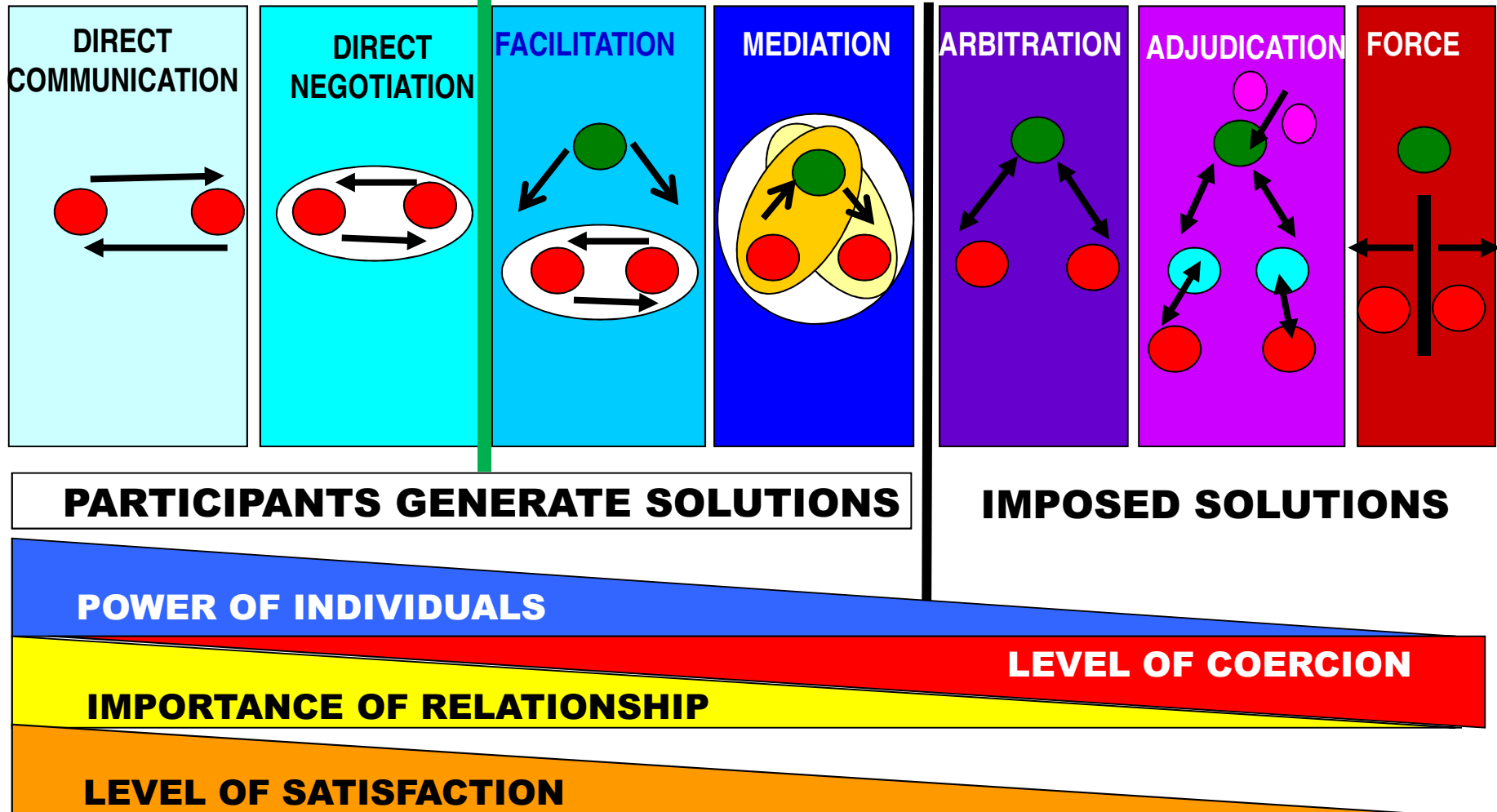


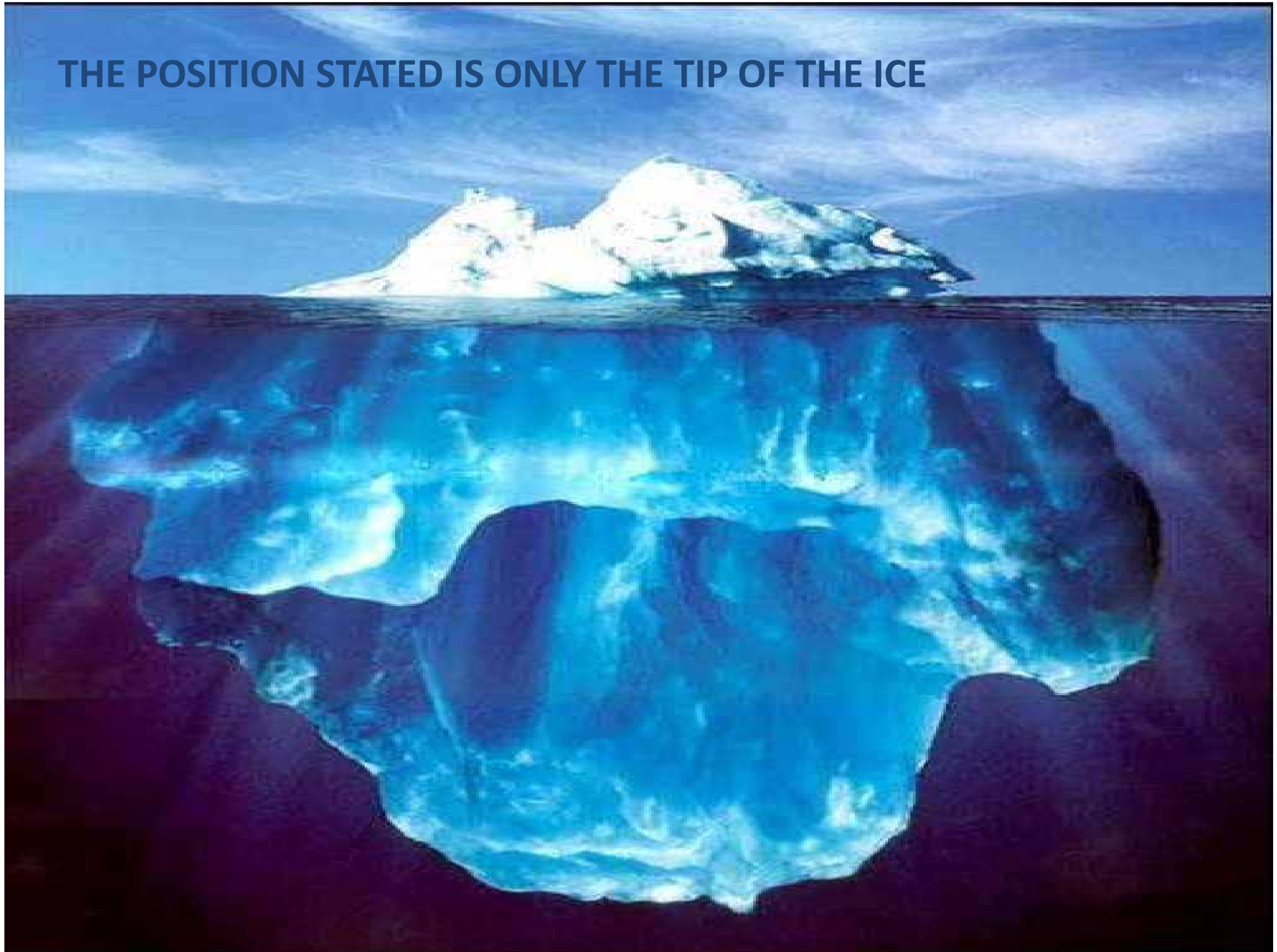
CONFLICT RESOLUTION

CONFLICT MANAGEMENT STRATEGIES

THIRD PARTY INVOLVEMENT



THE POSITION STATED IS ONLY THE TIP OF THE ICE



EMPOWERING BELIEFS ABOUT CONFLICT

1. It is your responsibility
2. Every action has a positive intention
3. People are doing best they can with what they have
4. Flexibility = results



