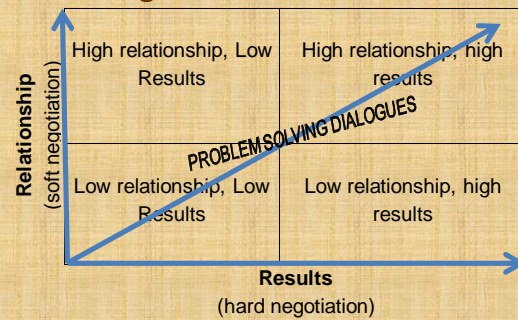


Communication and Negotiation in Multi-Stakeholder Dialogues

Constructive Engagement Workshop
ANSA-EAP, TAN and BL
08-10 Sep 2010

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Purposes and Strategies for Entering into Collective Efforts



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Strategies for Problem Solving Dialogues

1. Framing of own message in assertive and non-adversarial manner
2. Effective communication (active listening, reframing of toxic statements, non-intrusive probing, and non-threatening feedback giving)
3. Effective negotiation approach and techniques

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Framing and Delivery of the Message

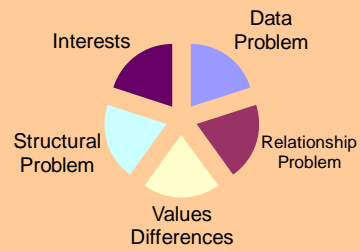
- Emphasize shared values
- Be specific in describing issues
- Describe the consequences of the issues.
- Be conscious of how you position yourself and the others
- Use "I" messages in giving own opinion, comments or suggestions
- Seek for feedback by requesting him/her in a non-threatening manner for reactions.

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Examples of Shared Values (what to emphasize)

Market Justice Values	Social Justice Values
<ul style="list-style-type: none"> • Self-determination and self-discipline • Rugged individualism and self-interest • Benefits based solely on personal effort • Limited obligation to collective good • Limited government intervention 	<ul style="list-style-type: none"> • Shared responsibility • Interconnection and cooperation • Basic benefits should be assured • Strong obligation to the collective good • Government intervention is necessary

Definition and Diagnosis of Issues



Data Problem



- Lack of information
- Conflicting information/data
- Different analysis of information
- Lack of credibility of information

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Relationship Problem



- Past unresolved misunderstanding and quarrels
- Strong emotions
- Incompatible personalities

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Values Differences



Differences in beliefs and attitudes towards the issue and the parties

- Own rights and duties as far as the issues in conflict are concerned;
- Rights and duties of the other parties
- How conflict should be resolved

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Structural Problem



Problems caused by external factors, which cannot be resolved through negotiation between/among disputing parties.

Example:

- The law and its requirements

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Interests

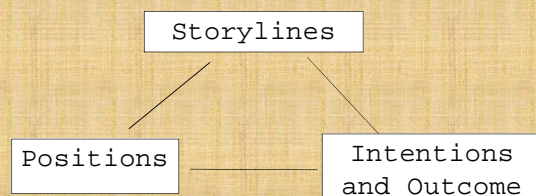


- Substantive (tangible needs, access to services, income, etc.)
- Psychological (respect, acceptance, sense of ownership of decision, etc.)
- Procedural (participatory decision-making, clarity of process, etc.)

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Positioning Analysis

The structure of people's messages in social exchanges are viewed to be tripolar:



Elements of Positioning Triad

- Storylines are subjective scripts or narrative convention of speakers
- Positions are description of the characteristics of the speakers during the specific setting and time of the exchange (e.g. powerful, powerless, aggrieved, victims, confident, etc.) and their rights and duties.
- Social meaning, function and outcome of statements

Episodes

- The "positioning triad" is dynamic in that it transforms if its elements change, such as when the people depicted in the storyline reject the way they are being positioned and push for their repositioning.
- Each phase of the transformation of the positioning triangle is called an episode. A new episode ushers in when storylines change, repositioning of people happens, and new meanings and intentions emerge.

Thank you!