Workshop: Interest-Based Bargaining

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Mutualgain Strategies

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National Center for the Study of Collective Bargaining in Higher Education and the Professions

INTEREST BASED BARGAINING OVERVIEW
INTEREST BASED BARGAINING

- We bargain every day with someone.
- We use different styles in different settings.
- No one style is right or wrong.
- This overview is not a repudiation of what you may have been doing.
- This methodology is not a “miracle cure.” It may not be successful.
- This methodology is not “brand new”. It’s an enhancement of existing skills.
NEGOTIATING STYLES

Dr. Rollin Glaser and Christine Glaser

Concern for Relationship

High
Mod
Low

Concern for Substance

Low
Moderate
High

Low Substance
High Substance
Low Relationship
High Relationship
Moderate Relationship

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NEGOTIATING STYLES

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Concern for Relationship

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High

N1
Withdraw

N2
Collaborate
Creatively problem solve so both parties win

N3
Accommodate
Build friendly relationships

N4
Withdraw

N5
Compromise
Split the difference

Defeat

Be a winner at any cost

Split the difference

Take whatever you can get

Build friendly relationships

INTERACTING CONCERNS

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POSITIONAL BARGAINING

The Positional Model of Negotiations

Team A

Positions

Team B
CONCESSIONAL BARGAINING

The Concessional Model of Negotiation

Team A

Team B

2

3

Contract

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The IBB Model of Negotiations

Communication

Relationship

Issues
Stories
Interests
Options
Standards
Consensus

Alternatives

Commitment
The Building (blocks) of Trust and Respect

Rosemarie Barbeau

- Respect
- Trust
- Reliability
- Straight Talk
- Listening for Understanding
- Making Commitments
THEORY OF SUCCESS

- Quality of Relationships
- Quality of Results
- Quality of Our Collective Thinking
- Quality of Actions We Take

Quality of Relationships

Quality of Results

Quality of Our Collective Thinking

Quality of Actions We Take
ELEMENTS OF INTEREST BASED BARGAINING

- Communication
- Relationships
- Issues/Topics
- Stories
- Interests
- Options (Brainstorming)
- Standards
- Straw Design
- Consensus
- Commitment
ISSUES

- Work Load
- Salary
- Grievance Procedure
- Leaves of Absence
- Evaluation
- Bereavement Leave
**Telling the Story**

*Explain the problem and issue in detail*

- What happened [or is happening]?  
- When did it happen?  
- Who is involved?  
- How does it affect us?  
- How does it make us feel?
INTERESTS

THE NEEDS, WANTS, FEARS, ASPIRATIONS

WHY HAS THIS PARTICULAR ISSUE BEEN BROUGHT TO THE TABLE?
STRATEGIES FOR CLARIFYING INTERESTS

- KEEP AN OPEN MIND AND DISCUSS THE MATTER OBJECTIVELY
- ASK OPEN ENDED QUESTIONS.
- ASK “WHY” OR “WHY NOT”.
- ASK “WHAT CAN IT HURT?”, ETC.
POSITIONS vs. INTERESTS

POSITIONS

⇒ THINGS YOU SAY YOU WANT
⇒ THE DEMANDS THAT YOU MAKE
⇒ THINGS YOU SAY YOU WILL OR WILL NOT DO

INTERESTS

⇒ THE UNDERLYING MOTIVATIONS
⇒ THE NEEDS AND CONCERNS
⇒ THE FEARS AND ASPIRATIONS
OPTIONS

POSSIBLE SOLUTIONS OR PARTS OF SOLUTIONS THAT REQUIRE THE AGREEMENT OF BOTH SIDES
BRAINSTORMING GROUNDRULES

- No Criticism
- No Evaluation
- No Attribution
- No Commitment
STANDARDS

OBJECTIVE CRITERIA

THAT CAN BE USED

TO MEASURE A FAIR AGREEMENT
STANDARDS

- RELEVANT
- FAIR TO BOTH SIDES
- RATIFIABLE
- PRECEDENT
- INDUSTRY PRACTICE
- LAW
- COSTS
- WIDELY ACCEPTED
- EQUAL TREATMENT
CONSENSUS

A decision in which all members of the group can agree on the result.

I'M GLAD THE HOLE IS ON THEIR END OF THE BOAT!
CONSENSUS REACHED

- Agreement on a single option.

- Each group member can honestly say:
  - I believe that you understand my point of view.
  - I believe that I understand your point of view.
  - Whether or not I prefer this decision, I support it because:
    - It was arrived at openly and fairly.
    - It is the best solution at this time.
An Interest-Based agreement process relies on ten key attitudes and behaviors, identified in the outer ring. Adapted from a model developed by Ron Wilson from the Oregon School Boards Association.
An Interest-Based agreement process is based on the 6 elements identified in the inner ring. Adapted from a model developed by Ron Wilson from the Oregon School Boards Association.