Inclusive and Collaborative Leadership in Decision Making

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Negotiation Defined

An interaction by which two or more parties, with some apparent conflict, seek to do better through jointly decided action than they could otherwise do alone.

Outcome Options

- Complete Failure (no agreement; breakdown)
- One-sided Outcomes (one side wins; one loses)
- Partial Success (agreement to compromise)
- Success (joint maximization of each other’s interests)

Negotiation Tactics

- Relationships are valuable
- Both sides can win something significant
- Information is shared openly
- Listen deeply to try to understand the other side’s perspective
- Seek mutually held interests to drive multiple options
- Winning is the only thing that counts
- For me to win, you must lose
- To help you is a sign of weakness; it will hurt me
- Discount, discredit, and ignore the other side’s perspective
- My power comes from opposing, criticizing, and beating you

Test Your Instincts

- Take turns marking 1 X or 1 O at a time.
- Goal is to make points.
- 1 Point = 5 consecutive Xs or Os in a row
- NO TALKING!

A Culture of Shared Decision Making

- What principles support a culture of shared decision making?
- Our Core Principles
  - Inclusiveness
  - Transparency
  - Shared Responsibility
  - Accountability
  - Collegiality
  - Innovation
  - Trust in the process
  - Fairness
  - Continual assessment
The other “side” is our best resource for options.

INTERESTS
Hopes, Needs, Worries, Concerns

Why?

Specific Action(s)

POSITIONS
Options, Choices, Ideas, Solutions

What? How?

Consensus
I believe I understand your point of view;
I believe you understand my point of view;
Whether or not this is my preferred solution, I will support it (will not undermine it) because it was arrived at in a fair and open process and is the best option for us at this time.

Interest Based Problem Solving
- Separate the people from the problem
- Focus on interests, not positions
- Generate multiple options
- Separate option generating from evaluation
- No rank in the room

Questions?

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