

# MUNICIPAL COMMUNICATIONS



## TOOLKIT 2022

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## This toolkit was adapted from:

The Workshop & Oxfam New Zealand (2019) How to Talk About Climate Change. A Toolkit for Collection Action. The Workshop. Wellington.

A New Weave of Power, People & Politics: The Action Guide for Advocacy and Citizen Participation (2007), [Lisa VeneKlasen](#), [Valerie Miller](#).

Tariq, Haseeb 2021, Five Components Of A Successful Strategic Communications Plan, accessed, 27 October 2022, <https://www.forbes.com/sites/forbescommunicationscouncil/2021/06/22/five-components-of-a-successful-strategic-communications-plan/?sh=e8e0bc5813a7>

<https://www.lgcet.com/download>

# What is a communications strategy?

*A communications strategy is a detailed plan for communicating with, inspiring and engaging your target audience. It includes who you aim to talk to, why you are talking to them, how and when you will talk to them, what you hope to achieve with your audience, forms of communication the content should take and what channels you will use to communicate.*

## **What Is The Purpose Of Your Communications Plan?**

Knowing your purpose will help to ensure that the whole team is on board.

*Your communication objectives should be to answer these questions:*

- Who do I need to reach?
- Why do I need to reach them?
- What will my communications say?
- How will I deliver this message at the time that will have the best impact on my audience (and for me)?
- And what channels am I using or can I use for delivery?

## **Who Are You Communicating With (Or Who Is Your Target Audience) And What Message Do They Need To Hear?**

Target audiences can vary from one time to another and may include members of your community, local government officials or the media. It's a good idea to create an audience map that identifies key audiences and the messages they need to hear about your cause in order for them to take action.

## **How Will This Message Be Communicated?**

Your communications strategy provides the framework for what needs to get out there through communication channels such as social media, emails, newsletters and pamphlets. The more specific you are with your messaging (and visuals) — even if it seems repetitive — the better your chances of getting people engaged and taking action are.

## **When Should This Communication Happen — Right Now Or Later On?**

The importance of timing is also important for communicating effectively. Your communications strategy should specify when the message should be communicated.

## **Who Will Be Responsible For The Communication?**

Define key messages, and then decide who will deliver them. Define the audience and focus on what they need to know about this change. Be sure to provide information in a timely way, but also keep the message concise so that employees can absorb it easily.

## **Why is Local Government crucial to Climate Change Communications**

### **Local Governments play a critical role to:**

- communicate the current and future impacts of our climate emergency
- demonstrate climate adaptation and mitigation strategies
- pilot and promote new technologies
- lobby other levels of government and neighbouring local councils to act
- work with residents and businesses to lower greenhouse gas emissions, save money and improve the community's health.

### **Areas where local government can effectively contribute to climate emergency action include:**

- energy
- transport
- communication
- advocacy
- circular economy (procurement and waste)
- industry and built environment
- agriculture and open space
- transparency and accountability

# WORKSHEET 1

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When developing a communications and public participation strategy it is important to become more aware of your own communication skills, resources and how you are already using these in your everyday personal, activist and/or professional life.

## **Group Exercise: Reflections on Communications and Public Participation**

In a small group, discuss the questions below. Utilising this information, present a summary of the key discussion points as well as, findings i.e. challenges, opportunities, and recommendations.

- Please describe if and how your work interfaces with IDPs and Public Participation and other public consultation processes? Please provide examples.
  
- What communications and media capacity does your municipality have? Website, social media (Twitter, Facebook, etc.)?
  
- How would you summarise your municipality's current IDP process?
  
- What have you found to be the key challenges and opportunities in developing Public Participation and why?
  
- What has been your experience with IDPs, CSO and the Private Sector (Business)?
  
- How would you characterise and describe your municipality's work in and understanding of climate change?

### **Aim:**

Reflect on communications and public participation experiences and your role.  
Identify lessons learnt and best practice examples in various contexts  
Develop awareness and identify opportunities to support and enhance current communications and public participation strategies

# WORKSHEET 2

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## **Group Exercise: Resource Mapping**

In small teams, list the different types of resources which could be used as communication tools. While listing the resources, give examples of how these may be used for both personal and professional communication scenarios.

**This list could include, but doesn't have to be limited to:**

- smartphone
- laptop
- stationary (paint, paper, etc)
- materials such as a cloth banners, empty cardboard boxes
- data and/or internet
- email account
- sketching skills
- design skills (including the ability to use tools such as Canva)
- writing skills
- photocopy & printing facilities
- budget
- network/contacts
- social media skills
- loudhailer
- access to a community hall
- translation services
- database of stakeholders

### **Aims:**

Reflect on how various resources can be used for communications

Become more aware of how to enhance the use of the resources you have

# WORKSHEET 3

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## Group Exercise: Visioning

Divide into small groups. Using the resource list created in the previous exercise, brainstorm how you could use these to communicate an event to raise awareness of a Climate Change emergency using Culturally and linguistically diverse (CALD) communication.

