

**BLOOMBERG
HARVARD**

City
Leadership
Initiative

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MANY WAYS TO GET THERE

Securing Public Investments in Richmond, VA

NEGOTIATION CASE SERIES

AGENDA

- Case overview
- Negotiation concepts
- Case analysis
- Epilogue
- Key takeaways



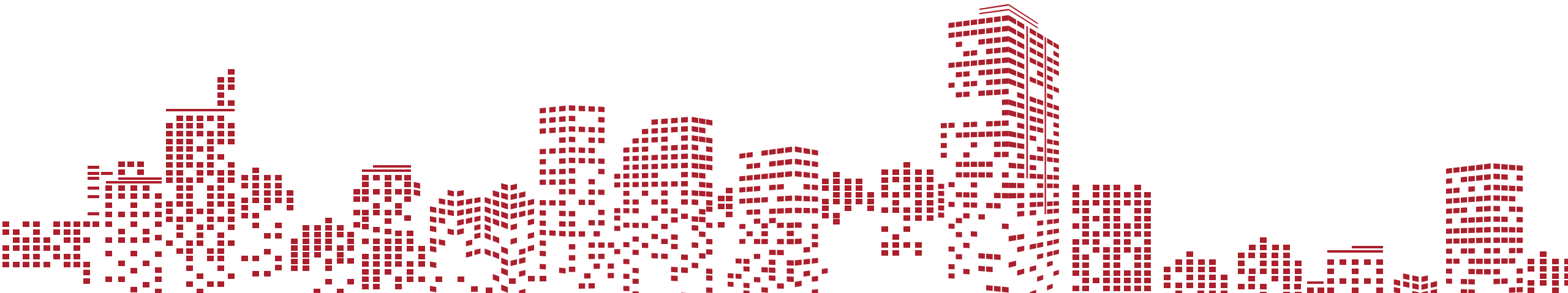
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CASE OVERVIEW

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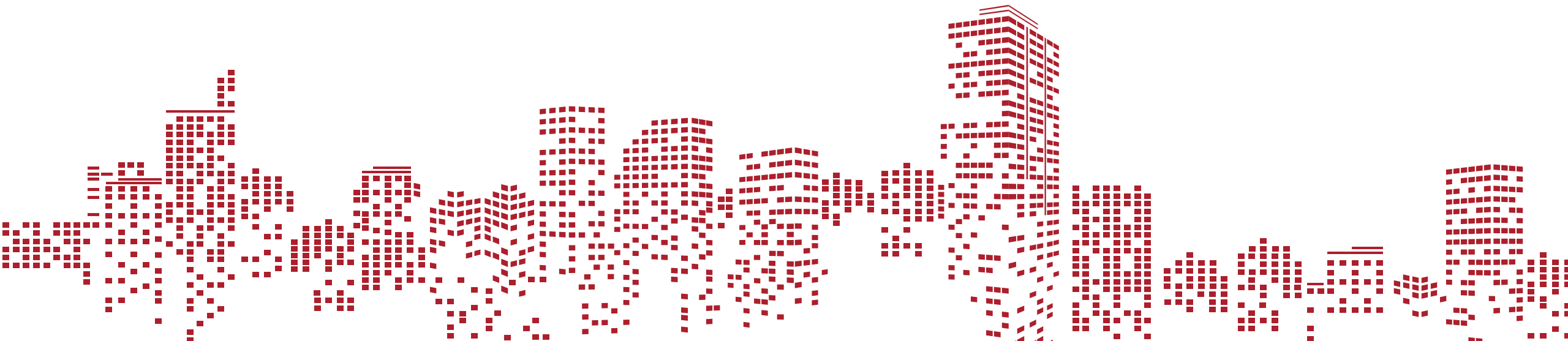
- What was going on in this case?