Competitive Negotiation

versus



Interest-based (collaborative) Negotiation

OPTIONS FOR NEGOTIATION

	SOFT	HARD	PRINCIPLED
Participants	Friends	Adversaries	Partners in solving the problem
Goal	Agreement	Victory	A fair, efficient and durable agreement
Makes concessions	Cultivates relationship	As condition for relationship	Separates people from problem
Positions	Easy to change	Stuck	Concentrates on interests

COMPETITIVE vs. INTEREST-BASED NEGOTIATION

	SOFT	HARD	PRINCIPLED
Level of trust	High	Distrust	Trustful but not naive
To reach agreement	Accepts one-side losses	Demands one-side gains	Creates options for mutual gain
People and problem	Soft	Hard	Soft on people, hard on problem
Level of confrontation	Avoid	Seek to impose own will	Looks for solutions based on objective criteria

PARTIES IN THE NEGOTIATION

POSITION

One party's stated solution or criticism

INTEREST

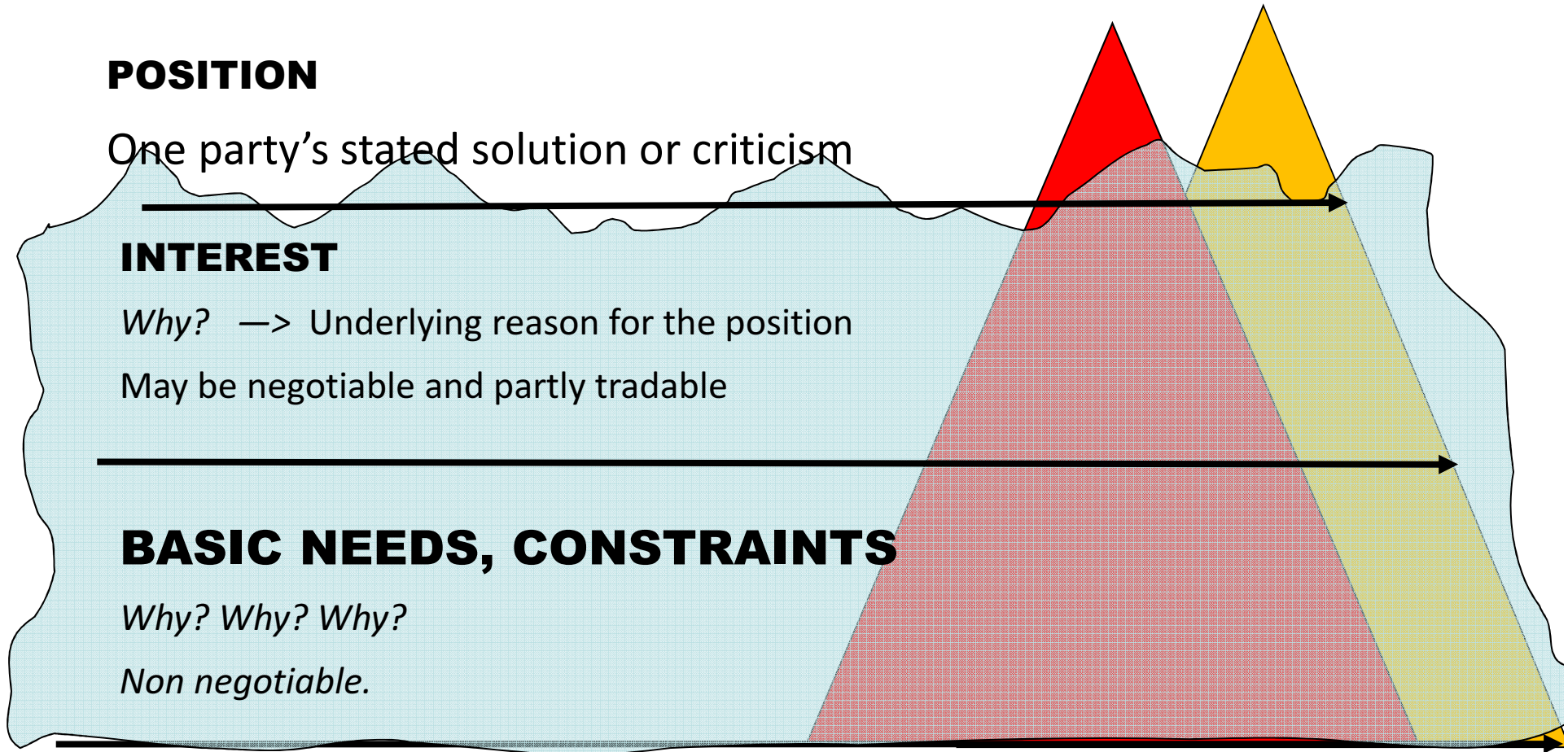
Why? —> Underlying reason for the position

