

# **Collaborative Skills Enhancement**

## **South Bay Salt Pond**

## **Restoration Project**

## **Session 2**

**Wednesday, February 18, 2004**

## **Learning Outcomes**

- Understand foundational concepts of collaborative dialogue
- Practice collaborative problem-solving skills
- Understand and agree on consensus decision-rule

## Training Agenda

- Review of Session 1
- Perspectives on Collaborative Problem Solving
- Conflict Management Styles
- Communication and Listening Skills
- Guidelines for Decision Making
- Questions and Concerns

## Positional vs. Interest-based

- |  |                                       |
|--|---------------------------------------|
| ● Interests are mutually exclusive or contradictory                    | ● Interests are interdependent        |
| ● Issues surround finite resources; Focus is on maximizing one's share | ● Issues are not a strict "fixed sum" |
| ● Relationships between parties have low value                         | ● Relationships are valued            |

## **Central Concepts of Principled Negotiation**

- Focus on interests not positions
- Invent options for mutual gain
- Insist on objective criteria for evaluating options
- Separate the person from the problem

## **Benefits of Collaborative Problem Solving**

- Involves all stakeholders needed for a sustainable outcome
- Build relationships as well as agreements
- Develops durable agreements that meet multiple interests

## **Collaborative Processes Help...**

- Shift focus from limited, individual needs to needs of all stakeholders
- Create value... "increase the pie"
- Explore interests in detail, invent options without deciding
- Recognize that everyone has a piece of the puzzle

## **Questions & Concerns About Collaborative Processes**

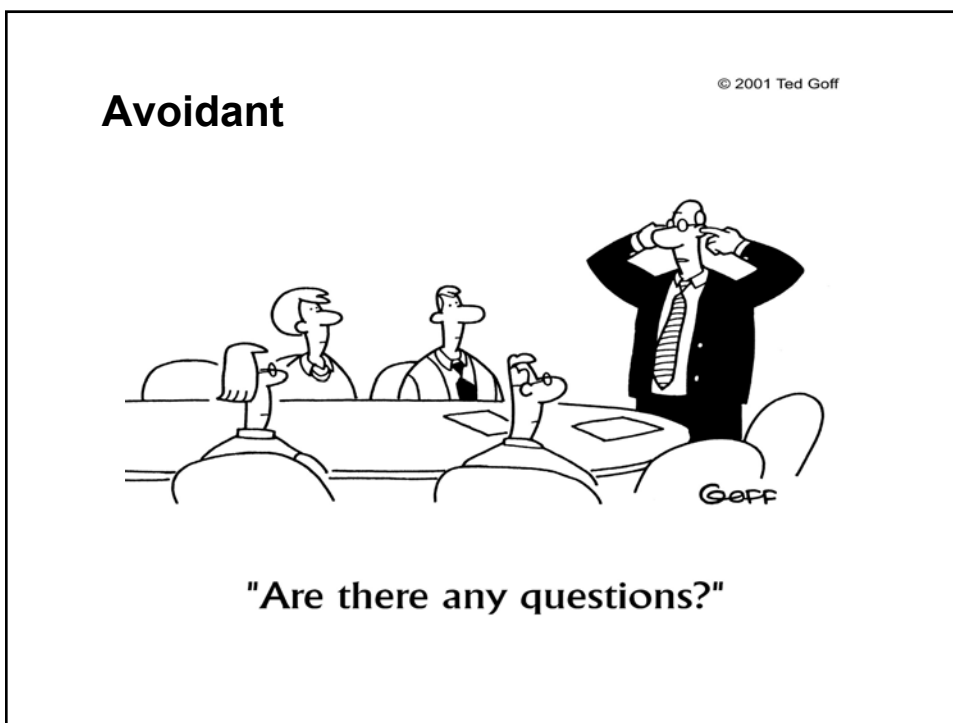
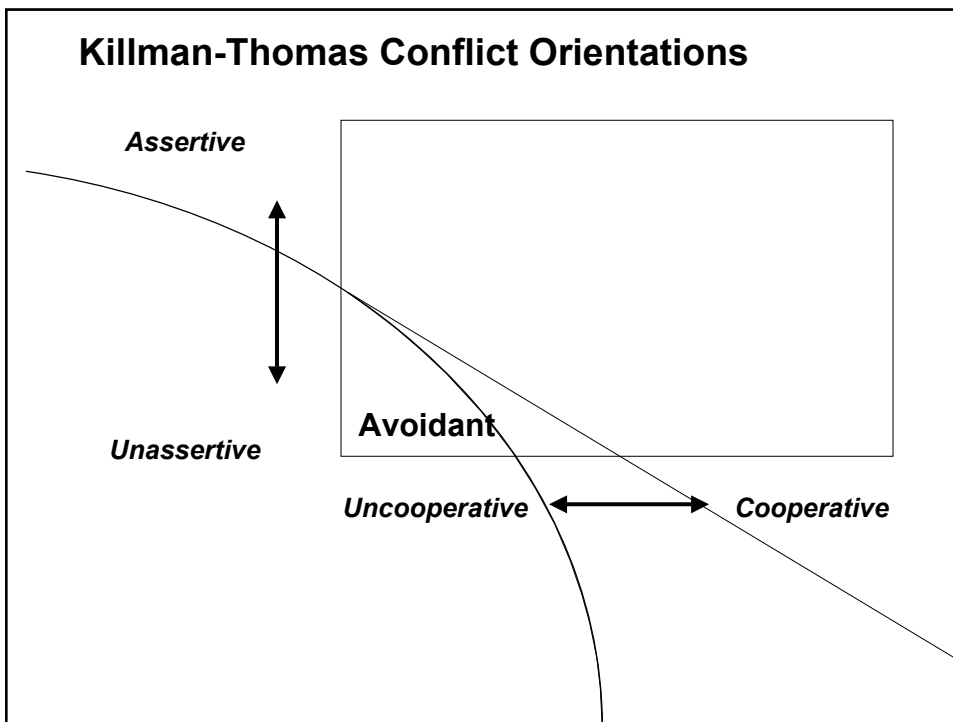
- Use by agencies who are the authorized decision-makers
- Issues of Participation
- Proper use of facilitators
- Achieving the effectiveness of collaborative processes