CASE OVERVIEW

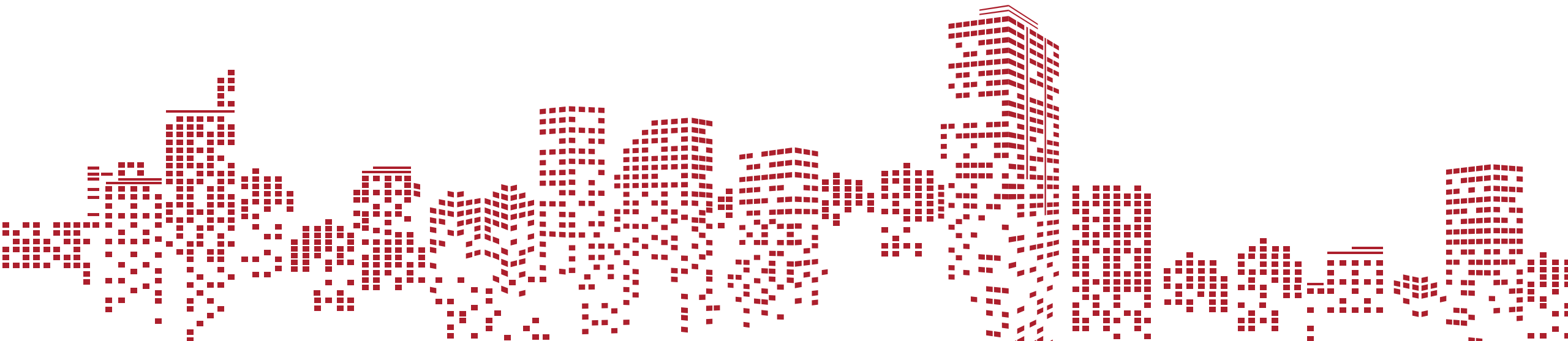
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- What exactly was Mayor Stoney trying to achieve? What were his goals?



CASE OVERVIEW

- What exactly was Mayor Stoney trying to achieve? What were his goals?
- What were other important parties in this case? What were their goals?

