

Facilitation and Negotiation

David Mantica
IIBA Cincinnati/Northern Kentucky IIBA Chapter
Tuesday, August 18th

Objectives

- Know the difference between a team and a workgroup.
- Understand what facilitation encompasses and its three principles.
- Know the steps to facilitating a successful meeting.
- Understand how time, power, and information influence the outcome of a negotiation.
- Know how to plan for a negotiation.

Objectives (*continued*)

- Avoid the common pitfalls of negotiating.
- Understand how to both use and avoid common negotiating tactics.

31 hours

is the amount of time professionals lose each month in unproductive meetings!



Facilitation

- Used to ensure successful meetings
 - Works with group processes to ensure meetings are well-run and reach successful consensus
 - Group Processes are a system of behaviors that occur within any social group
- Reaches its most effective form when utilized with high performance teams
 - “[A] small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.”*

The Three Principles of Facilitation

- Facilitation encourages everyone to contribute to a shared set of ideas and solutions in a manner that makes them feel positive about both the process and the decision.
- This concept leads to the three principles.

The Three Principles of Facilitation

1. The facilitator is there to move the process along, not to be the center of attention. The facilitator does not offer opinions, but draws out others.
2. The facilitator focuses on how people participate, not on the material of the meeting.
3. The facilitator is a neutral party.

Climate/Environment

- Sets the general tone for participation
- Issues considered:
 - Comfort
 - Safety
 - Power



Logistics/Room Arrangement

- Provide for:
 - Comfortable seating
 - Places to hang charts
 - Refreshments
 - Audio Visual equipment
 - Etc.



Ground Rules

- May be referred to as the “Rules of Engagement”
- Common rules include:
 - One person speaks at a time
 - Raise your hand to be recognized/speak
 - Listen to the person currently talking
 - No mocking, ad hominem attacks, etc.
 - Be on time
 - Respect other team members

Ground Rules Development

- Develop within a facilitated process that encourages buy-in, and thus compliance
 - Check-in with the group before you write anything down
 - Ask for group approval (explicitly voiced)

Start the Meeting / Welcome

- You have scheduled a meeting of your team for 2:00pm. It is now 2:00 and only 5 of your 8 team members are present.
 - Start on time (or no later than 5 minutes late)
 - Do NOT acknowledge the arrival of late members
 - If they ask what they missed, tell them you will catch them up at the break
 - Thank everyone for being there and welcome them
 - No comment about missing people

Introductions

- Not all of your meeting participants know each other or, even if they are acquainted, know each other well.
 - Ask people to introduce themselves
 - Ask them to elaborate on what they want from this meeting
 - Ask some key question:
 - How did you get involved in this organization?
 - What concerns you about this topic?
 - Icebreakers
 - Introduce yourself!

Review

- Your meeting is about to swing into high gear. Are there any things that you think should be discussed before it starts?
 - Agenda
 - Objectives
 - Ground Rules



Participation

- The meeting has started, but as you glance around the room, one person is doodling and another is staring out the window.
 - Ask individuals to go next
 - Ask individuals to give their thoughts on what was just said
 - Use your body language

Agenda

- The agenda calls for your team to be discussing the cost of parts for the new widget. Fred, one of your engineers, says that widgets were first developed by the ancient Mesopotamians as a way of not paying for parking. Everyone seems interested.
 - “That’s an interesting issue, but perhaps we should get back to our cost issue.”
 - “That’s an interesting issue. Would the team like to add this to our list as something to address [whenever]?”

Detailed Decision-Making

- The team had decided that future widget parts should be purchased from Acme Widgets representative, Mr. W. Coyote. Fred says that this means that detailed technical specifications need to be created for the legal department and starts writing a list of such specs. Others join in.
 - “Is this something that can be developed later?”
 - “Does the team feel that this is something we should assign Fred as an action item?”