### Some questions to consider:

- How will you alert and inspire members of the community to attend the event?
- How will you share with the broader public and the media the message your event is trying to convey?
- How will you determine the key message?
- How would you go about packaging and translating the key messages to ensure no community member is left behind.

### Aims:

Explore a potential real-life communications situation

Practise brainstorming as a team a communications approach

# WORKSHEET 4

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## COMMUNICATIONS STRATEGY

A five step plan for creating a communications strategy

A climate change emergency has been declared, and it is likely to have a devastating effect on your local municipality. Please prepare a communication strategy that will inform the community of the emergency, describe how it will impact the community and what the local government is putting in place to mitigate the likely disaster. Use the following steps to prepare the strategy.

### Step 1: Work with what you got!

*“Start where you are, use what you have, do what you can.” Arthur Ashe*

### Step 2: Engage your audience

*Define your different audiences, and how best to engage them.*

### Step 3: What is your message?

*What action would you like your audience to take when they receive the message?*

### Step 4: Crafting your message for the target audience using the most appropriate platform.

*Frame the core message for the different target audiences.*

#### Tips for Crafting Messages

- People respond to hope and a vision. Give people a positive vision of a more hopeful future!
- Show, Don't Tell!
- Stories are the best way to convey a message! We retain information better when it is within a story.

Your choice of a medium to deliver the message depends on who you are speaking to, what you want to say, your purpose and your ability to work with that medium. Take time to understand the media channels/platforms which your target audiences use.

#### Examples include:

- Traditional (pamphlets, posters, songs)  
*Loudhailer/Pamphlets/Speak Outs: Immediate local community*
- Traditional media (television, print and radio)  
*Radio: General public, Government decision makers*
- Digital Media (social media, websites, blogs etc)  
*Tik-Tok: Youth*



Audiences	Messages	Mediums
Decision-Makers		<ul style="list-style-type: none"> <li>· Traditional &amp; Digital Media</li> <li>· Issue briefs</li> <li>· Open Letters and Op-eds</li> <li>· Email</li> <li>· Speak Outs</li> <li>· Face to Face engagement</li> </ul>
Journalists		<ul style="list-style-type: none"> <li>· Community, national &amp; international radio, television, online and print</li> <li>· Media Alerts and Statements</li> <li>· Digital Media</li> </ul>
Civil Society Groups/Allies		<ul style="list-style-type: none"> <li>· Newsletters</li> <li>· Workshops &amp; Webinars</li> <li>· Issue policy briefs</li> </ul>
Community Members / General Public		<ul style="list-style-type: none"> <li>· Community Meetings/Workshops/Speak Outs/Webinars</li> <li>· Traditional and Digital Media</li> </ul>
Opinion Leaders / Influencers		<ul style="list-style-type: none"> <li>· Traditional &amp; Digital Media</li> <li>· Open Letters &amp; Op-eds</li> <li>· Direct Email</li> <li>· Face to Face engagement</li> </ul>

### **Step 5: Evaluate, Reflect and Improve.**

*What tools will you use to measure if your messages have reached the right people?*

# MUNICIPAL COMMUNICATIONS

## GLOSSARY OF TERMS

### A

#### **Audience**

A group of people or individuals who receive information from the same source by listening or watching together from various mediums of communication like TV, Radio, Internet etc.

#### **Background Information**

This involves locating/investigating the basic sources to collect the primary information about the subject. The background information is the stepping stone to continue any type of communication process and style that will help in better understanding of the concept.

### B

#### **Blog**

Published by individuals online, it is an expression of their thoughts and ideas in the form of writings, art, photography, etc. It may be in the form of a commentary or a diary.

### C

#### **Campaign**

Activities or events organised to achieve the intended goal of reaching audiences that use various advertising methods like Road shows, TV Commercial Films or CF, Internet etc., for a specific period of time.

#### **Caption**

A Space provided for brief explanation below an image or video or poster.

#### **Communication**

The process of sharing or exchanging information that is made of understandable language, usage of symbols, writing, speaking and sign languages are some of the modes of communication.

#### **Communication channel (medium)**

The means used to get the message from sender to receiver ( email, telephone, etc.)

#### **Communication barriers (noise)**

Whatever causes difficulties during the communication process

#### **Communication Policy**

Policies that are set by the organisation who are the final authority to decide the communication to be made, setting communication policy is the vital role of a company that determines the method to give the stakeholders and the public an effective and high quality information that can accurately engage the two way communication and response.

#### **Communicator (sender, source)**

The means used to get the message from sender to receiver (fax, email, telephone, etc.)

## **Community Radio**

A model of radio broadcasting that is not commercial or public service in nature. It is a non-profit service whose target audience is small geographic communities or other small groups of people. They are run by the communities that they seek to serve in order to help bring about development.