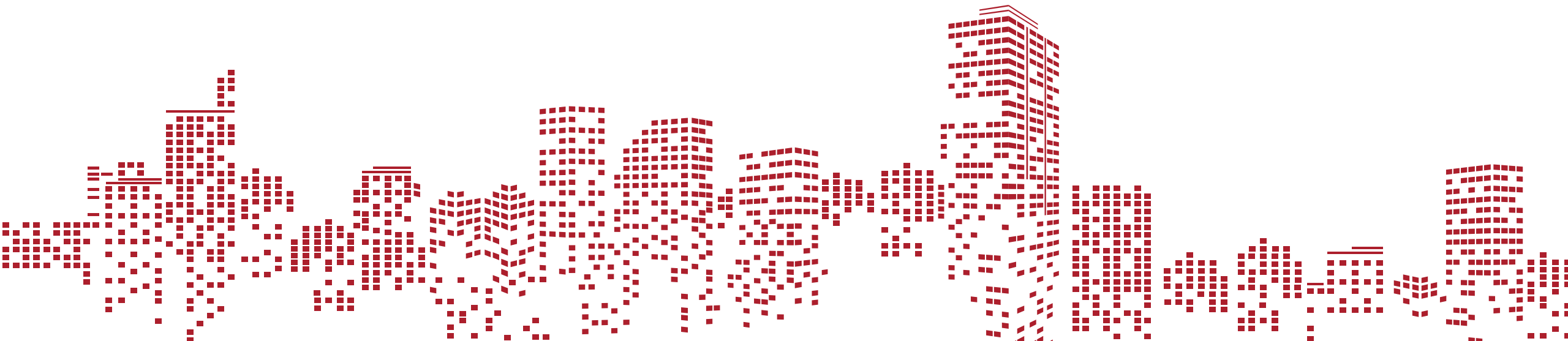


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NEGOTIATION CONCEPTS

Positions and Interests

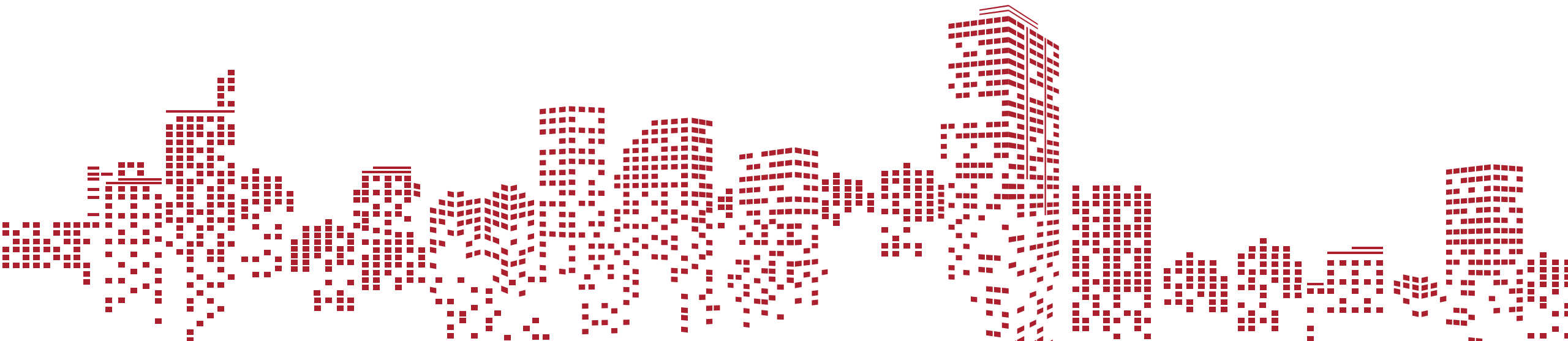
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Positions and Interests

- “A **position** is likely to be concrete and explicit; the **interests** underlying it may well be unexpressed, intangible, and perhaps inconsistent.” – Fisher and Ury, *Getting to Yes*
- “It is difficult to immediately address **interests** in a negotiation because people adopt **positional** tendencies and because emotions can often conceal **interests**.” – Thompson, *The Mind and Heart of the Negotiator*

If a **position** is the “what,” an **interest** would be the “why.”



Mini-Case: Positions and Interests

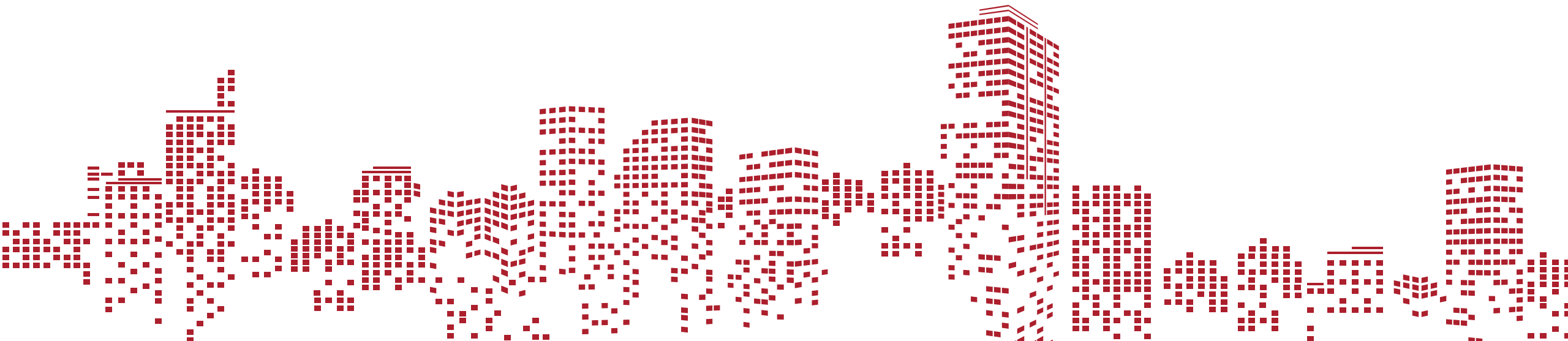
A parent is demanding an at home pickup for their child. The school's protocol is that the school's buses pickup all children at a central location.

With a partner, list all possible interests the **parent** might have that led them to demand an at home pickup.

Then, list all possible interests the **school** might have that led them to institute a central location pickup.



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Positions and Interests: Example

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Position

- Parent: Pickup at home
- School: Pickup at central location

Interests

- Parent: safety (prevent bullying, ensure child doesn't get lost); situational needs (caring for newborn at home, late to work if walks child) etc.
- School: safety (street is too narrow for bus to turn around); precedent; schedule (too many stops would make bus late to school) etc.



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Working Groups: Positions and Interests

Based on the list we generated earlier, which of these goals are interests? Which are positions?

For positions, identify the underlying interests.



