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STUDENTS
FOR
GLOBAL
HEALTH

4a



Training Toolkit 4a: Local Negotiation Exercise

Training New Trainers





Notes for Trainers

- This is a toolkit for you to develop your own course
- The slides are intended as a basis for discussion
- You can use as many or as few exercises as you like
- Negotiating skills are needed by all leaders and trainers
 - You will find examples of negotiation in many Training Toolkits
- As background reading we suggest you read
 - “Getting to Yes: Negotiating Agreement without Giving In” by Roger Fisher, William L Ury, Bruce Patton - Business & Economics – 1992



Leading Negotiations for Health: Agenda

- Introduction and Learning Objectives 30 minutes
- Negotiation for Health discussion 60 minutes
- Coffee 15 minutes
- Case study 1 - 30 minutes
- Lunch 45 minutes
- Case study 2 – 45 minutes
- Feedback from case studies – 30 minutes
- Leading negotiations for health discussion -30 minutes
- Coffee 15 minutes
- Reflections learning logs and feedback– 30 minutes



Introductions and Learning Objectives

- Introduce yourselves and describe
- Negotiating situations you have experienced
- Either in work or in your private life
- The group learning objective is to
 - Develop a shared understanding of negotiation and how to lead it to improve health
- What do you hope to learn from this day?



Negotiating for Health

- Local negotiations affecting health might include:
 - Controlling behaviour within the negotiating team
 - Making sure all participate and no one hogs the discussion (see later)
 - Talks with community groups about health behaviour
 - Co producing health with the community (see [here](#))
 - Discussion with international companies on health impacts
 - A case study is provided later in this session
 - Discussions with other NGOs on joint advocacy
 - See Toolkit 5
- List other sorts of negotiation for health



Characteristics of Negotiation for Health

- Health negotiations are different because
 - Often negotiators share common goals/ values
 - Or at least they say they do!
 - Open to public scrutiny must be seen to be fair
 - Often part of long-term relationships
- Health negotiations require
 - Assertiveness in insisting on goals and values
 - Clear measures of performance

Styles of Negotiation

Assertive

Competing

Collaborating

Compromising

Avoiding

Accommodating

Unassertive

Uncooperative

Cooperative

What is your natural negotiating style?

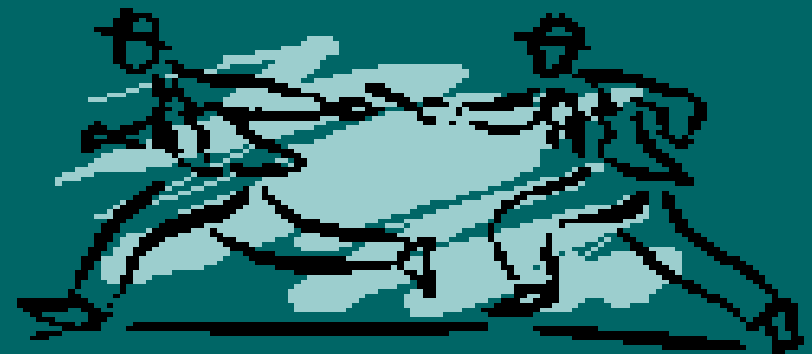
Does this change with the type of negotiation?

Assertiveness in Negotiations

- Be clear about what you require and
- Say what you mean.
- Stick to your agenda.
- Do not be bullied or overawed.
- Avoid aggression to others.
- Keep lines of communication open.
- A member of your group talks too much in meetings not letting others get a word in.
- Role play how you would deal with this.



Conflict or Cooperation



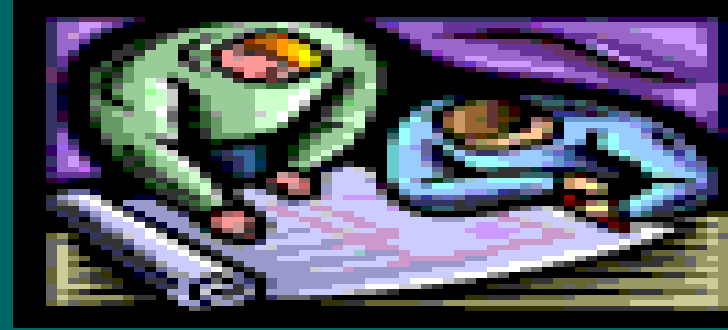
- When negotiating conflicting positions
 - Focus on the situation not personalities
 - Be friendly on a personal level, but
 - Keep work and social friendship separate
- When possible agree principles on which to base negotiation
 - Seek creative solutions that offer win/win
 - Cooperation is easier when you are clear about goals and values.
 - Cooperation can be given, trust must be earned