## **E**

### **Embargo**

Refers to the time period when news organisations cannot air or publish news information that they have obtained. They can only publish the news once the time period passes. Example: When details of the President's speech are released early to the press but they are not allowed to release this information until the embargo has been lifted.

## **F**

### **Focus Group**

A group that consists of six to twelve people, who share similar characteristics, is brought together in a facilitated discussion in order to gather information or opinions about a well-defined topic of interest.

## **I**

### **Informal Communication**

Communication links and networks that don't follow any pattern or charts that are followed in the organization, they arise through natural interactions among people.

### **Interview**

A question and answer session carefully planned and executed to exchange information between two parties.

## **M**

### **Mass Communication**

Transmission of messages to the people through various modes of communication that interests people in getting information from particular platforms, Mass communication uses strategic methods to relay the message to the public in the most attractive medium that gathers more attention.

### **Message**

## **N**

### **Newsletter**

Internal documents published regularly by the company giving information to the employees of the company that have details about the external factors that affect the company.

# MUNICIPAL NEGOTIATIONS



## TOOLKIT 2022

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## What are Negotiations?

Two brothers are arguing about what to watch on television. One wants to watch a movie on Netflix, the other a live football match. The quarrel ends up getting heated as both siblings clammer to get hold of the remote. In walks mom, hands on hips, she firmly asks *“What is going on here?”* The boys are jolted to attention and explains, *“Thabo doesn’t want me to watch the football. I was here first and he just grabbed the remote and changed channels! He is rude!”* Xolani responds, *“Mamma, I told him this morning that I was going to watch this movie after lunch. Now he just doesn’t want to move. He does this everytime.”* Mom points to the couch and the boys sit down. *“Firstly, both of you calm down. You do realise that you cannot watch two channels on one television right? Then why are you fighting, what is that going to solve?”* The boys look at each and then in unison they nod, *“Yes mom”*. Mom smiles, *“Okay, now. Thabo, I do see you in front of this tv a lot. So it’s time Xolani gets a chance.”* Thabo protests, *“But mommy, it’s a live semi-final. Chiefs and Sundowns, I cannot miss it.”* Mom rolls her eyes, *“Who said you are going to miss the game? Fetch my laptop, and stream the game. Okay. And next time, Xolani, you can use my laptop, and Thabo the tv. Are you both happy now?”* The boys look at each other and smile, *“Yes, mommy”*, they nod in unison. *“Now apologise to each other and let me finish my book in peace”*.

This is an example of a negotiation at home. It is about dialogue, trying to meet each other halfway. It is about listening, compromising and finding creative solutions - it is not about making demands. Mom calmed the boys. Gave both a chance to express their positions. Then proposed a mutually acceptable solution.

## Definition examples

A negotiation is a discussion involving one or more people in order to find a solution which would be reasonably acceptable to each other. Human beings negotiate all the time.

It is a process where two parties with differences which they need to resolve are trying to reach agreement through exploring for options and exchanging offers and an agreement.

A negotiation is any form of verbal communication in which the participants seek to meet their needs or goals with the overall aim of trying to resolve problems that create barriers.

Negotiation can be seen as an interpersonal problem solving technique, enabling parties to meet their own needs as far as possible, without damaging ongoing relations between them.

## Why Negotiate?

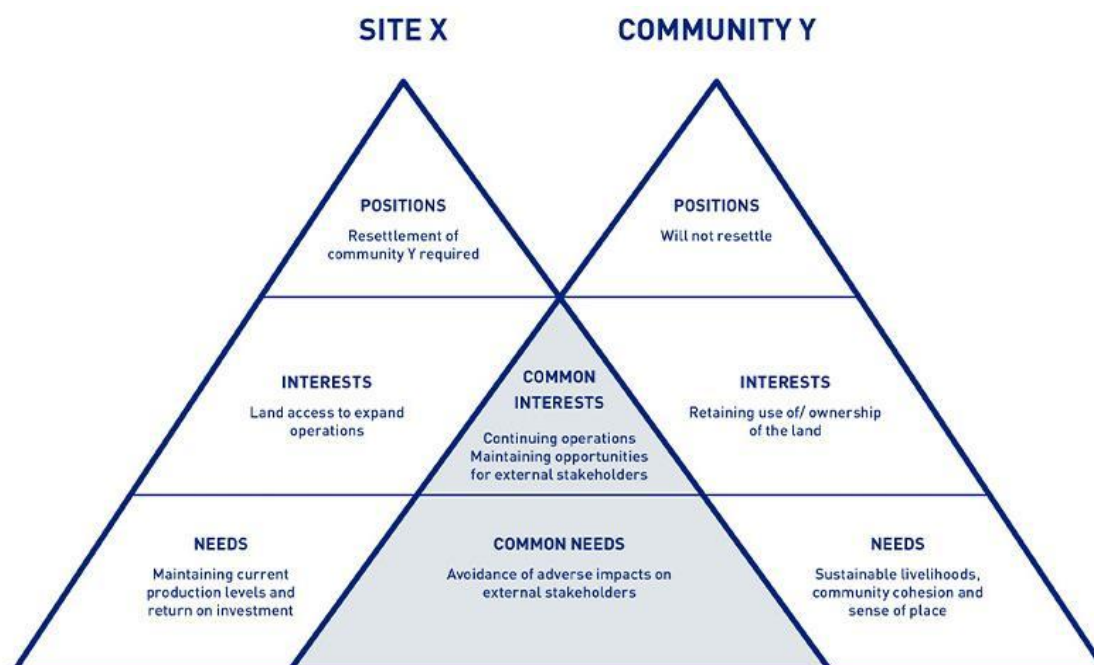
Think of negotiation from the view of the other party. How would you like to be treated?