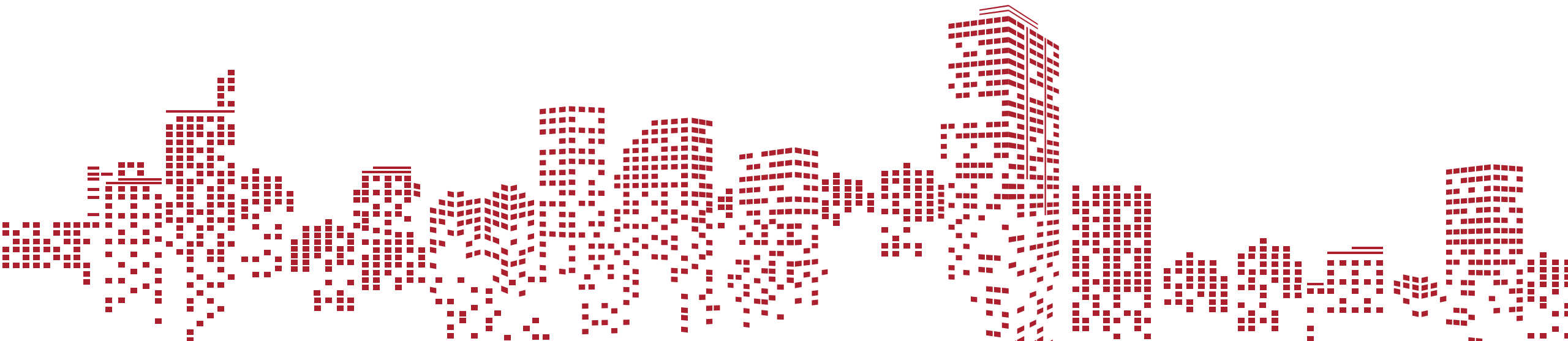
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CASE ANALYSIS

Positional vs. Interest-Based Bargaining

- **Positional bargaining** becomes a contest of will.
- **Interest-based bargaining** allows for several possible positions that could satisfy every interest. Behind opposed positions lie many more interests than conflicting ones.

– Fisher and Ury, *Getting to Yes*



Interest-Based Bargaining

- **Effective interest-based negotiators** consider the following four elements of a negotiation:
 - Interests
 - Alternatives
 - Options
 - Criteria



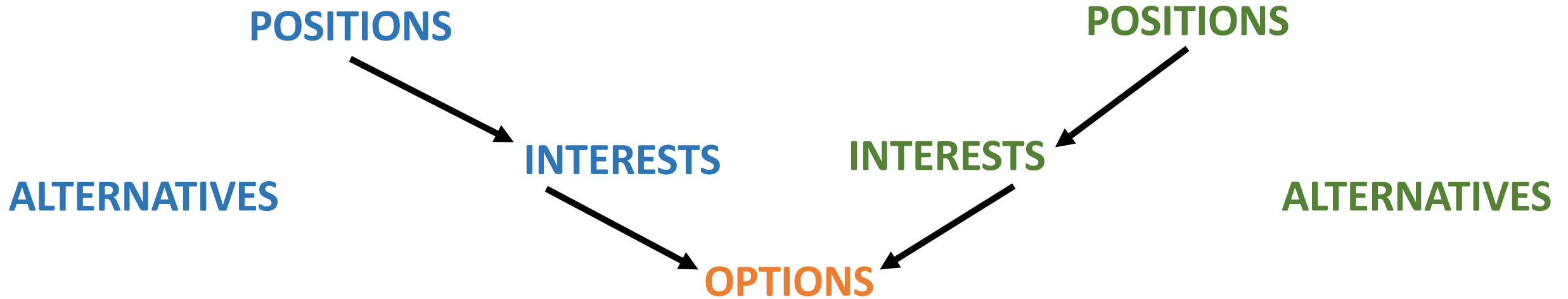
Interest-Based Bargaining

- **Interests:** what underlies the parties' positions (needs, concerns, desires, hopes, and fears)
- **Alternatives:** what parties can do if there is no deal
- **Options:** full range of possibilities where the parties could get agreement
- **Criteria:** agreed-upon, objective standards to determine how fair, just, or reasonable the options are

