



THE LINCOLN INSTITUTE FOR COLLABORATIVE  
PLANNING AND PROBLEM SOLVING, INC.

INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS

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Interactive Workshop Presentation

**Advanced Leadership: Conflict Resolution  
Basic Ingredients for Durable Settlements:**

**High Levels of Procedural, Substantive  
and Psychological Satisfaction**

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**I. CONFLICT — A SENSE OF COMPETING PRINCIPLES**

[which are often referred to as 'interests']

- Examples:

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**II. A SENSE OF COMPETING PRINCIPLES ...**

> real

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-Examples:

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> perceived

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- Examples:

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> potential

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- Examples:

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### III. THREE PRIMARY FUNCTIONS OF NEGOTIATIONS

> conflict prevention

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- Examples

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> conflict management

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- Examples

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> conflict resolution

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- Examples

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Quick review of the three sub processes  
that constitute negotiations:

. proper communications

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. effective education

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. responsible utilization of power

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#### IV. A FEW MYTHS OF NEGOTIATIONS

> negotiations and collaboration are the same

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> negotiation is 'the art of compromise'

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> interest (principle) based bargaining is the opposite of positional bargaining, and are not compatible

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> 'bottom lines' is the way negotiations are measured

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> mediation is a separate process  
from negotiations

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**V. BASIC INGREDIENTS FOR DURABLE SETTLEMENTS**

> (a) substantive satisfaction

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> (b) procedural satisfaction

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> (c) psychological satisfaction

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V(a). substantive satisfaction [the ‘whys’]  
. rooted in ***principles*** (‘interests’) — that  
makes us ‘stakeholders’

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> characteristics of ...

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. based on values — the stuff that makes  
life tick for us

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. indivisible / can't be fractionated

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. thus ***not*** negotiable  
in 'usual' senses of the term

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. can be negotiated in terms  
of 'rank order of importance'

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. intangible — cannot be ‘touched’

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. always subjectively measured,  
actually defy objective measurement!

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**QUESTION: HOW DO WE FIND OUT OUR PRINCIPLES  
(‘INTERESTS’) AND LEARN THOSE OF OTHERS?**

. What about issues [the ‘whats’]

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> characteristics of ...

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. merely the items to be addressed  
if principles (‘interests’) are to be satisfied

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. are not negotiable except in procedural ways

- identified to be negotiated or not
- what is the exact wording
- generally or firmly where to appear on the agenda

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. What about proposals / positions [the 'hows']

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> characteristics of ...

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. too often the foci of negotiations

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. most often have tactile qualities /  
can be touched  
[principles ('interests') cannot]

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. most often can be objectively measured  
[principles ('interests') are subjectively measured]

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V(b). procedural satisfaction

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Procedural agreements are not preliminaries —  
they are prerequisites because there is not a  
'process' without them!

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> functions of ...

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.provides a sense of process equity and  
process ownership

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. defines the purposes & scope of the arena  
who is a stakeholder /who must be involved

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. defines via agreement the governing of  
rules of conflict behaviors and resolution  
efforts

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. sets the environmental tone /  
mood of the negotiations

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. serves as a dress rehearsal for substantive  
negotiations

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. provides a sense of order and predictability

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. helps increase one confidence and one's comfort index

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. monitors the conflict resolution process

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**QUESTION: WHAT IS THE TEST FOR PROCEDURAL SATISFACTION?**

V(c). psychological satisfaction

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. Why need it?

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. What causes psychological dissatisfaction?

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. Think of ‘compromise’ –  
what could possibly be bad about it?

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Exercise: One UP / One Down

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## VI. HOW TO DEVELOP POSITIONS / PROPOSALS

Exercise dealing with ‘principle-issue  
proposal instrument’ [PIPI]  
from Preferred Settlement Point [PSP]  
to Realistic Alternative to Settlement [RATS]

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## VII. PUTTING IT ALL TOGETHER

**Exercise: with Analysis:**  
*‘How to Report a Friend’*

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## VIII. Evaluations & “The Takeaways”

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