- Demonstrates and encourages leadership development
- Helps to foster and build lasting relationships
- Negotiations illustrates that you believe in something and want to be heard but that you are willing to listen to the other side
- Negotiating rather than arguing can build respect rather than resentment

## When NOT to Negotiate!

In a professional setting, a vital skill for an effective negotiator is knowing when not to negotiate. Negotiations might have to be avoided if:

- Your goals can be achieved without any negotiating
- The objective may not be worth the time and effort of negotiating
- You have a viable alternative to the negotiating goals
- The risk of losing is too much by negotiating
- The other party acts in bad faith or unethically
- If waiting (basically doing nothing) may improve your position



# WORKSHEET 1

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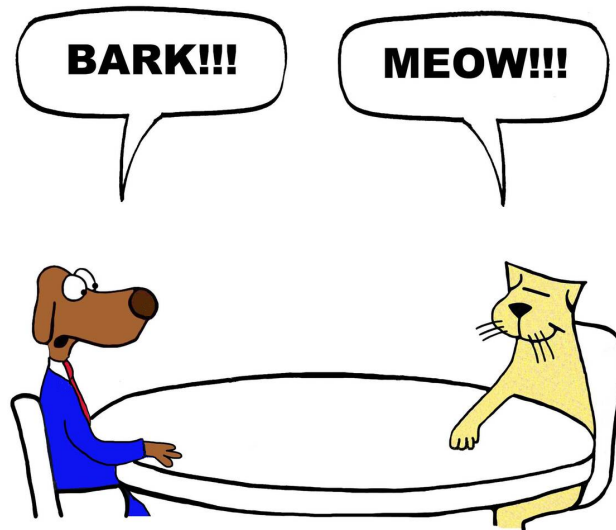
## Group Exercise: Reflecting on Negotiations

When working with the community it is important to become more aware of your own negotiations skills and how you are already using these in your everyday personal and/or professional life.

## Group Exercise: Reflections on Negotiation

In a small group, discuss the questions below. Utilising this information, present a summary of the key discussion points as well as, findings i.e. challenges, opportunities, and recommendations.

- What is your relationship like with the communities in your municipality?
- How did you go about getting the public involved in the IDPs?
- Describe your municipality's involvement in public consultation and public participation activity?
- Have you incorporated Climate Change awareness in your IDP / consultation processes?
- What are the current challenges and opportunities in the development of active public participation?
- What has been your experience with IPPs?
- Describe the key challenges and opportunities in working with IPPs?



The negotiation began with each side holding tight to their original positions.



# WORKSHEET 2

## Group Exercise: Localising Negotiations

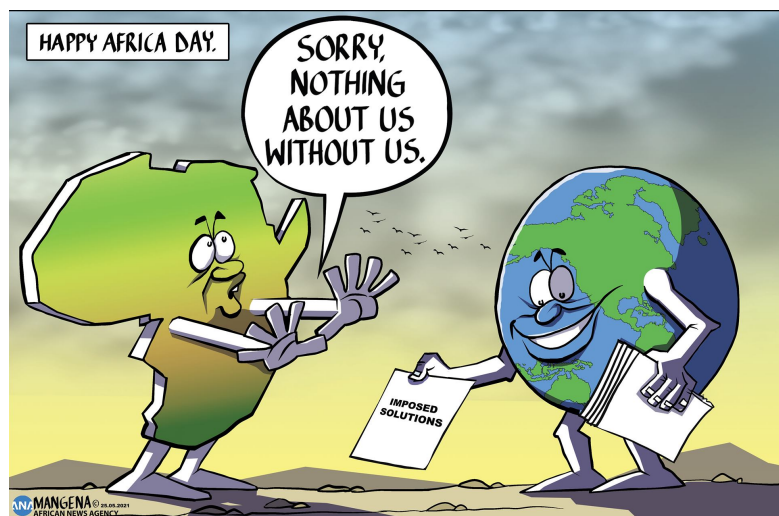
Can you create your own quote about or a definition of the word negotiation/s.