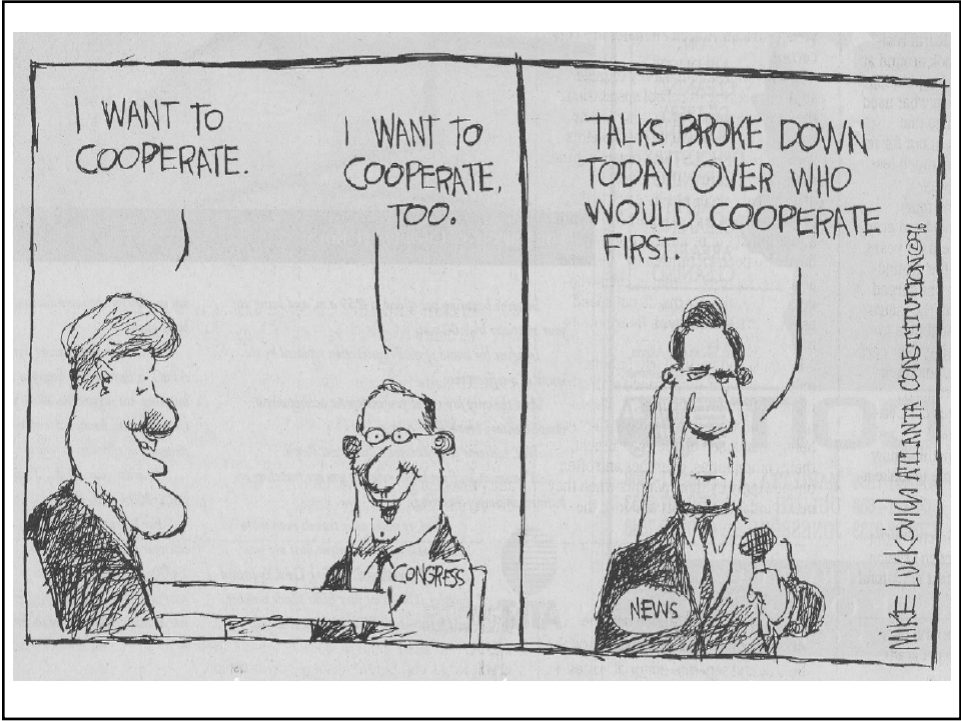
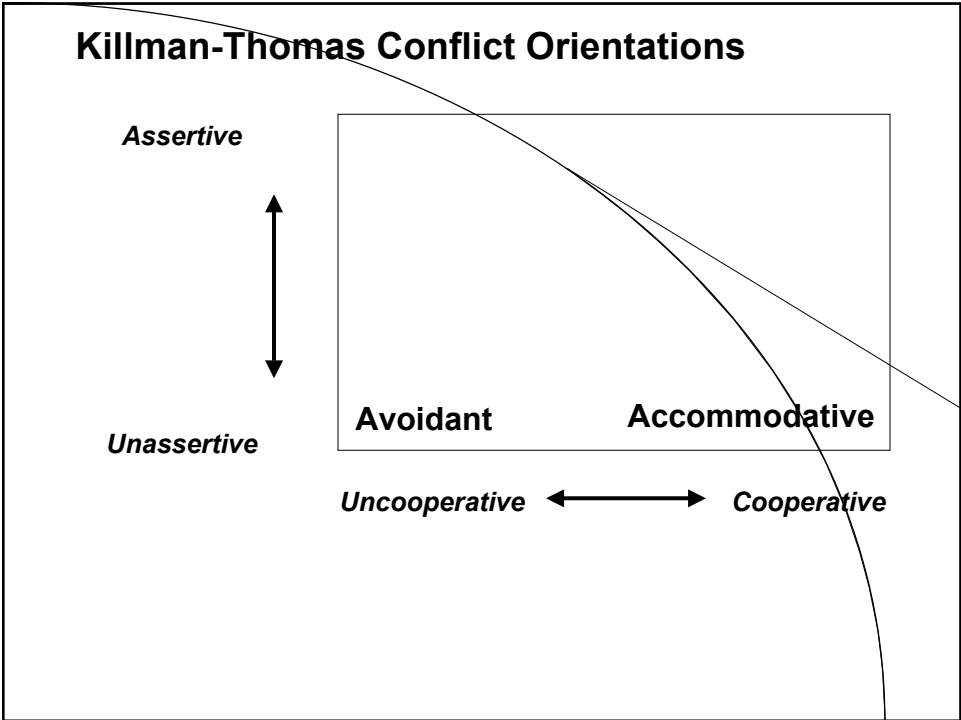
## **Myths About Negotiation and Collaborative Problem Solving**