May be negotiable and partly tradable

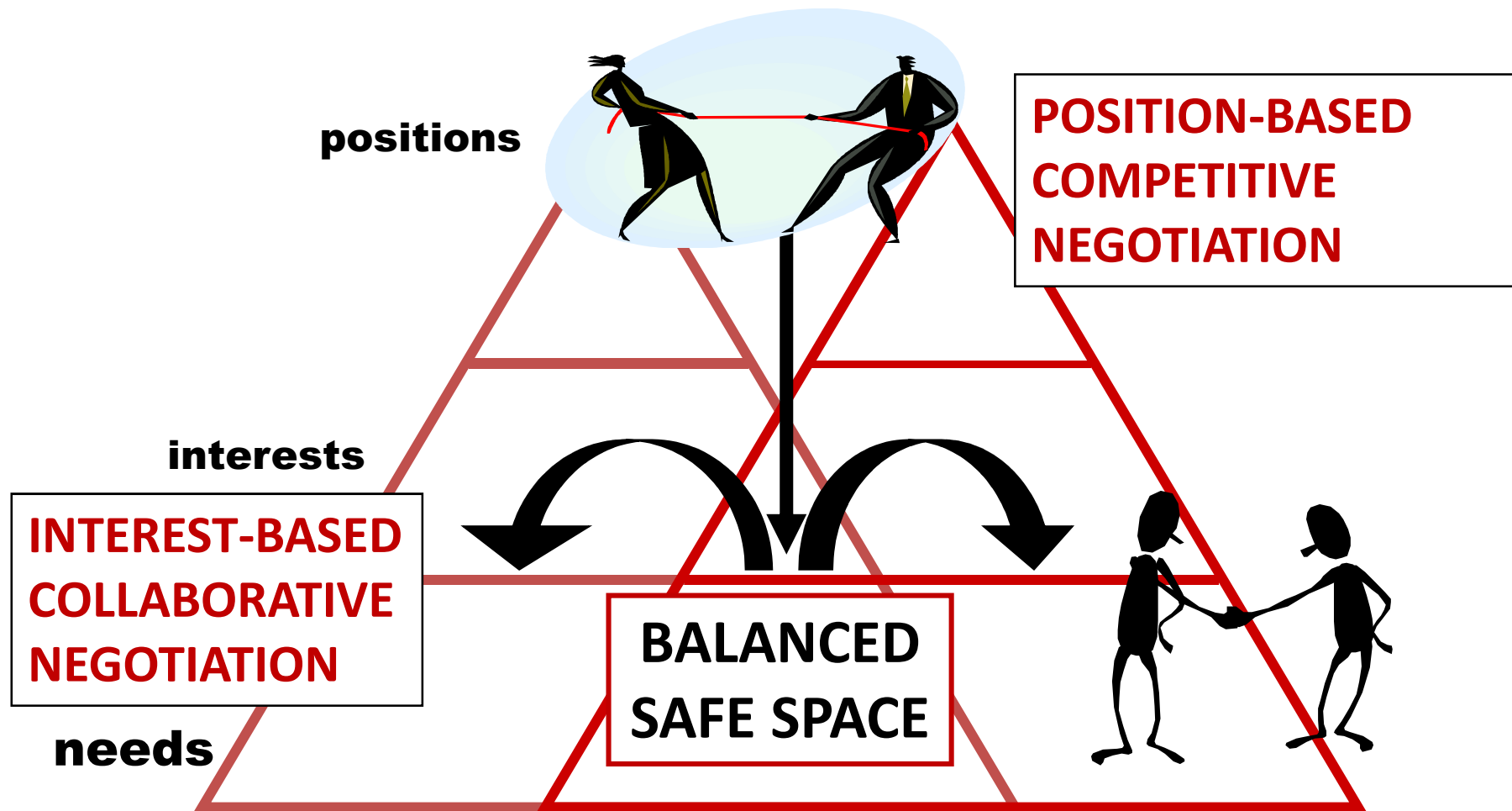
BASIC NEEDS, CONSTRAINTS

Why? Why? Why?