Importantly, utilise local context, language or a situation to clarify your ideas and statements. In other words how would you describe negotiations to your staff or community? Synonyms for the term includes: bargaining, win-win, compromise, talks, dialogue, mediation, arbitration, or debate. Colloquial descriptions or expressions - "Klim in my gedagtes. Wat try jy? Awe maak a bieterie prys? Nou okay wat se jy?"

- Break into groups.
- Identify and discuss local negotiation scenarios where the local government officials are mediating a dispute between rival businesses or competing interests, or in a conflict between the municipality and a vocal civil society organisation ?
- Select one of these examples and develop scenarios for best and worst outcomes using negotiations principles.

## Aims:

- Explore local language and experiences of negotiations
- Develop a description of negotiations which works for you in a local setting
- Reflect on everyday experiences, expression, processes and language of negotiation
- Create a succinct local phrase and or definition that capture the term negotiation



# WORKSHEET 3

## Group Exercise: Roleplay, practising negotiations

Identify and agree on a Climate change related negotiation theme for the roleplay exercise, for example the newly licensed IPP and its role in local economic development.

Break into three groups. Group one are the negotiator/s for the municipality. Group two, negotiators for IPPS, Group three will be the group of CSO negotiators.

Then, municipal negotiators get together to prepare their positions and opening statements. The IPP and CSO representations do the same. When all three parties are ready: Let the negotiations begin.

- Know as much as you can about the topic
- Gather background on the counterparty and their representations
- Make sure that your support base is part of your research
- Ensure that the support base agrees with your position and goals
- Outline your main priority outcomes and what you will or won't compromise
- Reflect on who is your representative and why they qualify for the role
- Prepare your approach i.e. opening statement and motivations
- Prepare your questions

## Aims:

Explore, prepare and experience a potential real-life negotiations situation

Reflect on group and collective approach

Demonstrate the challenges and opportunities of both negotiating parties

Learn to appreciate the counter-parties point of view



# WORKSHEET 4

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## CREATE A NEGOTIATIONS STRATEGY

A five step plan

### STEP 1. PREPARE

Know your topic, get to know your counterpart; set clear negotiation goals; plan your approach; identify goal options and concessions; list priority goals and contingencies; roleplay and rehearse with your colleagues and the community.

- Know as much as you can about the topic
- Gather as much information on the counterparty and their representations
- Get your support base and the community to help with the research
- Ensure that the support base agrees with your position and goals
- Outline your main priority outcomes and what you will or won't compromise
- Reflect on who is your representative and why they qualify for the role
- Prepare your approach i.e. opening statement and motivations

### TO-DO CHECKLIST

- Research the issue
- Write down a clear position
- Make a list of the contacts that you have
- Identify and invite local leaders and influences
- Identify and invite local CSOs and religious groups
- Get youth involved
- Can you involve educational institutions?
- Setup supporters, staff and community meeting
- Be ready to explore and discuss the issue at hand
- Be open to new ideas and also criticising from all participants
- Explore and discuss the idea of negotiations
- Keep a written, audio or video record of all meetings
- Make a clear list of meeting outcomes
- Develop goals with everyone present
- Select leaders or representatives that the community supports
- Write a report on your work
- Write a position paper that capture everyone's input
- Circulate the negotiation position
- Invite everyone who participated to discuss and confirm the position

## **STEP 2. DISCUSS**

Present the agreed negotiation position; listen to and learn from feed; discuss, debate, make notes and fine negotiations ideas; paraphrase and summarise to ensure the other party knows you understand them, ask questions; critique respectfully and thoroughly. Roleplay the negotiation position internally before talking to the external parties.

- Study the agreed negotiations position
- Present it to your supporters and the community again
- Ensure that you invite and welcome feedback and critique
- Debate and discuss the strengths and weaknesses
- Ensure that you have research information to backup the ideas
- Pre-empt and prepare for any counter arguments
- Roleplay negotiations internally
- Try to gain neutral outside views so as to improve your position
- List your negotiation target goal
- List what you are prepared to compromise

## **TO-DO CHECKLIST**

- Analyse strengths and weakness of negotiations position
- Make sure you present a well researched position
- Check with a support expert to confirm your position is solid
- Invite supporters and community to discuss
- Internally discuss, debate and finetune agreed position
- Write down final negotiations position
- Invite supporters and community to participate in roleplay
- Practise, practise and more practise before you approach outside parties
- Invite counterparties to talk
- Explore the position with outside parties
- Build a repertoire so as to agree on when and how to start negotiations
- Report back to all supporters

## **STEP 3. PROPOSE**

Have your negotiations position printed; present and articulate your position clearly; motivate the value of your proposition; be specific regarding what you need; where possible align needs with the interests of the other party.

## **STEP 4. BARGAIN**

Be willing to make some concessions; seek a win-win if possible; remember your optimum and fall back positions; don't concede without bargaining.