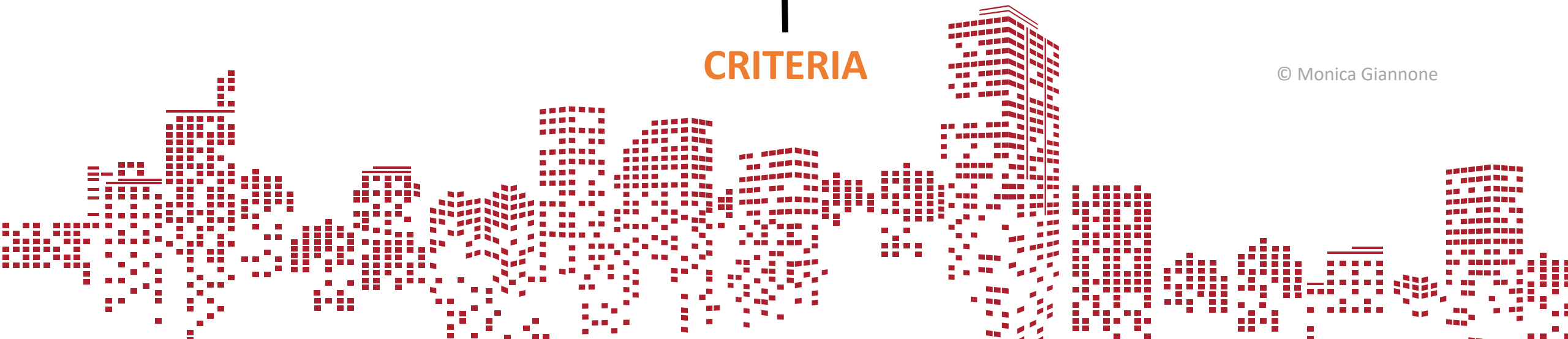


Interest-Based Bargaining

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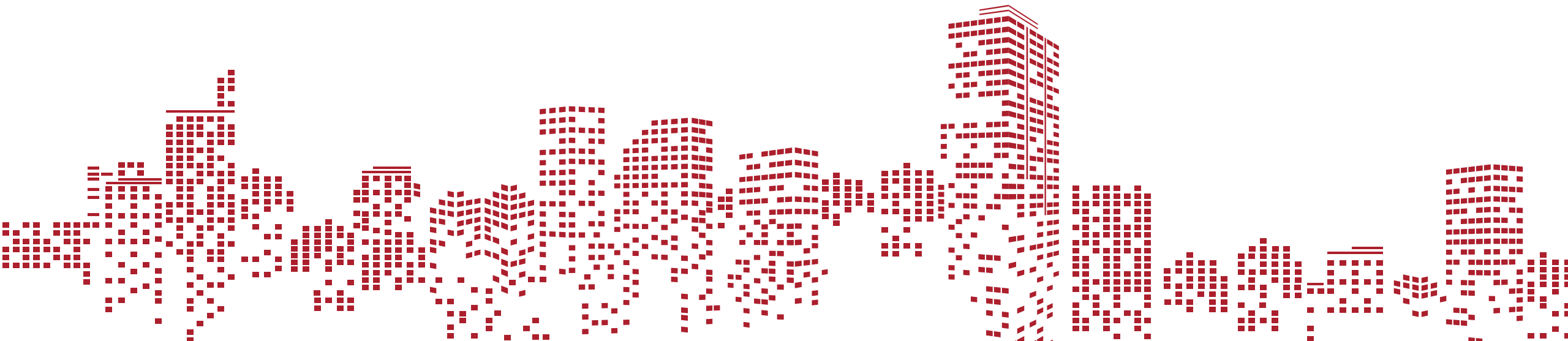


