

NEGOTIATING CONFLICT SUCCESSFULLY

with

Elizabeth Spaulding
Bryant Kuechle



**THE
LANGDON
GROUP**

What we'll cover today...

- Common conflicts
- Options for engaging conflict
- Positional negotiation
- Interest based negotiation
- Interest vs. Position
- **4** points of principled negotiation
- **6** tips for engaging in interest based negotiation



COMMON CONFLICTS

What Are Some Common Conflicts?

Owner/Contractor

Agency/Public

Project Team/Stakeholder

Interdepartmental

Headquarters/District

Supervisor/Staff

Interpersonal

Interagency

What are some others?



FRICTION



Friction is how wheels propel us on the road



Friction is how things get polished



OPTIONS FOR ENGAGING CONFLICT



OPTIONS FOR ENGAGING CONFLICT

Avoid: Do nothing, delay

Escalate: Move conflict to the next level up

Yield: Allow the other party to have their desired outcome

Domination: Dictate outcome and use power to achieve desired outcome

Negotiate: Process of communication and exchanges seeking to resolve differences



OPTIONS FOR ENGAGING CONFLICT



OPTIONS FOR ENGAGING CONFLICT

Avoid: Do nothing, delay

Escalate: Move conflict to the next level up

Yield: Allow the other party to have their desired outcome

Domination: Dictate outcome and use power to achieve desired outcome

Negotiate: Process of communication and exchanges seeking to resolve differences



POSITIONAL NEGOTIATION

Positional-Based. Positions are presented as the solution to the issue. Positions are generally presented sequentially so that the first position presented is large (shoot for the moon) and subsequent positions require less from the opponent.

- Claim value for yourself while defending against the efforts of an opponent to do the same
- Win-lose



INTEREST BASED NEGOTIATION

Process of creating value & opportunity

- Joint problem-solving
- Uncovering interests
- Generating options
- Searching for commonalities
- Win-win potential



INTERESTS VS. POSITIONS



POSITIONAL VS. INTEREST

Positional	Interest
Behavior Change	Attitude Change
Does not address underlying issues	Addresses underlying issues
Settles Issues	Resolves Issues
Does not address relationships	Builds relationships
Focus on positions	Focus on interests



