

# NEGOTIATING FOR SUCCESS

with

Bryant Kuechle  
Andrea Gumm



**THE  
LANGDON  
GROUP**

# THE LANGDON GROUP

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- Founded in Idaho in 1997
- J-U-B ENGINEERS, INC. company
- 13 professionals in Idaho and Utah
- Specialize in:
  - Public Involvement
  - Facilitation
  - Strategic Communication
  - Situational Assessments
  - Conflict Resolution
  - Online engagement

# What we'll cover today...

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- Common conflicts
- Positional negotiation
- Interest based negotiation
- Interests vs. Positions
- **4** points of interest based negotiation
- **5** barriers to cooperation
- **6** tips for dealing with the public



# COMMON CONFLICTS

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What Are Some Common Conflicts?

Owner/Contractor

Agency/Public

Project Team/Stakeholder

Interdepartmental

Headquarters/District

Supervisor/Staff

Interpersonal

Interagency

What are some others?



# FRICTION

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Friction is how wheels propel us on the road



Friction is how things get polished



# OPTIONS FOR ENGAGING CONFLICT

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**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

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**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

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Process of creating value & opportunity

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





**5**

**BARRIERS  
TO  
COOPERATION**

# Barriers to Cooperation

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- Your Reaction
- Their Emotion
- Their Position
- Their Dissatisfaction
- Their Power



**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

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Separate the people from the problem