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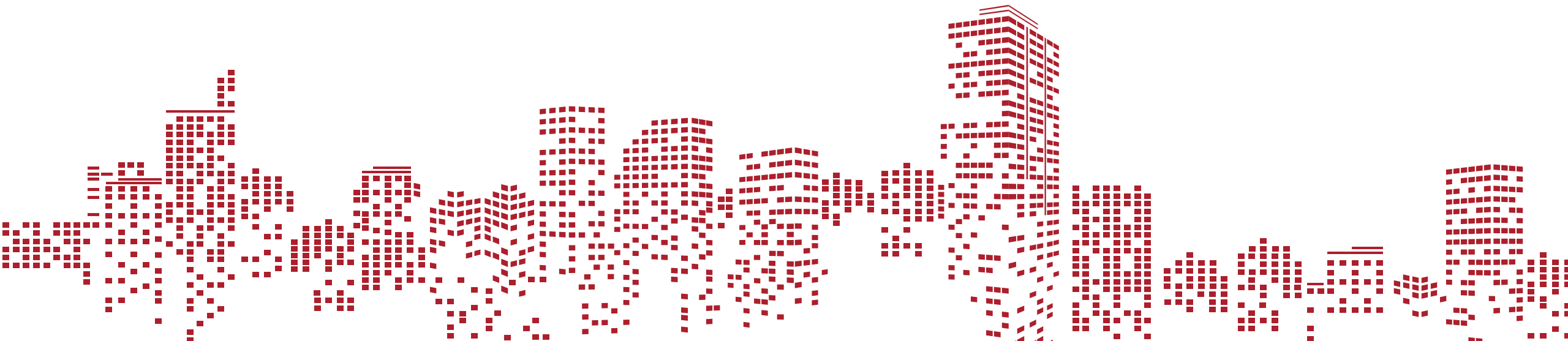
Working Groups: Interest-Based Bargaining

- What were Mayor Stoney's **positions and interests** in this negotiation?
- What were the **alternatives** to an agreement with city council?
- What **options** should he have considered?
- What were his **criteria** to determine if the options were fair or just?



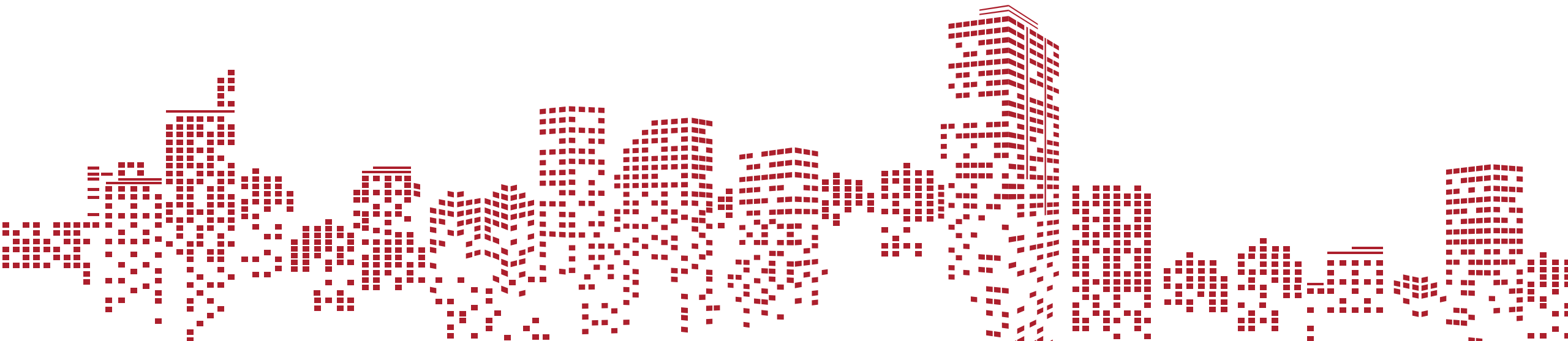
Working Groups: Interest-Based Bargaining

- What were the **positions and interests** of other key stakeholders in this negotiation?
- What were the **alternatives**? Consider the time right after Stoney unveiled his budget.
- How did key stakeholders think about **options**?
- What were their **criteria** to determine if the options were fair or just?



