

Greater Good	Methodical	Bright Shiny Objects	Peace-Keeper
Take the time to build a personal relationship	Don't assume friendship	Don't bother me if it's not a challenge	The glass is half full.
Let me know how what you are doing can make a difference	Do what you say you'll do	Tell me both the good and the bad	Let's go to lunch and talk about it.
Contact me informally to check in	Provide me the information to think about it	Don't waste my time with too much detail or lunch	Let me look things over before we go to lunch.
Stay relaxed, use personal examples	Follow through on what you say you'll do	Hold your ground - I just like to toss ideas around.	Consider the political ramifications
Be flexible and willing to compromise	Give me time to think	Be accurate	Let me play with the whole idea

Don't's to Build Trust with Me

Greater Good	Methodical	Bright Shiny Objects	Peace-Keeper
Overwhelm with details, data	Go overboard with fluff	Try to out logic me	Overwhelm with details, data
Over hype	Presume that this is simple and I should accept it on face value	Insist on sticking to your plan, I may have a better idea	Presume that this is simple and I should accept it on face value
Drag things out	Expect me to decide now	Drag things out	Expect me to decide now
Push too hard	Don't deliver on time	Waste my time on a social relationship	Assault me with logic
Be so exact and right that there is no wiggle room	Expect me to talk about anything personal	Hide the truth or lie to me	Be confrontational

Questions I'll Need Answered

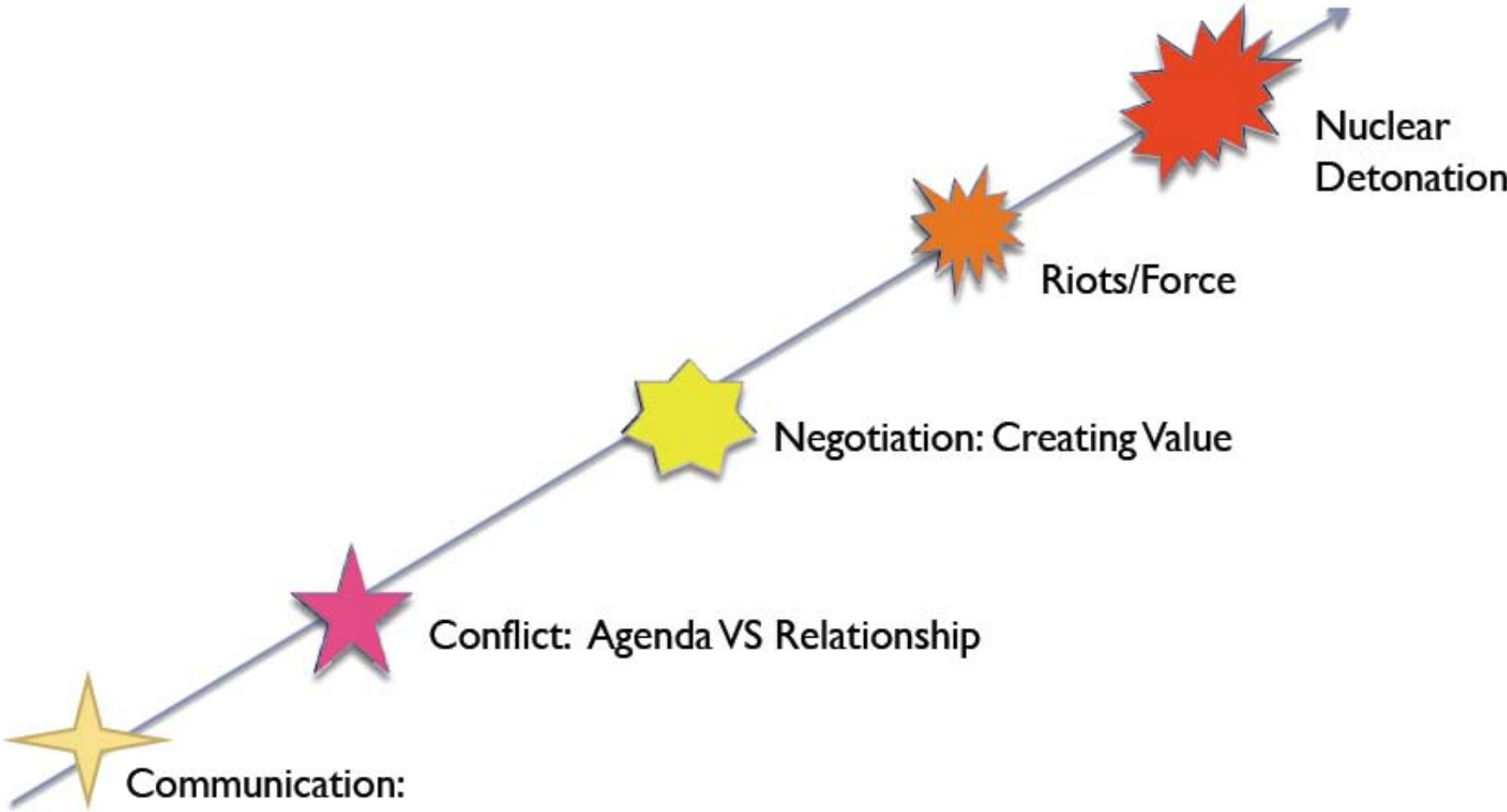
Greater Good	Methodical	Bright Shiny Objects	Peace-Keeper
Who will benefit from this?	Who will be affected?	What is the opportunity? Is it worth my time?	What will my people think?
Who needs to be included?	What are the specific steps?	Who will be in charge of this?	How will the politics be handled?
How does this affect excellence, value, people	How is risk managed?	How fast can we implement?	How will my people be affected?
	What are the alternatives?	What advantage will it give us?	Who may not like this?
		What are other things we can do with this? Where else can we make it work?	How do we make this a good thing for multiple constituents?