Non negotiable.



THE LOGIC OF THE COLLABORATIVE NEGOTIATION



**When Negotiation is not working,
it is time to call for the help of a
MEDIATOR**



PRINCIPLED NEGOTIATION

Make the Agreement

Select the best option

Develop options to solve them

Agree on and discuss the problems

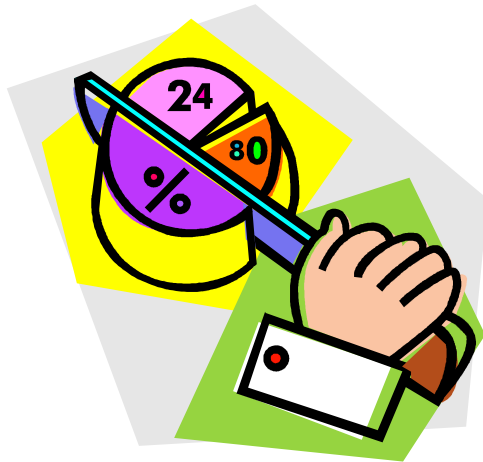
Identify best alternative for yourself and the other

Identify interests of yourself and the others

PRINCIPLES / CONDITIONS

- **Create a safe place**
 - Trust in the leadership and facilitation
 - Parties' readiness to negotiate
 - Negotiation rules
 - Ensure appropriate support and balance
- **Appropriate process**
 - Clear rules and mandates
 - Correct preparation and communications
 - “Neutral” (non-partisan) facilitation
 - Common exploration and mapping of information
 - Distinguish between creating options and committing
 - Record agreements and monitor implementation

