

Teaching Notes, especially  
for teams in  
conflict

## METHODS TO CHANGE THE GAME TO COLLABORATION

1. Spend enough time!—listen to the Other—don't avoid—do negotiate.
2. "Name" the distributive strategy or tactics or language of the Other (talk about the potential for joint gains and elegant solutions).
3. Negotiate over the process before the substance. Offer and then develop first steps based on the principles which should decide elements of settlement. Agree to cease destructive acts during the negotiation.
4. Propose a brainstorming phase with the Other.
5. Separate off a brainstorming team (or teams) to work separately.
6. Take a recess (i.e. "go to the balcony", Ury), for each side to calm down and to consider matters without emotions.
7. Engage in sidebar discussions or delegate issues to sidebar discussions.
8. Review the facts you both have. Consider seeking new facts. Consider joint data gathering.
9. Change the players or the interactions of certain players; add in new players.
10. Take up agenda items that have common interests.
11. If there is just one issue, fractionate it into smaller ones. Or—introduce new issues such as time horizons and long term relationships. (Negotiation over just one issue prevents developing a "package" with high gain/low cost tradeoffs for each party.)
12. Consider a third party intervention.
13. Use a "one text" method (possibly via a third party) in which all sides successively add to all the points everyone agrees to, with a view toward creating many points of agreement.
14. Extend the time horizon.
15. Take responsibility for faults (mea culpa)—apologize.

# Forcing and Fostering Organizational Change

## Use forcing especially when...

- Changes must take place quickly
- Highly distributive issues are involved
- Strong resistance is anticipated
- Constituents are divided and could be unified around a forcing campaign
- Responding to aggressive or capricious actions by others
- There are few parties and one party is acting on the basis of clear rights or a strong power advantage
- Constituents or other stakeholders are unlikely to change without an "unfreezing" process
- There is the time and the resources to repair relationships afterwards

## Use fostering especially when...

- Commitment is required for implementation
- Highly integrative issues are involved
- Sufficient trust is present or can be developed
- Constituents are supportive of a collaborative process
- Leadership is present and third-party facilitation is available
- There are many parties and consensus is required
- There is the motivation of a clear crisis or opportunity
- Repairing relationships after a forcing initiative

## Tactical Elements Common to Restrained Forcing and Robust Fostering

- *Focus on interests*
- *Explain why*
- *Generate options*
- *Deliver results*

## Tactical Elements of Restrained Forcing

- *Don't be greedy*
- *Prevent escalation*
- *Anticipate and attend to recovery*

## Tactical Elements of Robust Fostering

- *Be bold*
- *Promote synergy*
- *Anticipate conflict*