Focus on interests -- not positions

Generate options for mutual gain

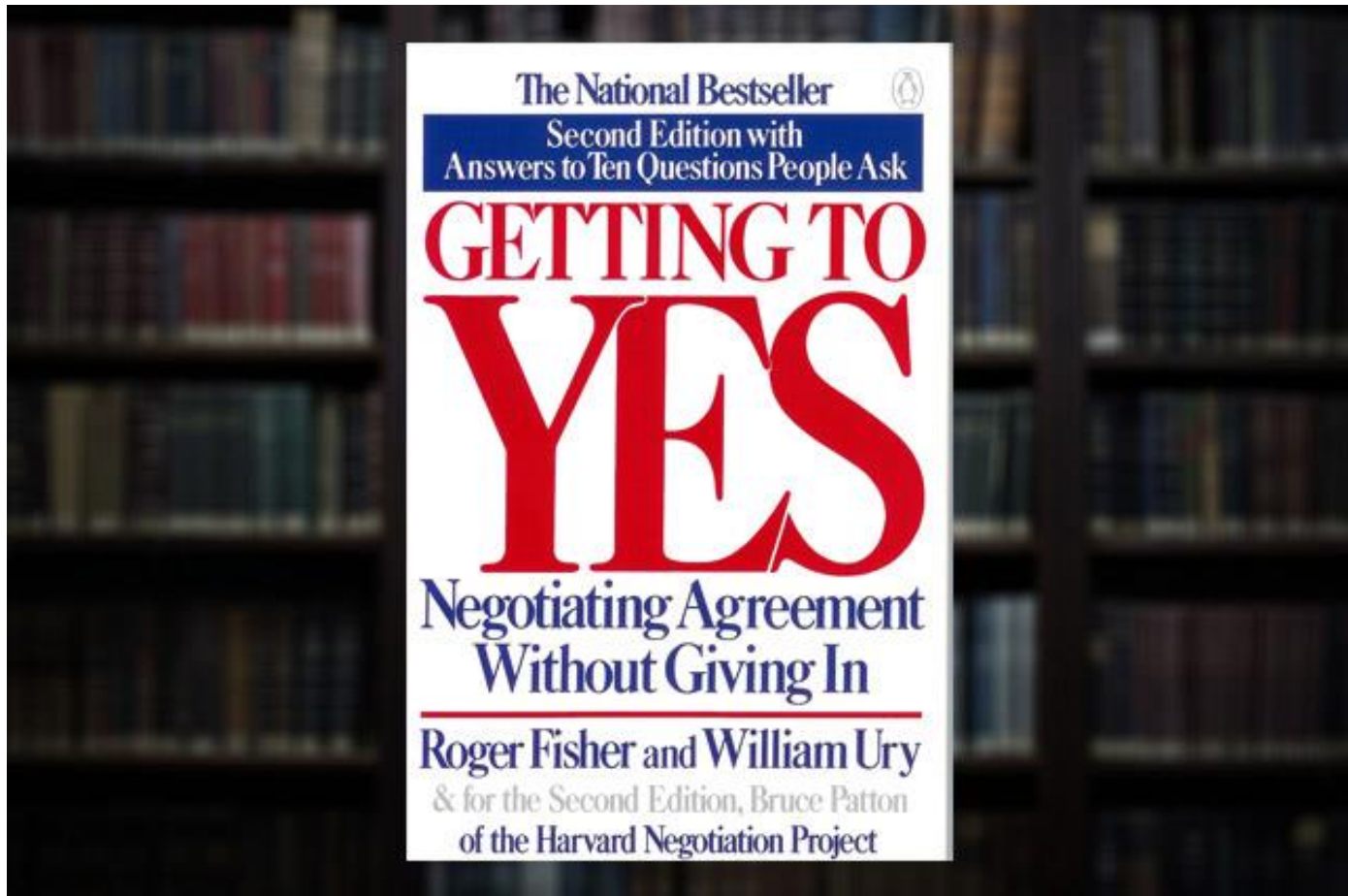
Use objective criteria

Know your BATNA



# PRINCIPLED NEGOTIATION

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# 4

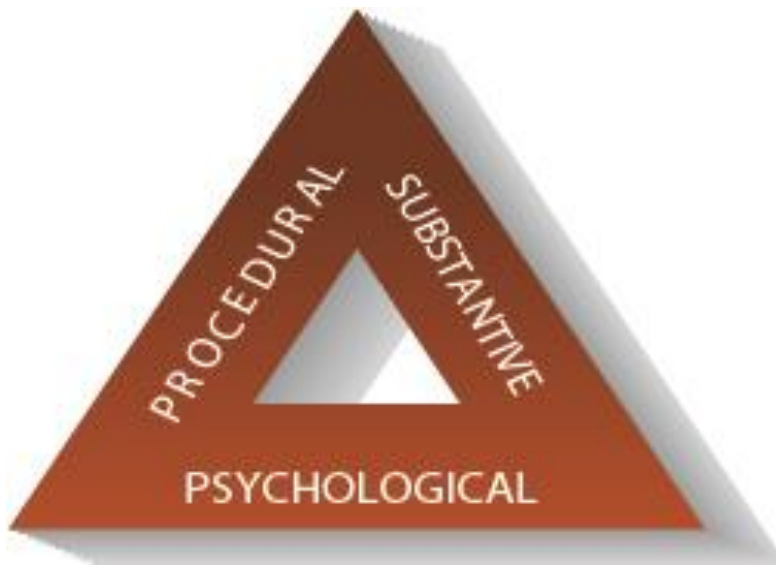
## **POINTS OF INTEREST BASED (PRINCIPLED) NEGOTIATION**

# 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

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### 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 DEALING WITH THE PUBLIC**

1

**DON'T BE AFRAID**



# 2

# ACTIVE LISTENING

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# 3

## V.E.C.S.

- Validate
- Empathize
- Clarify
- Summarize



# 4

# ASK QUESTIONS





# PROCESS. PROCESS. PROCESS.

5



# 6

## DON'T JUMP TO PROBLEM SOLVING



# CONTACT:

**Andrea Gumm | Pocatello, Idaho**

[agumm@langdongroupinc.com](mailto:agumm@langdongroupinc.com) – 208-870-8751

**Bryant Kuechle | Boise, Idaho**

[bk@langdongroupinc.com](mailto:bk@langdongroupinc.com) – 208-739-3048



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