GETTING A PLAN.

What Do We Mean By Planning?

- Defining the Objective
- Defining Satisfaction
- Identifying all the details

Escalation of Dis-Agreement



3 Types of Negotiation

- **Hard - negotiation is a contest of wills;** it's about winning; the result is exhaustion and damage to relationships
- **Soft - priority is to avoid conflict;** thus readily makes concessions; ends up feeling exploited and bitter
- **Principled -** deciding issues on their merits - takes trust, time, no tricks, no posturing; focus on fair and decent

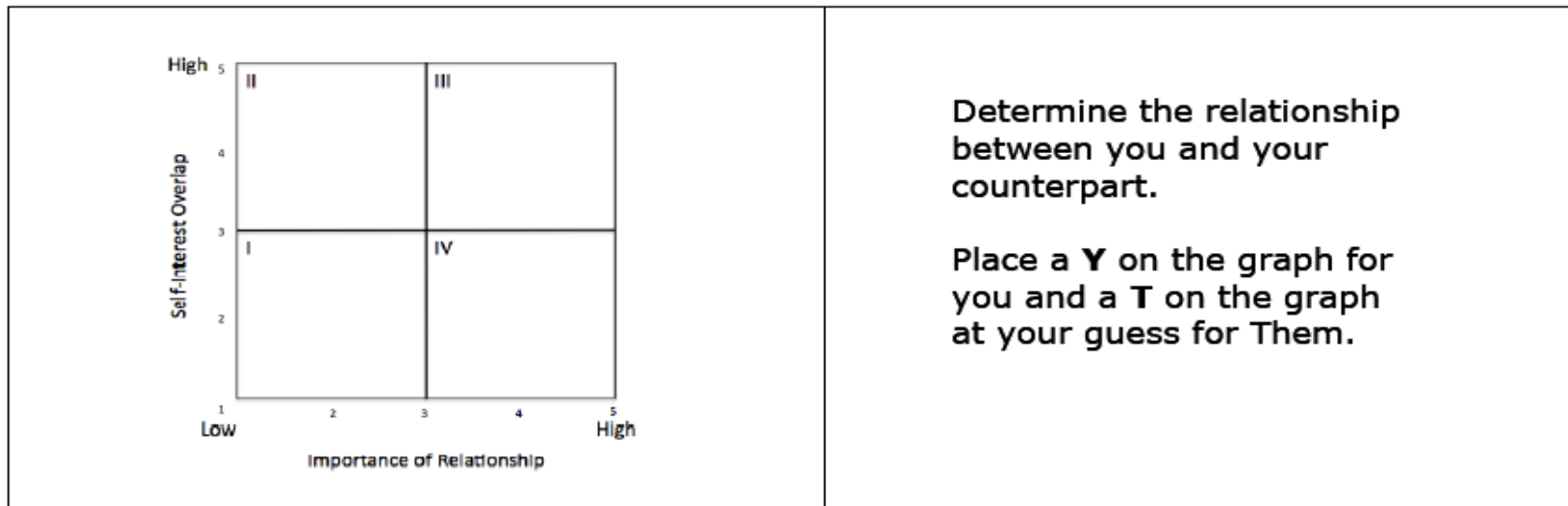
Starting Your Plan

1. Define my OSO (Over-Arching Strategic Objective):

2. Guess at their OSO:

How Much Should I Care?

3. What does the future hold for us? (the need for a relationship)



Determine the relationship between you and your counterpart.

Place a **Y** on the graph for you and a **T** on the graph at your guess for Them.

Who Is Affected?

5. Constituents (everybody else affected by this negotiation)

Yours	Theirs	3 rd Party	Who	Needs/Values

What Does Every Side Want?

6. What are the Interests? (Circle all that are common)

We Want To Achieve		They Want To Achieve (Guess)	
Business	Personal	Business	Personal
We Want To Avoid		They Want To Avoid (Guess)	
Business	Personal	Business	Personal

What Other Things Might be Part of the Deal?

10. Potential Alternative Currency based on Interests:

What are Options?

11. CREATE OPTIONS

11a What are other things that are associated with this negotiation?

11b. How can I reframe this negotiation?

11c. What might be more important to them?

What Can Serve as A Reference?