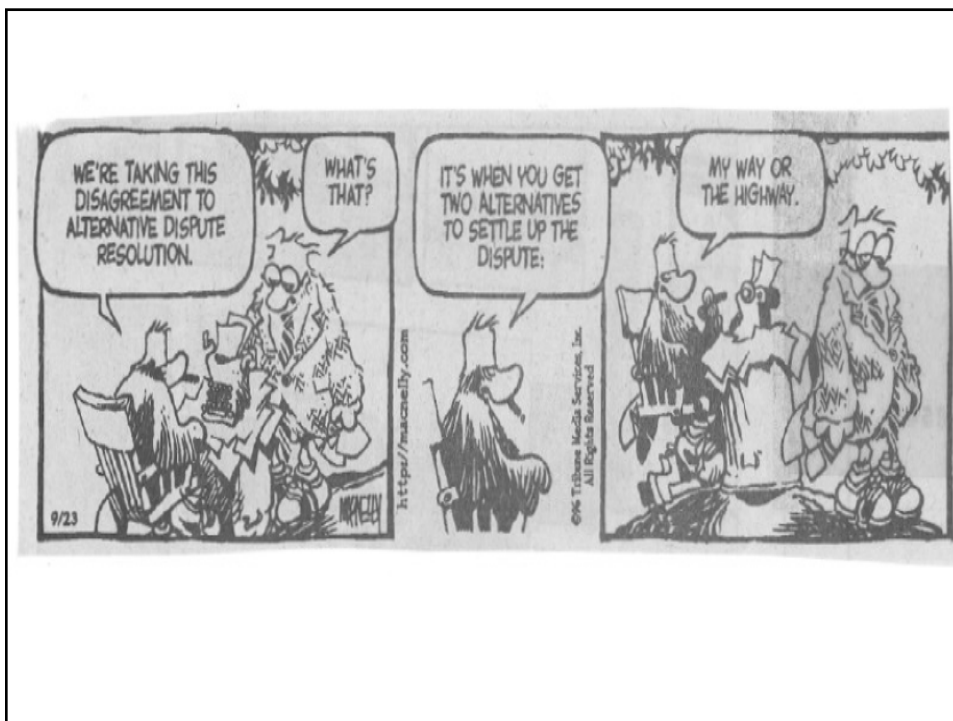
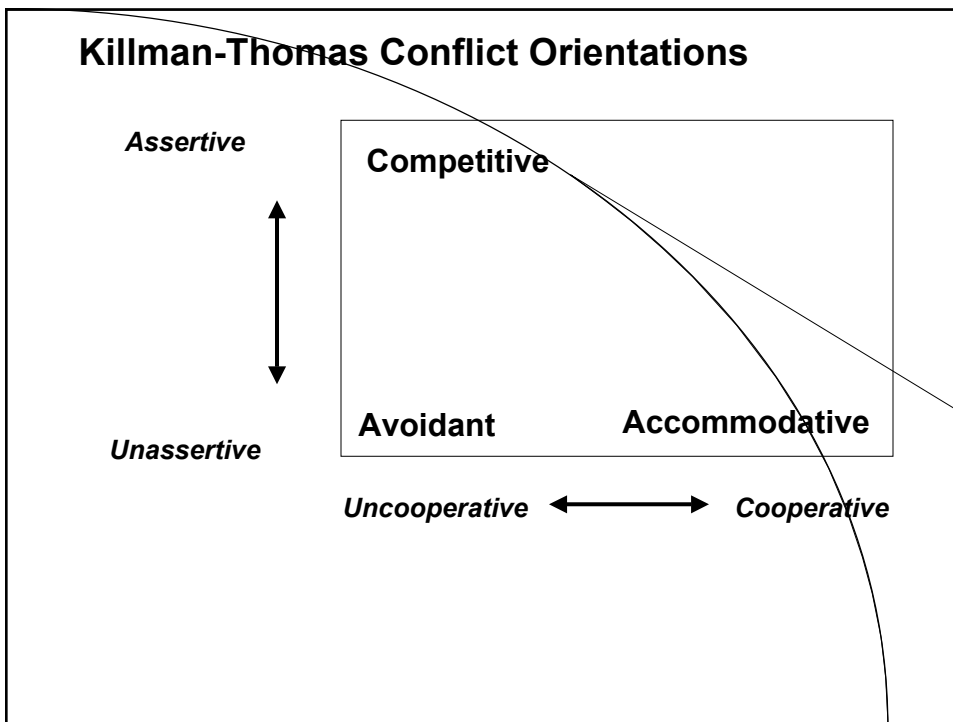
- You must adopt a win-lose attitude to do well – winning requires the “other side” losing
- Competitive, hard nosed approaches are superior
- You should consider the other parties in a negotiation as adversaries
- Your chances of winning in a negotiation are maximized by striking a quick bargain