## **STEP 5. AGREE**

Once agreed; confirm commitment; follow-up in writing; draft a solid agreement.

# CSO NEGOTIATIONS

## GLOSSARY OF TERMS

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### A

#### **Negotiation Agenda**

A formal agreed upon list of objectives to be achieved or items to be discussed during a meeting or negotiation. Agendas can be formal and obvious, or informal and subtle in negotiations.

#### **Negotiation Agent**

A person who acts for or in place of another individual or entity as their representative in a negotiation with a third party. An agent or representative, sometimes referred to as a third party agent, has full or limited authority to act on the behalf of the party they represent.

#### **Negotiation Anchoring**

Anchoring is an attempt to establish a reference point (anchor) around which a negotiation will revolve. The anchor will often be used as a reference point to make negotiation adjustments. Anchoring often occurs when the first offer is presented at the beginning of a negotiation.

#### **Arbitration**

A process to resolve a dispute between negotiating parties who have reached a deadlock in their negotiation. The parties in dispute are referred to a 'third party', which is one that is either agreed upon by the parties in dispute, or as provided by legislated law. The third party renders a [judgement] that is binding on the parties in dispute. Arbitration is often used in international negotiations, labour disputes and collective bargaining.

#### **Aspiration Base**

Setting the highest achievable negotiation target level in terms of goals or objectives to conclude a negotiated agreement. Basically make a list of your ideal negotiation outcomes.

### B

#### **Negotiation Bargaining Zone**

The Bargaining Zone is the range or area in which an agreement is satisfactory to both negotiating parties. The bargaining zone is essentially the overlap area between walk away positions in a negotiation. In other words think carefully about and then make a list of what you would compromise on and what you would not.

#### **Negotiation Bargaining**

Bargaining in the context of negotiations, is a form of the distributive or win-lose negotiation process that is both competitive and positional. Meaning bargaining doesn't seek to create

value but instead focuses on negotiators claiming value. Bargaining very often revolves around a single issue — usually not a mutually agreeable one.

## **BATNA**

BATNA is short for 'Best Alternative to a Negotiated Agreement'. BATNA answers the question: *'What would you do if you weren't able to reach an agreement with the other party?'* BATNA is the alternative action you'll take should your proposed agreement fail to materialise. Most people use the phrase: 'Best Alternative'.

## **C**

### **Negotiation Coalition**

A temporary joining of forces between two or more individuals or groups for a common negotiation goal. A relatively common practice used in negotiations, to attain collective power or an advantage in the negotiation. Coalitions are more common when negotiators can achieve more through collaboration instead of competing.

### **Collective Bargaining**

A negotiation process that occurs between employers (or their representatives) and the representatives of a union to negotiate issues like wages, hours of work and other conditions of employment.

### **Common Ground**

Refers to the area of agreement or a basis for an understanding, that is mutually agreed upon by all parties to a negotiation.

### **Concession Strategy**

A concession strategy is a plan of the goals / positions and sometimes the underlying interests that you will barter for or with the other party. Before one enters negotiations one should have clarity on your and the other party's goals, and if possible a sequence of which goals you want to barter for or exchange.

### **Negotiation Concessions**

Negotiation concessions are also sometimes referred to as 'trade-offs', or compromises where one or more parties to a negotiation engage in conceding, or yielding, or on issues under negotiation and do so either willingly or unwillingly.

### **Negotiation Constituent**

A constituent is someone or a group on the same side of the negotiating party. They exert an independent influence on the outcome through the negotiator, or is someone to whom the principal negotiator is accountable. Like a member of the board, or a funder, or an organisation's members who may have to vote to ratify a negotiations position.

### **Negotiation Counterparty**

In a negotiation, a counterparty (counterparties – plural) is the other representative(s) of the other negotiation party(s) with whom one is negotiating a potential agreement.

## **D**

### **Distributive Negotiation**

A distributive negotiation can be described as adversarial or win-lose. It is the type of negotiation where each side takes on a no-compromise, fixed position. 'Win - Win' negotiation is conversely referred to as integrative negotiation.

## **F**

### **Negotiation Facilitator**

This is usually a mutually agreed upon neutral third party who leads a complex meeting of two or more parties involved in a negotiation. Often employed in 'multi party' negotiations. Their purpose is to organise, aid, and offer assistance in helping the negotiating parties find solutions on the issues under discussion.

### **Negotiation Framing**

A means to process and or organise the negotiation context or field information. A frame provides a perspective of the problems or issues for a decision maker. One can use a frame to understand the importance of facts or issues in relation to each other. One can use this understanding of the facts or issues to then determine possible outcomes and consider contingency actions to solve a problem. Using a framework can allow you to consider all potential gains and losses and available options for any situation.