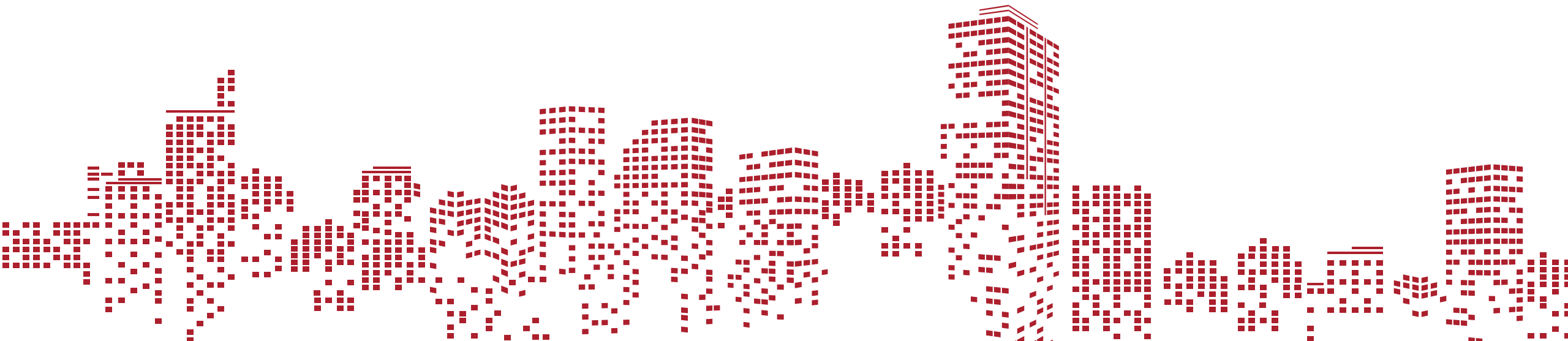
Working Groups: Case Analysis

You are a member of Mayor Stoney's team. You are at the end of the case and reflecting on how things have gone so far. What has the mayor done well in this negotiation?



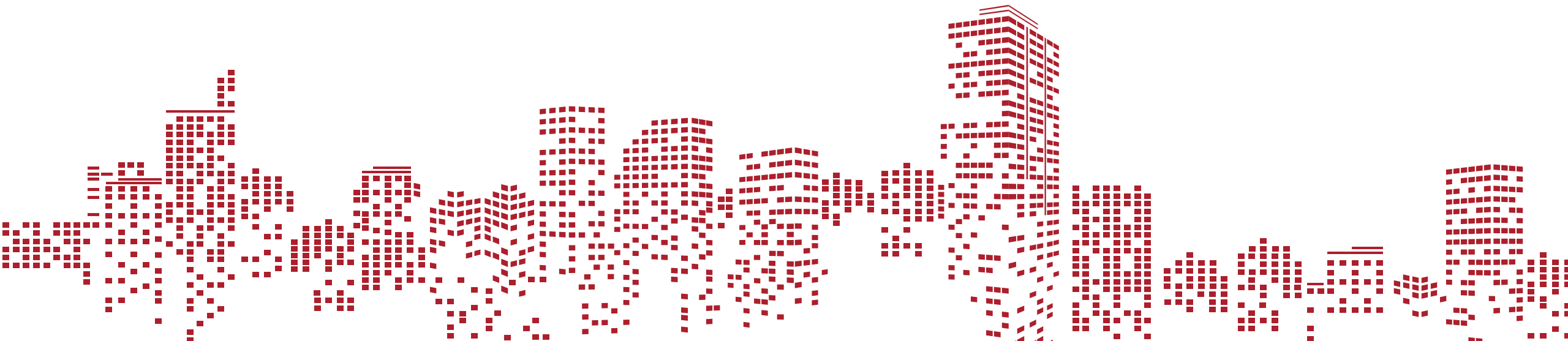
Working Groups: Case Analysis

- How did the negotiation arrive at the impasse?
- What could Stoney and his team done differently to prevent this?



Case Analysis

- Looking forward, what would you advise the mayor do next?



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EPILOGUE

Mayor responds after City Council votes to pursue legal action

POSTED 6:07 PM, APRIL 25, 2019, BY VERNON FREEMAN JR.

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RICHMOND, Va. -- Richmond Mayor Levar Stoney responded Thursday, one c majority of City Council voted to pursue legal action against the administratio

BREAKING FEATURED

Days after chaotic session, Richmond City Council balances budget without raising real estate tax rate

By MARK ROBINSON Richmond Times-Dispatch Apr 29, 2019



Richmond Mayor Levar Stoney presented his budget to City Council on Wednesday, March 13, 2019. (TIMES-DISPATCH)

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Mayor Stoney announces \$15 million end-of-year budget surplus

POSTED 1:37 PM, AUGUST 21, 2019, BY GABRIELLE HARMON

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TAKEAWAYS

Takeaways

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- Positional bargaining often leads to haggling, suboptimal outcomes, and damaged relationships.
- Considering interests, alternatives, options, and criteria for all parties, including yourself, allows for more creative deal-making.
- Communication and relationships between parties are also crucial for effective interest-based bargaining.

For more information on interest-based bargaining, see *Getting to Yes* by Roger Fisher and William Ury.