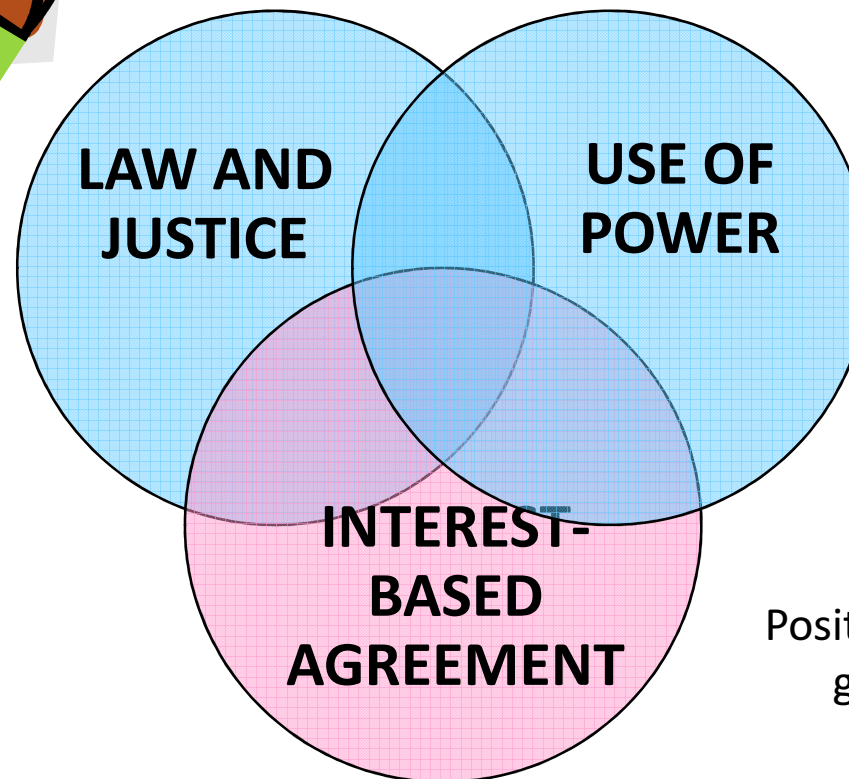
SOLUTIONS FOR LOCAL AFFAIRS



Zero or negative
sum game



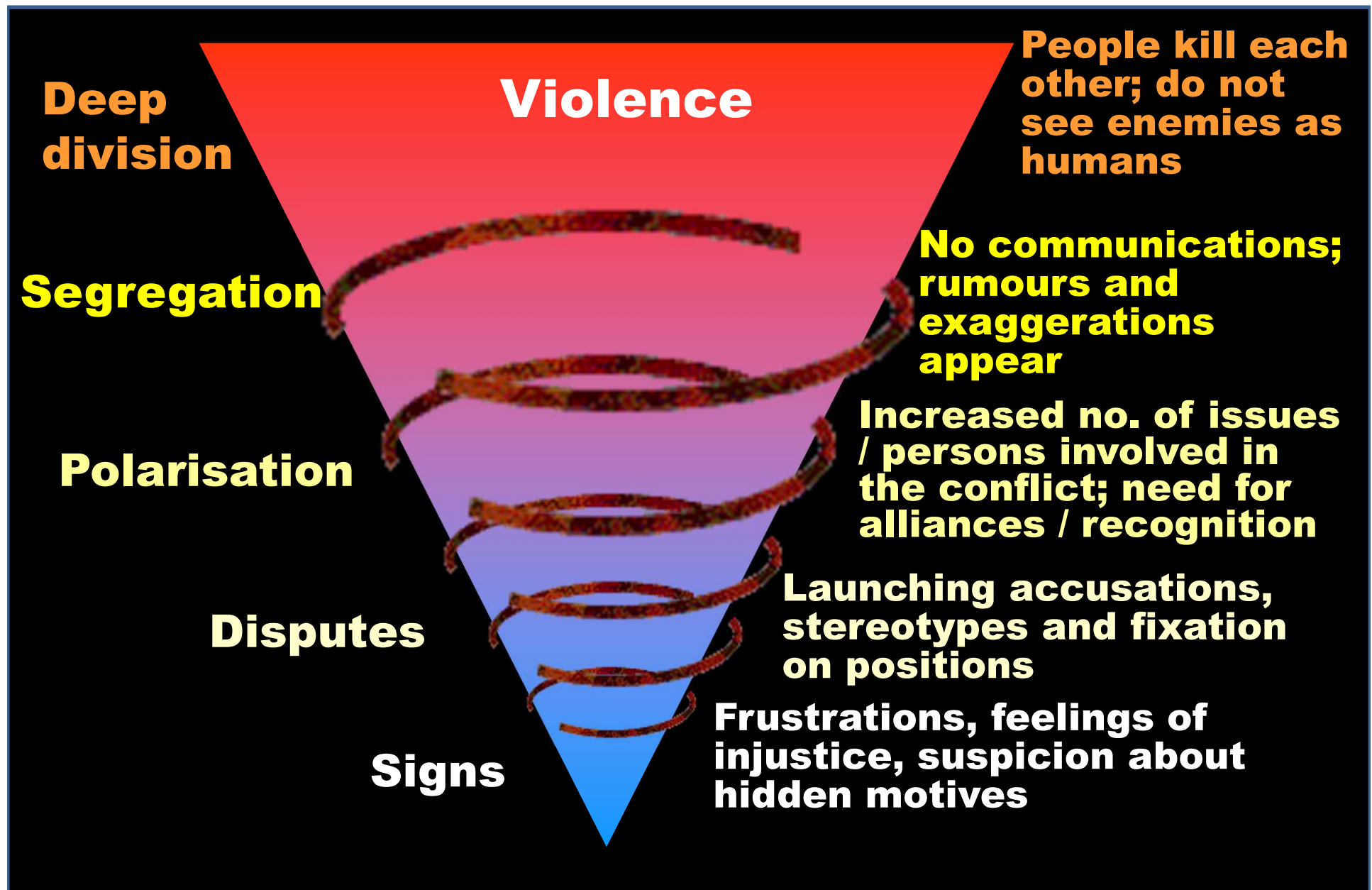
Zero or negative
sum game



Positive sum
game

Source: William Ury

CONFLICT DYNAMIC / ESCALATION



COMMUNICATIONS POSSIBILITIES