## **G**

### **Negotiation Goals**

A well thought through list of both your primary and secondary goals that you want to achieve during the negotiations process. Primary goals include very particular outcomes which one wants to achieve. Secondary goals could be more fluid for example building long term relationships with your counterparty. Goals can be broken down into outcomes that are negotiable or none- negotiable.

## **H**

### **Negotiation Haggling**

Haggling means to negotiate, argue, bargain or barter about the terms of an agreement. A form of distributive negotiation.

### **Hostage Negotiation**

A negotiation conducted between law enforcement agencies, diplomatic or other government representatives for the release of a person(s) held hostage against their will by criminal, terrorist or other elements.

## **I**

### **Integrative Framework**

A means of negotiation decision making to (conceptualise) the actions, contingencies of all possible outcomes, options and scenarios. Applied to integrative negotiations with the

intention of incorporating the goals and aims of all the negotiating parties to create maximum value through collaborative negotiation.

### **Integrative Negotiation**

Integrative negotiation is often referred to as "win-win." It often involves an agreement process that best integrates the aims and goals of all the involved negotiation participants through creative and collaborative problem-solving.

### **Interests in Negotiation**

Negotiation interests are considered to be the motivating factor(s) and the underlying reasons behind the 'negotiation position' adopted by a negotiation party. Negotiation interests often entail some combination of economic, security, recognition, and control issues, or the desires, concerns, aims or goals of a negotiating party in a negotiation process.

### **Internal Negotiation**

A process which occurs between two or more members or co workers of the same organisation or community. Often co workers and or managers or leaders need to negotiate internally, with their internal stakeholders, like volunteers, members or community leaders. This is especially important especially when preparing for an external negotiation with for example government, regulatory body, funders or other negotiating party. The word 'preparation' is often used interchangeably with the phrase 'internal negotiation'. The differing reward structures, motivations and psychology play a major role in ensuring that internal negotiations are often as challenging as external negotiations.

## **J**

### **Joint Negotiations Agreement**

An agreement between two or more partners to assume a common negotiations strategy on a project, in region or sector. All partners generally agree to share the goals, risks, and opportunities through their sharing a common strategy.

## **L**

### **Litigation**

A formalised legal process to resolve a dispute through legal action in the form of a lawsuit. It often entails a contractual issue. It is the act of either bringing or challenging a lawsuit.

### **Negotiation Logrolling**

A negotiation exchange that involves making negotiation concessions or the 'trading-off' of issues so as to [maximise] on each sides' value. So you will offer the other side something that they value more than you, in exchange for gaining something from them that you value more than they do.

### **Lose-Lose Negotiation**

A negotiation result where all parties to a negotiation leave resources or gold on the table at the conclusion of a negotiation and fail to recognize or exploit more creative options that would lead to a 'win-win' negotiated outcome. A term also used in 'Game Theory' and Economics.

### **Lose-Win Negotiation**



Lose-Win refers to a distributive negotiation where one negotiator's loss is the other negotiator's gain. Both negotiators are typically competing to claim the most value from a 'fixed pie' or value negotiation.

## **M**

### **Majority Rule**

A concept often employed in 'Group' or 'Multi Party' negotiations to achieve consensus or agreement. As the term implies, a decision or agreement is reached after having been voted upon and decided in [favour] by a majority of the parties present at the negotiating table.

### **Mediation**

Mediation usually consists of a negotiation process that employs a 'mutually agreed' upon third party to settle a dispute between negotiating parties to find a compatible agreement to resolve disputes.

### **Negotiation Meeting**

Negotiation meetings are typically where most of the agreements are negotiated. The proper planning and effective running of negotiating meetings can make or break discussions or potential agreement/s. The more complexity involved, the more important getting the negotiation meeting planned correctly becomes.

### **Multi Party Negotiation**

A negotiation that involves more than two negotiating parties in a negotiation.

### **Multiple Offers**

A technique sometimes employed to offset the possibility of anchoring in an integrative negotiation. Multiple offers are two or more offers or proposals of relatively equal value that are presented simultaneously to invite greater discussion of the issues under negotiation.

## **N**

### **Negotiation**

Negotiation is an interactive process between two or more negotiators or parties seeking to find common ground on issues of mutual interest, where the negotiators or parties seek to make a mutually acceptable agreement that will be honoured by all.

## **P**

### **Negotiation Position**

Negotiators' positions are the things the counter party demands and also the things that they refuse to provide. Negotiation positions are typically communicated in meetings, emails, and proposals. Inexperienced negotiators too often take the positions of the other side at face value and don't probe with questions, counter proposals or challenges sufficiently.

### **Negotiation Principal**

The primary decision making authority in a negotiation. Third party agents will often represent the interests or objectives of a principal in a negotiation.

### **Principled Negotiation**

Principled negotiation is an interest-based approach to negotiation that focuses primarily on conflict management and conflict resolution. Principled negotiation uses an integrative approach to finding a mutually shared outcome.

