

Helpful Questions for Collaboration

Connecting Relationships

- ◆ What have you been thinking about?
- ◆ What is your story?
- ◆ What was the highlight of your week?
- ◆ Tell me about yourself/your business
- ◆ What are you working on lately?
- ◆ What is your passion?

Listening Actively

- ◆ What would you like to have happen?
- ◆ What worries/concerns do you have?
- ◆ What would it take for you to feel satisfied?
- ◆ What have we not covered that you would like me to know?
- ◆ What can I do to help you?
- ◆ Are there any other concerns or problems?

People versus Problems

- ◆ Be tough on the problem and gentle on the people
- ◆ Acknowledge your emotions and theirs without blame
- ◆ Treat others as they would like to be treated

Positions versus Interests

- ◆ Positions polarize – interests integrate
- ◆ Behind every entrenched position is at least one interest
- ◆ Interests hold the seeds to a solution

Resources for Collaboration

- ◆ *Peaceful Resolutions: A 60-Step Illustrated Guide to Conflict Resolution*
- ◆ *The Servant Manager: 203 Tips from the Best Places to Work in America*



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The Collaboration Effect

Build bridges to a common purpose by:

Connecting Relationships

- Search social media
- Network with others
- Discover common interests

Listening Actively

- Listen with 100% attention
- Ask open-ended questions
- Check for understanding

Educating Judiciously

- Comment honestly and concretely
- Stand ready in spirit of helpfulness
- Demonstrate expertise humbly

Ten Steps to Interest-Based Solutions

1. **Define** the problem or issue and take on only one problem/issue at a time
2. **Listen** to understand the emotion and facts associated with the issue
3. **Identify** and clarify interests
4. **Generate** options
5. **Determine** the impacts of options
6. **Evaluate** the impacts of the options
7. **Select** a solution
8. **Consider** implementing the solution or return to an earlier step
9. **Consider** testing the solution before implementing the solution
10. **Consider** BATNA and WATNA if no solution can be found

Key Terms for Collaboration

Issues – Problems to be solved

Positions – Demands/statements of what someone says they will or will not do; one party's solution

Interests – Underlying needs, concerns, hopes, fears

Options – Possible - often creative - pieces of an agreement. Options are not commitments

Standards – Customary, objective, and widely-accepted criteria for handling similar situations

BATNA – Best Alternative to a Negotiated Agreement: One way to satisfy your interests if the negotiation fails

WATNA – Worst Alternative to a Negotiated Agreement: The worst possible outcome if negotiation fails