



Negotiation and coalition building skills

11.201 GATEWAY: Planning Action

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Reminders

- Many good planning ideas struggle for support, “will,” constituencies.
- We care about negotiation, stakeholder analysis, process management, and related skills *because* they’re more and more important to “planning action.”
- *Coalition building* is especially crucial for accomplishing important, contested things in the world.
- A negotiation experience is valuable if you can reflect on it and draw useful lessons, but it’s easy to draw the *wrong* ones.



Preparing for Seeport

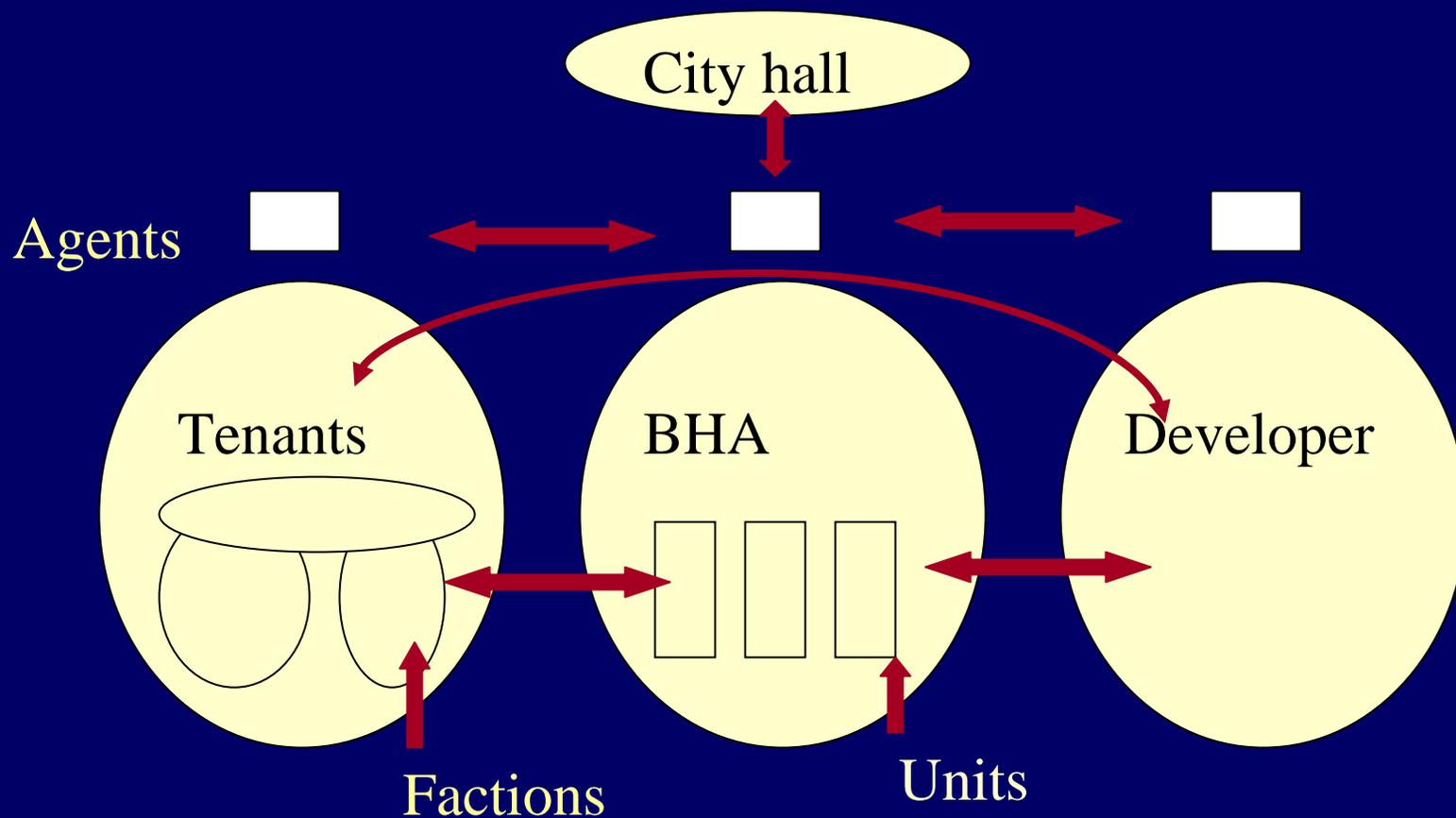
Analyzing multi-party, multi-issue situations:

- **Our and their interests, priorities among those?**
- **Our and their no-agreement alternatives, aspirations? *Some can live without deal.***
- **Our and their likely allies, adversaries?**
- **Potential agreements (“bundles”)?**
- ***Process:* Value of pre-meeting moves? Likely process leaders (influentials)?**



Boston public housing re-analyzed

Multiple negotiations, levels, agents





The basics of join gain (win-win)

“Exploiting differences”: *Trading away something we value less for something we value more (with someone whose values are the inverse):*

ISSUE	<i>Party A</i>	<i>Party B</i>
One	Values more ←	Does not value
Two	Values less →	Values more



Imbalances and “Power”

Advantaged parties

Seeport

Governor

Federal DCR

Vulnerable parties

Union

Enviro League

Other Ports

Key for vulnerable: be proactive, block if necessary, avoid getting shut out

Key for advantaged: head off “blocking coalitions,” get a deal done (mega-project).



“Vulnerable” ≠ powerless

- **“Resources” (structural advantages) do not ensure “resourcefulness.”**
- **Likewise, a lack of resources (or a structural disadvantage) calls for *extra* resourcefulness.**
- **Keys are: (a) savvy preparation “away from the table,” (b) getting to the table “early” (consider pre-meeting moves, avoid getting shut out by early side deals), (c) heading off or breaking up adverse coalitions while “at” the table, and (d) creating a “blocking” coalition if necessary.**



Many bases for coalition building

“Politics makes strange bedfellows.”

- **Shared interests?**
- **Shared positions (e.g., no deal)?**
- **Valuable trades?**
- **Common history?**
- **Common allies or enemies?**
- **Shared vulnerability?**



Changing the game

- **Trying to “win” at “their” game vs. change the game (“setup”).**
- **Ourtown: Issues and options not fixed, much room for creative framing and brainstorming.**
- **Changing the setup (issues, parties, rules and incentives) can be crucial politically but hard to accomplish (controversial, impractical).**



You in the process

Repertoire and “self-management”

CONCEPT	APPLICATION TO SEEPORT
Inquiring effectively	?
Speaking clearly	?
Expressing strong feelings	?
Building relationship while making a good deal	?



Key lessons about getting things done

- **POWER.** Parties often have more power and coalition potential than they assume. Structure merely sets up possibilities and boundaries—key is “resourcefulness, not just resources,” and coalitions are often key.
- **COALITIONS.** Strong coalitions tend to be based on shared interests and/or values, but many bases are possible.
- **PROCESS PLANNING.** Keys to sequencing that let you create and claim value: carefully packaging issues, sequencing meetings, being proactive about both favorable and “blocking” coalitions.
- **YOU IN THE PROCESS.** Know and develop your strengths, know and develop your weaknesses—and look for partners to compensate. Need “bandwidth”