7. What is a standard that can be used as a reference?

8. How is the standard the same in this negotiation?

9. How does the standard differ from this negotiation?

Measuring Satisfaction - BATNA

Best Alternative to a Negotiated Agreement

12. What is my BATNA? (or what am I left with if this doesn't work out)

13. What is their BATNA?

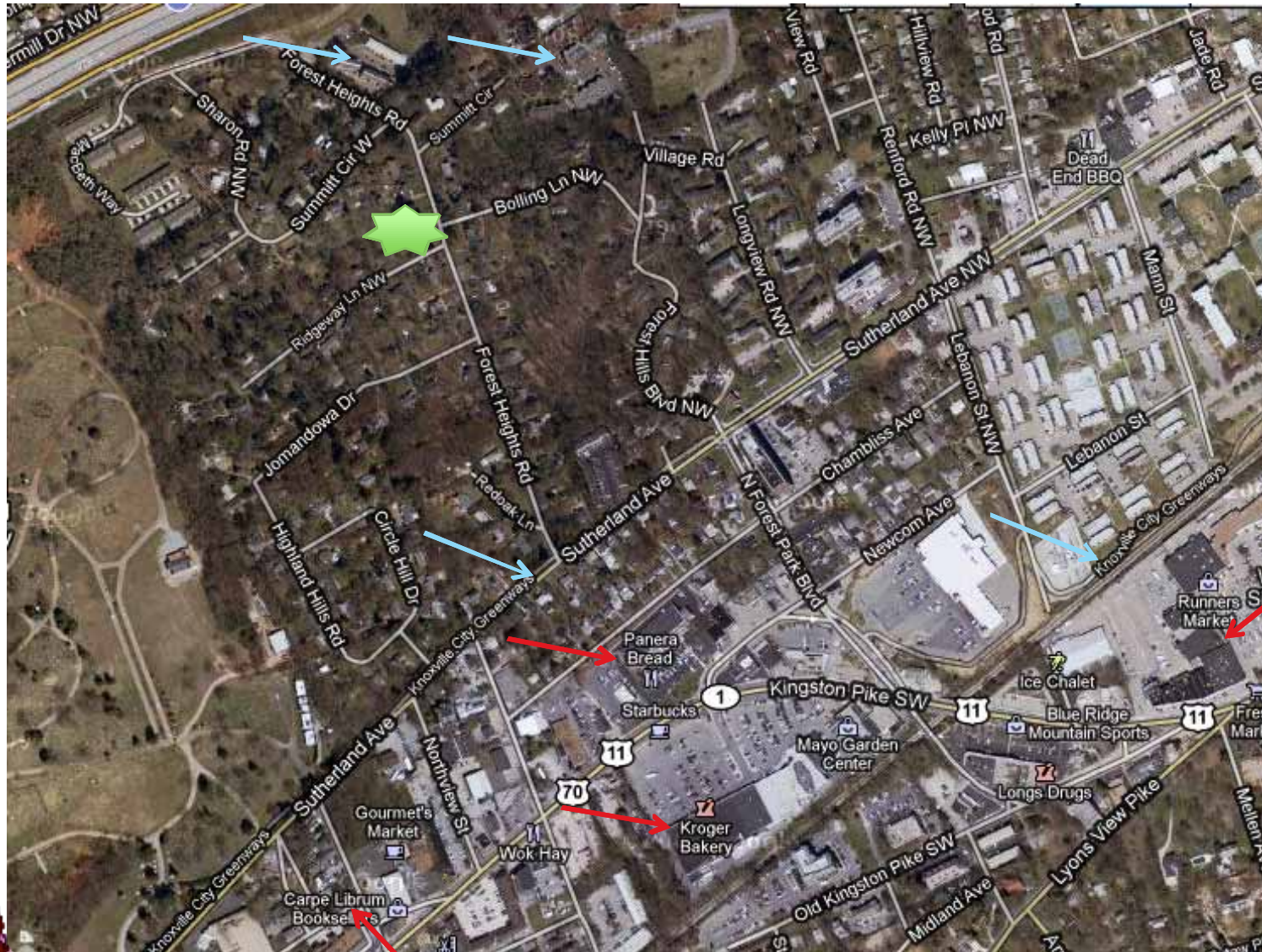
Finishing Up

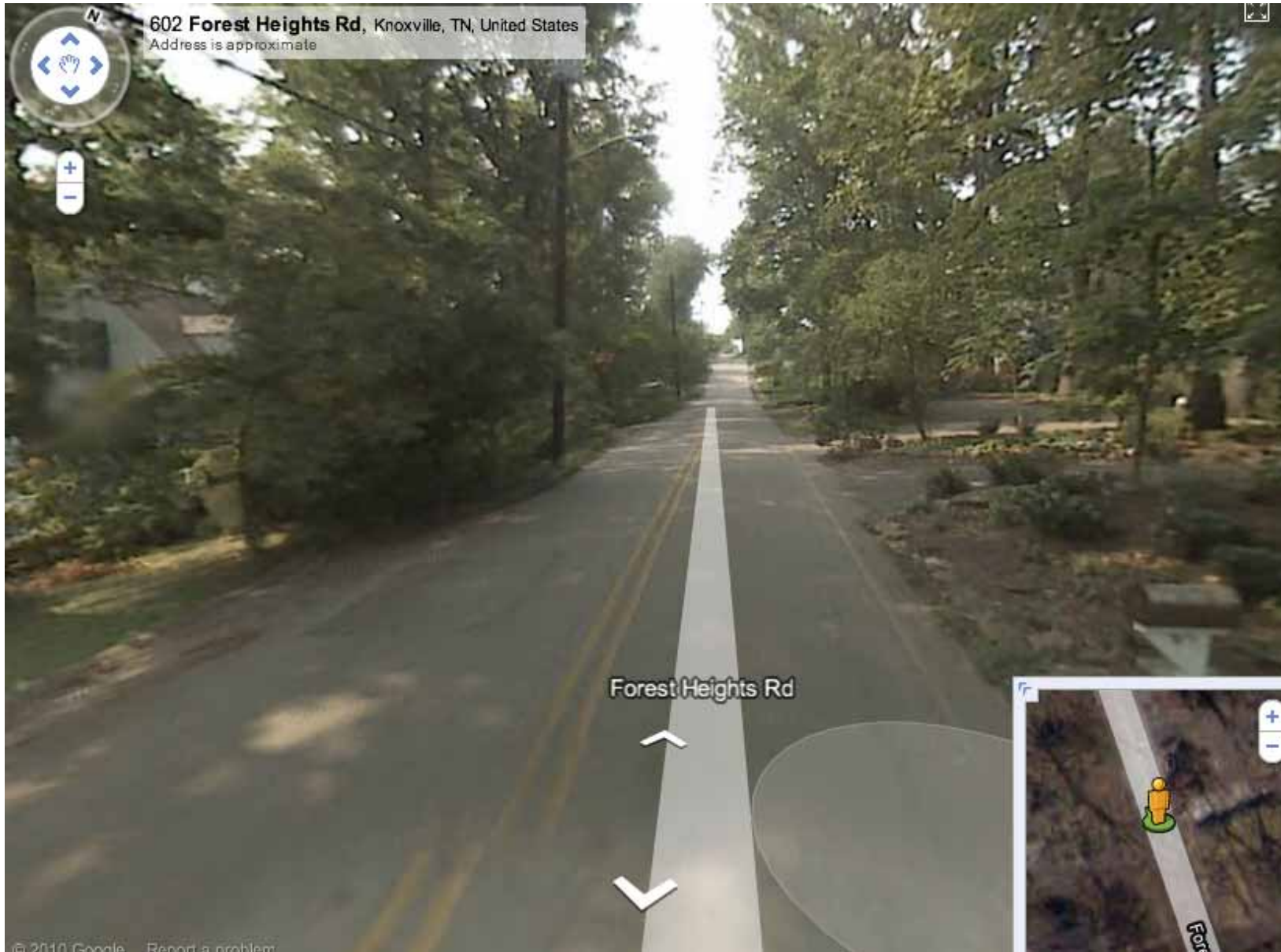
14. What can I offer them that costs me nothing and helps them?

15. What are my future interactions with them going to be?

LET'S PRACTICE.

The Grand Scheme





The Blind Hill



The HomeOwner



ALL HOMEOWNERS CLOSE YOUR EYES !!

Secret Gov't Information

- The City has received approval for a big grant for more greenway construction...but to get the \$\$, this community has to have pedestrian and bicycle access. Getting Forest Heights Homeowners on board and happy is required.
- Three important people with political power grew up in this neighborhood and are beginning to get interested... and all of them tend to resist change... and their old friends from the neighborhood have been calling them...



**ALL PLANNERS/GOV'T/ENGRS :
CLOSE YOUR EYES !!**

Secret Homeowner Info

- You are a walking, jogging, biking enthusiast.
- The biggest concern is keeping some sort of barrier between you and them...your front door and windows are really close to the street.
- What will this do to your property values?
- The blind hill is still dangerous – people drive through your front yard all the time...is it even safe to encourage activity with a sidewalk?



Spring



Time to Plan Your Negotiation

- What is your BATNA?
- What defines Satisfaction?
- What are some potential options?
- What do you think they are interested in achieving?