INTEREST BASED NEGOTIATION

Separate the people from the problem

Focus on interests -- not positions

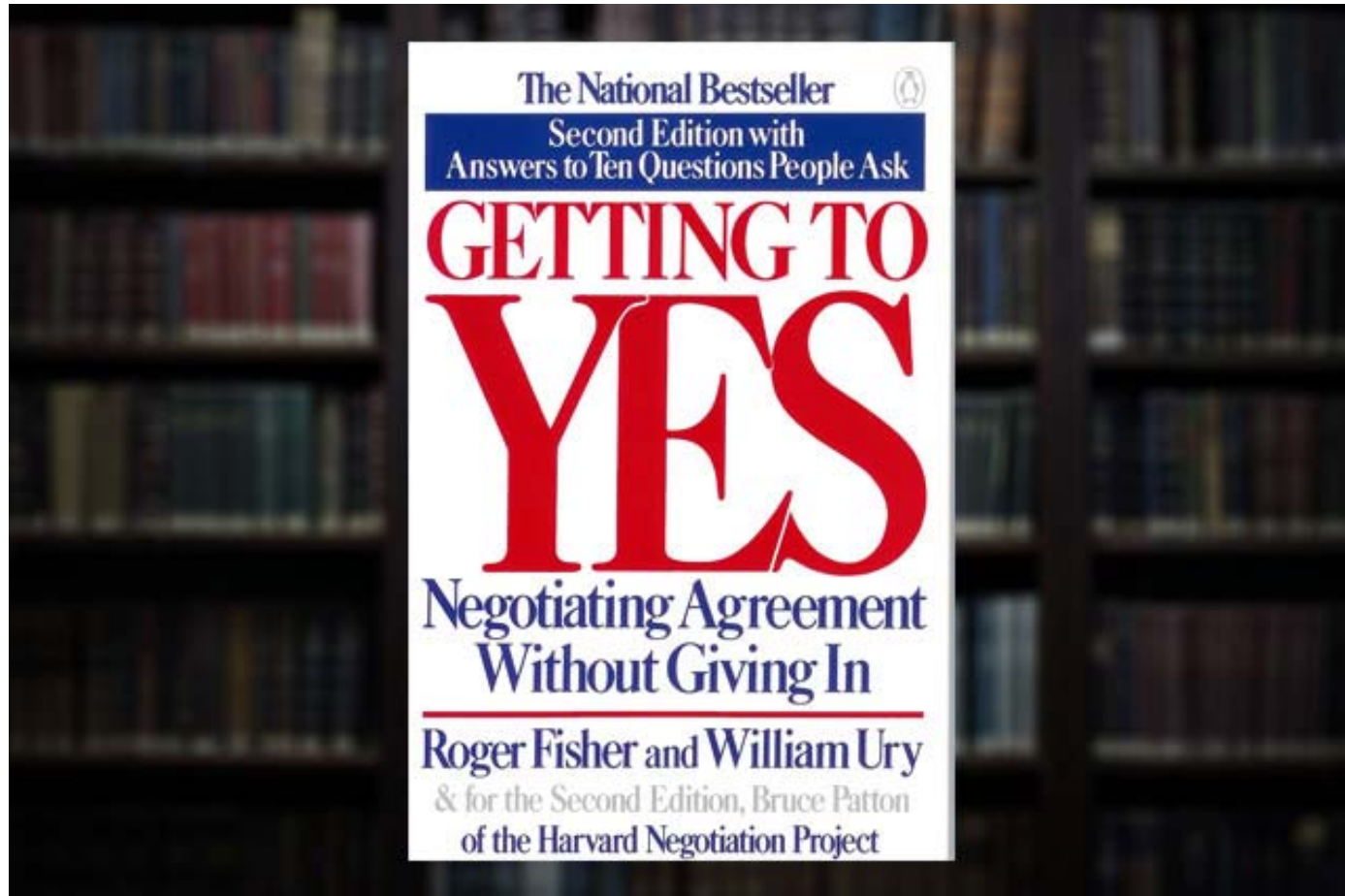
Generate options for mutual gain

Use objective criteria

Know your BATNA



PRINCIPLED NEGOTIATION



4

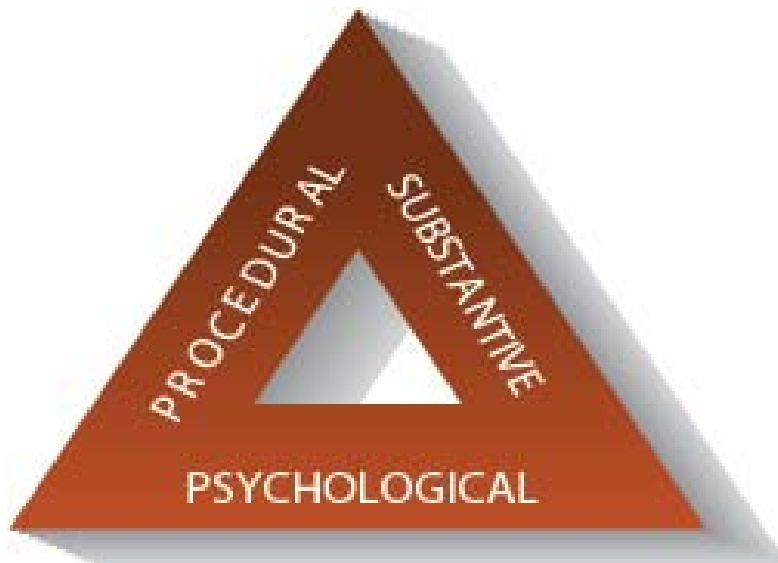
POINTS OF PRINCIPLED NEGOTIATION

1

PRINCIPLED NEGOTIATION

PEOPLE

Separate the people from the problem.