Stages of Negotiation

- You need to think through the whole process
 - Preparation
 - Exploration/Listening
 - Bargaining
 - Positions
 - Principles
 - Closing the deal
 - Making it stick
- First consider your approach and strategy



Preparation



- Understand your objectives
 - What are your basic goals and values
 - Optimal outcomes and walk away limits
 - What are your alternatives when would no deal be better
- Understand the other party's objectives
 - Basic goals and values (are they shared)
 - What will they want to achieve
 - What are their alternatives
- Research the position and identify issues to explore
- Establish a realistic but clear timescale for negotiation

Exploration and Listening



- What do you wish to find out from others
 - Do you share basic goals and values
 - What is of particular value to others
 - What can each side offer to the solution
- Evidence all sides can accept
- Issues you are prepared to share
- Exploration can set up
 - Bargaining on Positions with Offer/Counter or
 - Bargaining based on Principles for Creative solutions

Bargaining on Positions

Proposing / Counter Proposing

- En garde: try to get others to open
 - Lunge – bold first offer to close out negotiation
 - Feint - sounds like an offer but it is a question
- Riposte
 - Dodge - counter offer ignores opening
 - Parry – deliberately misinterprets opening
- Cut and thrust
 - Start with larger movements
 - End with smaller ones



Bargaining with Principles

Creating Options for Win/Win

- Emphasise shared goals and values
- Agree principles on which to negotiate
- Focus on joint problem solving
- Search for innovative solutions
- Set up a partnership agreement
- Focus on what is fair but
- Protect your interests



Body Language in Negotiation



- You need to control your body language
 - Place issue to one side not between you
 - Control your aggression
 - Use open hand open face gestures
 - Show resolution in your stance
 - Show you are listening when appropriate
 - Show interest and concern when needed
 - Smile when welcoming a proposal

Closing the Deal



- Recognise when the time is right
- And close the deal
- Recapitulate to confirm the agreement
 - Beware last minute reinterpretations
- Tie up the details in a written statement
- Set out measures of required performance
- Celebrate success for all parties involved

● ● ● | Making it Stick

- Clear basis for formal or informal contract
- Procedures for monitoring
- Good communications at every stage
- Open process for resolving problems
- Clarity when agreement breaks down
- You don't just negotiate a contract
- Negotiation is part of ongoing relations





Local response case study

- Your region has been affected by industries that closed leaving high levels of unemployment and pollution
- Zirfo Industries is a multinational proposing to invest in the area to develop clothing manufacturing
- Zirfo has been accused of operating “sweat shops” but due to consumer pressure it is keen to show it applies high standards of environmental and health protection as part of its new global corporate social responsibility policy.
- You are asked to work with Zirfo and local community groups to ensure that Zirfo’s investment will improve local health.
- Form a local council group to prepare your strategy
 - What information will you collect?
 - What demands will you have for Zirfo?



Meeting with Zirfo

- Zirfo have sent a team from their international head office in Germany which includes corporate executives, shareholders, consumer representatives, environmentalists, and an international women's group leader.
- Role play a meeting with this group to discuss how the investment will affect health.
 - Community health and wellbeing
 - Worker protection
 - Environmental standards
 - Community provision

Negotiation: The Agreement

- Negotiate an agreement that
 - Commits Zirfo to acceptable standards
 - Remains sufficiently attractive to investors
 - Ensures Zirfo and the local council comply
- Write this down



Five Years Later

- Things have not gone well:
 - Trades unions have been banned.
 - Working conditions fail to meet at least 4 laws
 - Local rivers are polluted by factory waste
 - Council have not provided the promised creche
- Role play the next meeting with Zirfo
 - How will you prepare?
 - Did your initial agreement help?
 - Who will you call to the meeting?



● ● ● | Reflections and Feedback

- Please discuss and write down
 - What you have learnt that you found helpful
 - What you will do differently as a result of today
 - What you will improve when you give this course



● Thank you