## **Myths About Negotiation and Collaborative Problem Solving**

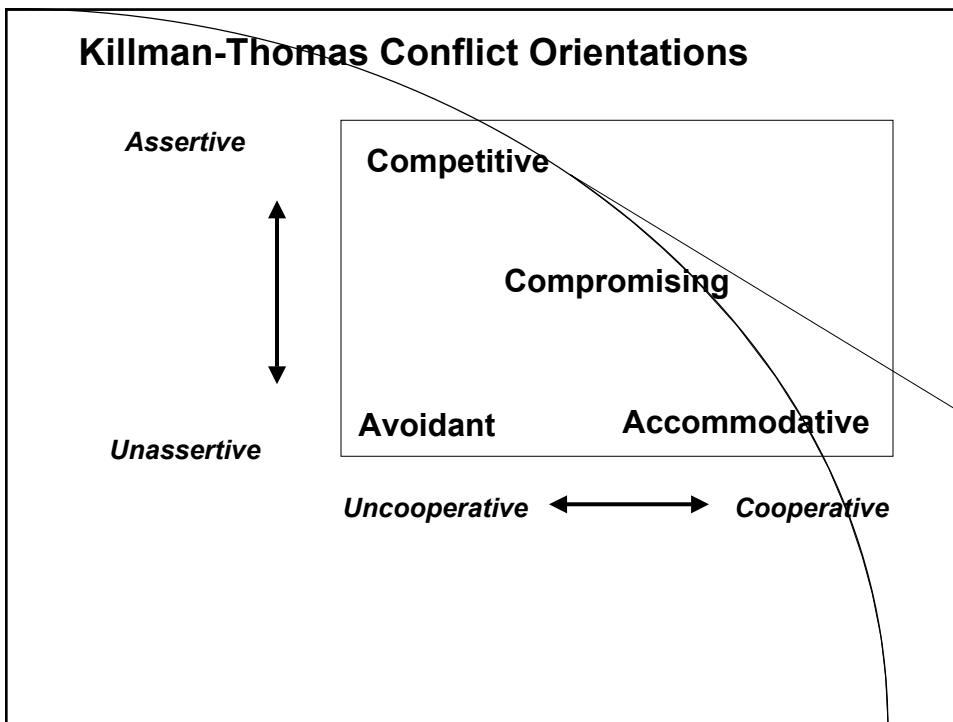
- Extreme first offers always help you exceed your objectives
- To “succeed” you will be required to compromise your values/key interests
- Collaborative processes are nothing more than a glorified group encounter session