Commitment

- The meeting is back on track, and team members are saying they will do this or that action item between now and the next meeting.
 - Get commitment from the team members
 - Put it in writing (action item and their name) on the board
 - Leave adequate time to get this commitment
 - Watch out for those who over-commit and those that under-commit

Closure

- As previously stated, you have decided to purchase from Acme Widgets. However Fred and Jane (who both support the Acme choice) continue to discuss the pros and cons.
 - Summarize a point made, check it off, move on
 - If continued discussion is based upon disagreement, state where things stand and suggest Fred and Jane discuss the issue “off-line”
 - There is an entire sub-discipline for facilitated decision-making

Respect

- As the meeting progresses, Fred starts playing the role of a “steam roller” in order to monopolize the conversation. Every time George speaks, Jane rolls her eyes and snickers an aside to Lucy. Bob says Lucy must have straw for brains.
 - Deal with the behavior, not the motive

Some Guidelines

- Don't memorize a script
- Watch group's body language
- Always check back with the group
- Summarize and pause
- Occupy your hands
- Use your body language
- Talk to the group, not the board



Negotiation

- During your lifetime you may find yourself negotiating a whole host of extremely important situations
 - Buying a car
 - Asking for a raise
 - Buying a home
 - Remodeling your home
 - Divorce
 - Establishing a partnership



The Four Negotiated Outcomes

- Lose-Lose
 - It does happen!
- Win-Lose
 - Or Lose-Win
- Win-Win
 - The Ideal
- Failure to Reach an Agreement
 - Walk away



Getting to Win-Win*

- Don't narrow the negotiation down to a one-issue problem.
- Understand that your goals are not the same as the person's with whom you are negotiating.
- Don't assume you understand the other person's goals.

Single-Issues

- Often results in the Win-Lose outcome.
- Recognizing the existence of multiple issues allows you to design compromises and trade-offs that can lead to Win-Win.

Differing Needs

- What is important to you is not necessarily what is important to your counterpart.
- Differing needs are the foundation of economic exchanges.

Other's Goals

- Can be explicit
 - The counterpart will often state these
- Can be implicit
 - These are often the real drivers for the conversation
 - Often left as implicit

The Driving Factors

- Time
- Power
- Information



Time

- Be patient
 - Most points of agreement are settled late in the negotiation process
- Persevere
 - If most points are settled late, don't expect that your counterpart will agree the first time you raise a point
- Recognize the power of deadlines

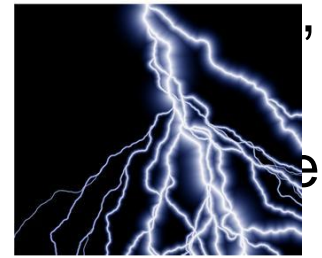


Some “Time” Tactics

- Delay (or Stalling)
 - Determine whether the other party is subject to some deadline (delay)
 - Works if other party is impatient (stall)
- Artificial Deadline
- Time Out
 - To regroup
- Pause
 - Prior to a concession

Power

- Power is in the eyes of the beholder
 - If your counterpart thinks you are, you are
 - Every party to the negotiation has power
- Work to enhance your power position
- Work to reduce your counterpart's power
- Use power to achieve a Win-Win is ethical.
- Abuse your power to achieve a Win-Lose situation is unethical.



Some “Power” Tactics

- Act “Crazy”
- Bully
- Ambush
 - Showing up in large numbers
- Home Court
 - The home team is always at an advantage
- Expert Opinion
 - Multiple variations



Information

- Know your topic
 - Do your homework
 - A negotiation is more than the formal time spent in the meeting



Information

- Know yourself
 - What are your goals? Long-run? Short-run?
 - What will be your opening offer?
 - You have other options. What are they?
 - What is your limit? Set a resistance point above (or below that limit).

Information

- Know your counterpart
 - Before the negotiating session:
 - What do I know about my counterpart's organization?
 - What do I know about my counterpart?
 - What do I think his or her goals are?
 - During the session:
 - Ask questions
 - Read body language
 - LISTEN!

Some Additional Tactics

- Good Cop/Bad Cop
- Fait Accompli
- After You
- Concede Small
- Meet in the Middle
- Walk Away

Summary: Facilitation and Negotiation

- Facilitation is about more than proper meeting etiquette.
- A properly facilitated meeting leaves participants positive about their decision and the means by which they reached that decision.
- Negotiation is about reaching the Win-Win decision that works for all parties.
- Negotiating without preparing is an invitation to failure.