## R

### **Negotiation Rapport**

Rapport happens across a number of levels. Some people associate rapport with matching and mirroring body language. Rapport brings you and the other party you're seeking to influence or communicate with, into sync. When done well, rapport is undetectable, and works at the unconscious level. Rapport is more difficult to detect on the auditory level. So if you adjust your volume, cadence, inflection, pitch, resonance, length of sentences to that of the person or people you're seeking to influence, you'll be more likely to be listened to and enjoy more understanding and agreements. Rapport can also occur at the level of beliefs and values. When you discuss similarities in your beliefs and values, you're more likely to enjoy a deeper sense of rapport.

### **Negotiation Reciprocation**

The act of making a similar or like exchange of something in return for something given by one party to another party. In a negotiation, this could entail an exchange of information and/or an exchange of concessions between the negotiating parties.

### **Risk-Averse**

A low level or approach in the amount of risk that a negotiator is prepared to accept in a negotiation. A negotiator who decides to accept the "sure thing" where a result is certain to be achieved is said to be "risk-averse", and is not willing to gamble further on a potential negotiated result.

### **Risk-Seeking**

A high level or approach in the amount of risk that a negotiator is prepared to accept in a negotiation. A negotiator who decides to gamble rather than accept the 'sure thing', and who has the expectation that they will gain more in a negotiation is said to be 'risk-seeking'.

## S

### **Salary Negotiation**

Salary negotiation is a process where one party (usually the employee) negotiates the amount of their pay, income, earnings, commission, salary, wages, wage remuneration, annual review, or salary raise with another party (usually a representative of the employer, such as their manager).

### **Negotiation Skills**

What are negotiation skills? Negotiation skills are required to secure better agreements in our personal and business lives. Negotiating skills includes: planning, persuading, compromising, patients, cooperating, strategizing and communicating.

### **Negotiation Strategy**

A predetermined approach or prepared plan of action to achieve a goal or objective to make an agreement or contract.

### **Negotiation Styles**

The most popular way to divide the typical negotiation styles or approaches are:

## T

### **Negotiation Tactics**

Negotiation tactics are the detailed methods employed by negotiators to gain an advantage. Negotiation tactics are often deceptive and manipulative. Often, negotiators use negotiation tactics to fulfil their own goals and objectives. This is often to the detriment of others, making most tactics in use today "win-lose" by nature.

### **Negotiation Target**

The desired negotiation outcome or goal is decided at the start of the negotiation. This is best set across each and every aspect of a negotiation (e.g. budget, needs, etc). Some organisations set an ambitious negotiation aspiration or opening offer, and a less ambitious negotiation target, while for others these are one in the same. The level of negotiation aspiration might be heavily influenced by leadership or organisational culture.

### **Negotiation Trade-Off**

Also sometimes referred to as a 'concession' where one or more parties to a negotiation engage in conceding, yielding, or compromising on issues under negotiation and do so either willingly or unwillingly.

### **Negotiation Trading Plan**

A negotiation trading plan is a spreadsheet that outlines which goals / positions you are going to exchange or trade with the other party. It is an essential part of negotiation preparation. Trading plans should not only identify the goals of each party, trading plans should also rank these goals for each party. A negotiation expert is trained to use a trading plan after having prepared a SWOT analysis, and a negotiation agenda. A trading plan is often referred to by the less accurate name of a 'Concession Strategy'.

## U

### **Unanimity Rule**

A process often employed in 'Group' or 'Multi Party' negotiations to reach a decision or agreement by the involved negotiating parties. A unanimous decision is only achieved when all the negotiating parties are in total accord in making a decision or an agreement.

## W

### **Negotiation Walk Away**

The walk away answers the negotiation question: "What will you do if you don't agree?"

### **Win-Lose Negotiation**

Win-Lose refers to a distributive negotiation where one negotiator gains the other negotiator's loss. Both negotiators are typically competing to take away or claim the most value from their negotiation. Also called the 'fixed-pie' scenario, in that there is only a limited resource or frame within to negotiate.

### **Win-Win Negotiation**

A win-win negotiation approach is an integrative negotiations method. Basically this means the negotiating sides have reached an agreement after fully taking into account each other's interests, such that the agreement cannot be improved upon further by any other agreement.

### **Winner's Curse**

Occurs when an under aspiring negotiator sets their target or aspirations (goals or objectives) too low at the outset of a negotiation and is granted an immediate agreement by their negotiating counterpart.

## **Z**

### **Negotiation ZOPA**

An acronym which means a negotiation Zone of Possible Agreement. It is the range or area in which an agreement is satisfactory to both parties involved in the negotiation process. Also referred to as the "Contracting Zone". Negotiation ZOPA or the Contracting Zone is the range between each party's Walk Away or Real Base or Bottom Lines, and is the overlap area that each party is willing to work on or find acceptable in a negotiation.

## References

Note: Some content in this toolkit was adapted from the following sources:

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