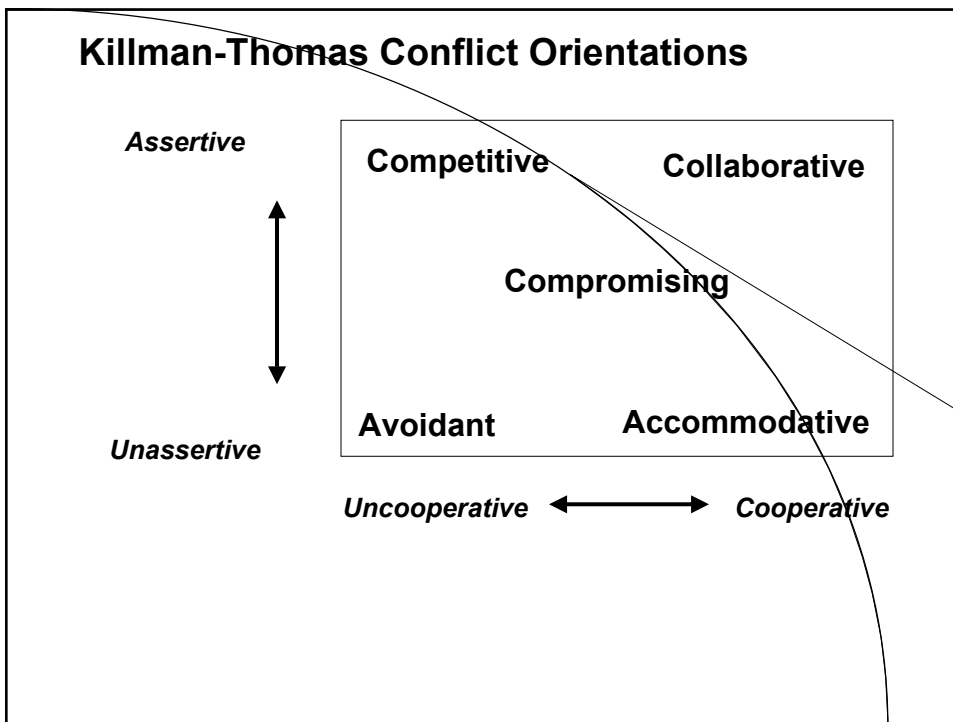


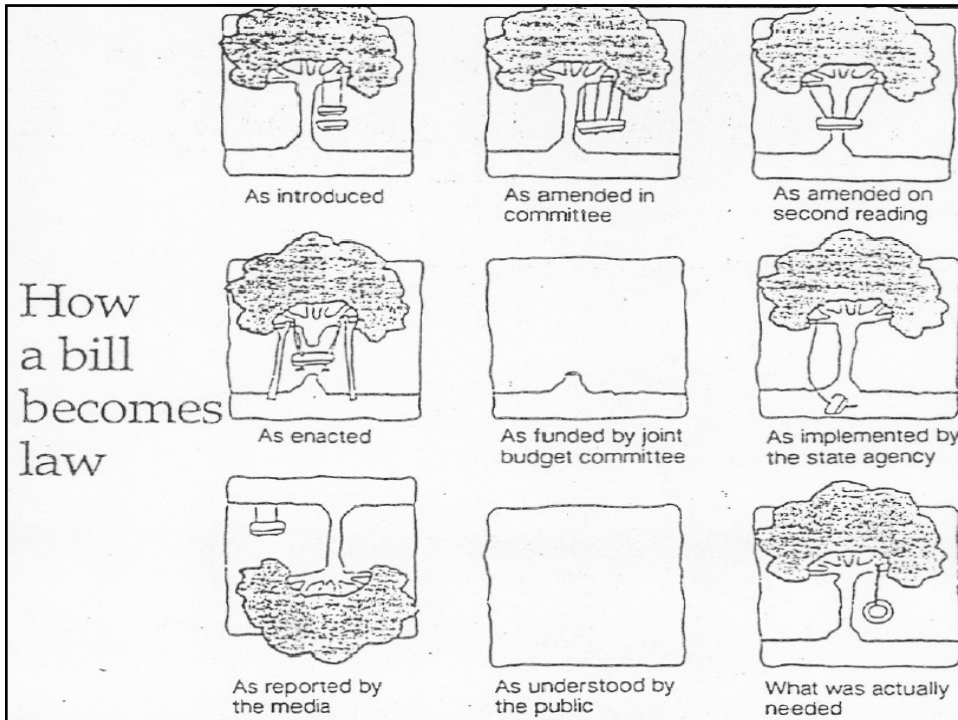








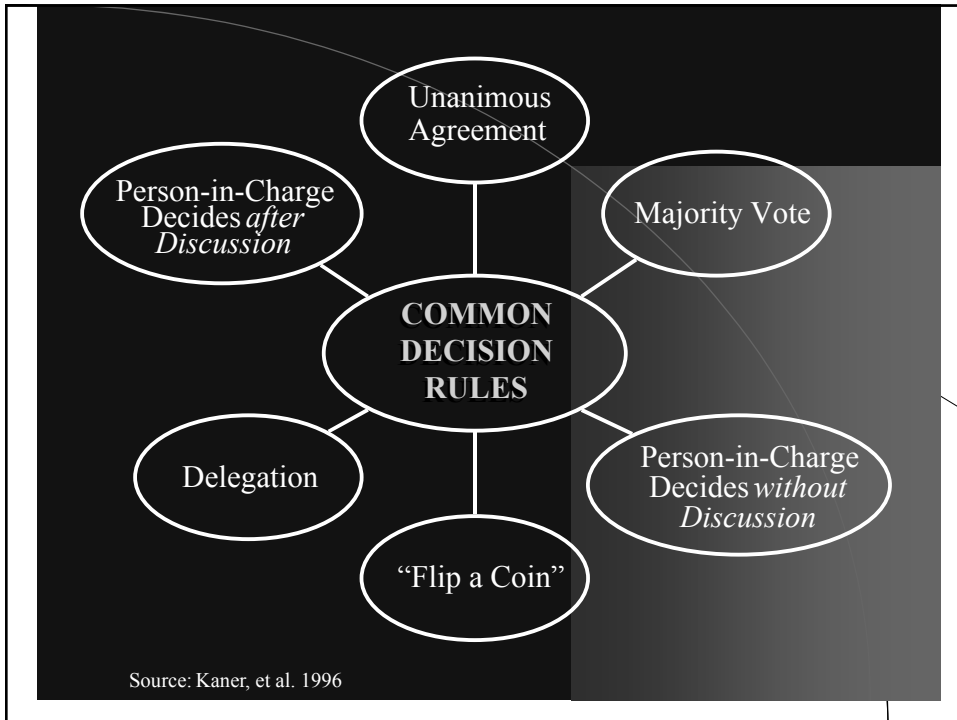




## Collaborative Listening & Learning

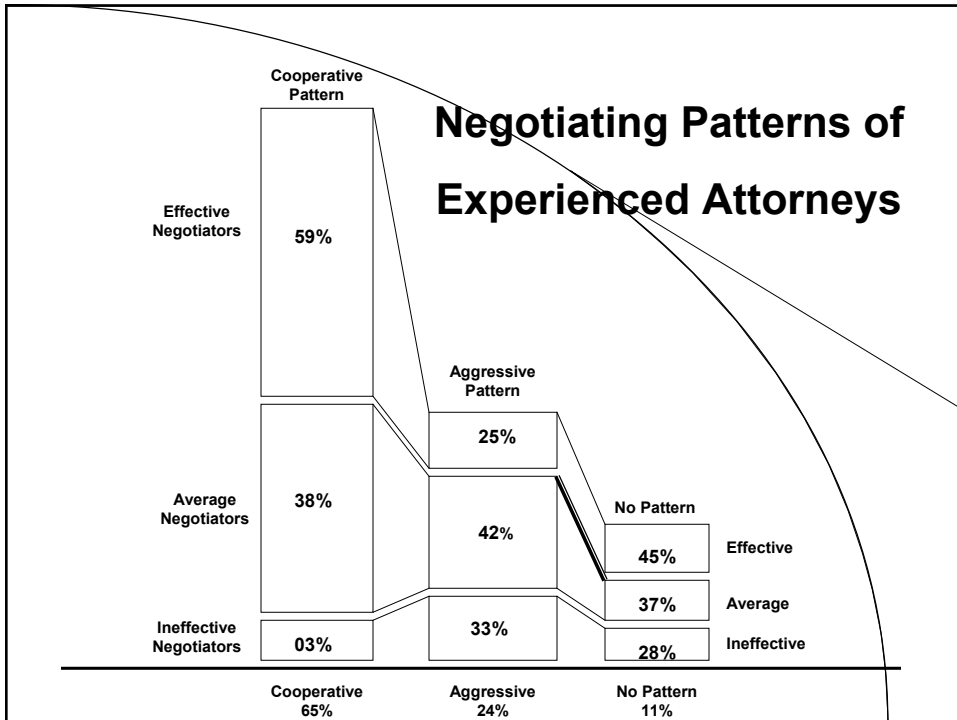
- Paraphrasing – concise response which re-states the content in your own words
- Reflecting feelings – recognizing and “testing” the emotions behind the words
- Reflecting meanings – “it sounds like you feel \_\_\_\_\_ because \_\_\_\_\_”
- Reflective summation – integrating what you have heard and drawing out main ideas





Proposed Decision Rule

"Supermajority" unanimity



## Guidelines For Lessening Resistance

(from *Listening: The Forgotten Skill*, by Burley-Allen)

1. **Do Not Abruptly Contradict Or Disapprove – CLARIFY**
2. **Find A Point of Agreement To Build On**
3. **Control Ego-Satisfying Desire To Have The Upper-Hand**
4. **Positively Reinforce Ideas, Actions**
5. **Give Attention To What Others Say And Do**
6. **Avoid Demands, Threatening Language**
7. **Anticipate Sources Of Resistance – Beliefs, Comfort Zone, Stress**
8. **Build Credibility Through Competence, Knowledge, Dependability and Perseverance**