TRIANGLE OF SATISFACTION

- **PROCEDURAL**
 - Desire for participation.
 - Preferred processes and pace for thinking through issues and making decisions.
- **PSYCHOLOGICAL**
 - How we want to be treated.
 - How we want to feel about ourselves and the other persons.
- **SUBSTANTIVE**
 - Tangible, measurable outcomes or results.

2

PRINCIPLED NEGOTIATION

INTERESTS

Focus on interests not positions.

*“Position is what you have decided upon.
Interests are what caused you to decide.”*

Basic human needs:

- Security
- Economic well-being
- Sense of belonging
- Recognition
- Control over one's life



3

PRINCIPLED NEGOTIATION

OPTIONS

Generate a variety before deciding what to do.



4

PRINCIPLED NEGOTIATION

CRITERIA

Insist the result be based on some objective standard.





6

TIPS FOR ENGAGING in INTEREST BASED NEGOTIATION

1

DON'T BE AFRAID



2

ACTIVE LISTENING



3

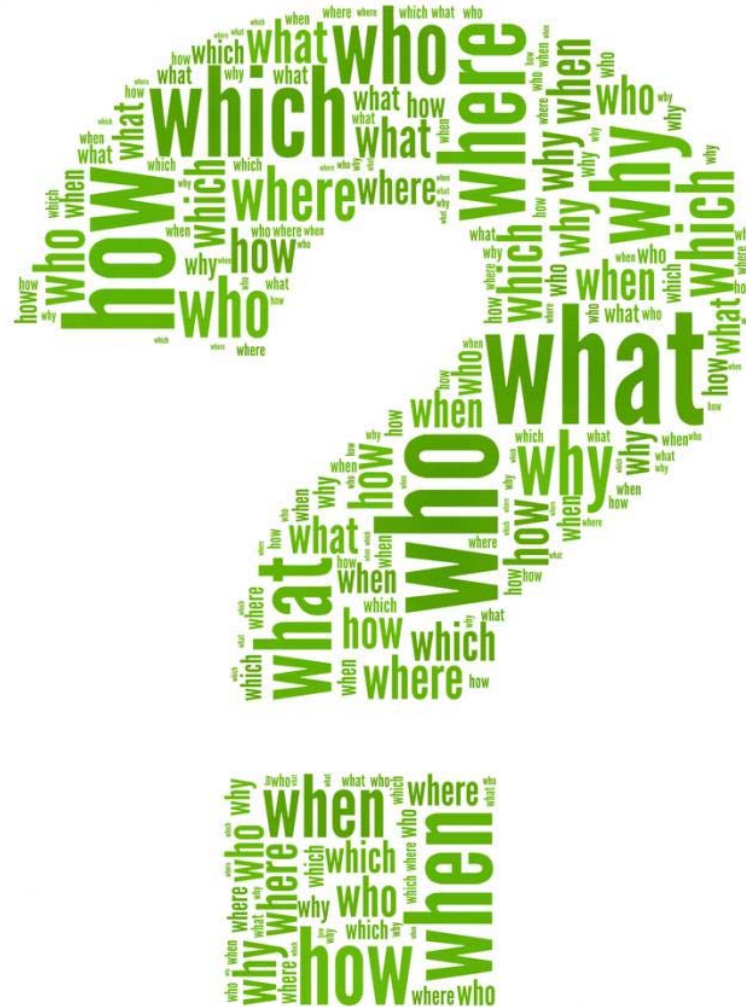
V.E.C.S.

- Validate
- Empathize
- Clarify
- Summarize



4

ASK QUESTIONS



5

PROCESS. PROCESS.
PROCESS.



6

DON'T JUMP TO PROBLEM SOLVING



CONTACT:

Elizabeth Spaulding

espaulding@langdongroupinc.com – 208-685-9361

Bryant Kuechle

bk@langdongroupinc.com – 208-739-3048



**THE
LANGDON
GROUP**

www.langdongroupinc.com



**THE
LANGDON
GROUP**