

**Multi-Party Negotiation Workshop**  
**The Program on the Analysis and Resolution of Conflict**  
**The Maxwell School at Syracuse University**

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**March 23-25, 2007**

**Introduction**

This course is an intensive one-credit workshop on multi-party negotiation as a core necessary skill for public managers. In this workshop, learners experience multi-party negotiation given a complex, realistic scenario involving multiple government agencies and interest groups representing native and non-native communities. The Multi-Party Negotiation Workshop provides an interactive forum for application of basic negotiation skills in complex, multi-party conflict settings. An overview and breakdown of a realistic scenario is used throughout the course. Students will analyze and practice negotiation Multi-Party IBN skills in team activities and actual negotiation practice.

**Learning Objectives**

At the end of this course learners will:

- Increase awareness of communication styles
- Demonstrate collaborative problem solving
- Discriminate between interest-based and multi-party negotiation
- Demonstrate interest-based, multi-party negotiation
- Propose a negotiated solution

**Topics**

This course includes the following topics:

- Conflict resolution (public, international)
- Public policy dispute resolution
- Public involvement
- Theory and practice in collaborative problem solving
- Peacemaking
- Interest-based negotiation
- Multi-party negotiation
- Culture and conflict resolution
- Culture and negotiation
- Leadership
- Participatory decision-making

- Team-managed facilitation
- Group process/dynamics

***Reading:***

Susskind, McKernan, and Thomas-Larmer, The Consensus Building Handbook :  
 Chapter 1 – Choosing Appropriate Consensus Building Techniques and Strategies  
 (Susan Carpenter) 61-97  
 Chapter 16 – Collaborative Problem Solving within Organizations (Christopher  
 W. Moore and Peter J. Woodrow)

Lax and Sebenius, The Manager as Negotiator: Chapter 5 – Creating Value or  
 Where Do Joint Gains Really Come From?

Please complete the reading assignments before you come to class.

**AGENDA**

(subject to modification)

**March 23, 2007**

**Location: Eggers 070**

**FRIDAY**

**AFTERNOON**

- |           |   |
|-----------|---|
| 1:00-1:45 | <p><b>Introductions</b><br/> <i>Welcome! Exploration of participants' experiences with multi-party negotiation and desired learning objectives for course. Discussion of background readings. Overview of agenda for Friday, Saturday, and Sunday.</i></p>  |
| 1:45-2:00 | <p><b>Break</b></p>   |
| 2:00-3:30 | <p><b>Presentation:</b> Multi-party, interest-based negotiation<br/> <i>Principles of interest-based negotiation (IBN). Similarities and differences of two-party and multi-party IBN. Two valuable skills for multi-party IBN—facilitative leadership and conflict management. Three heuristics for improving understanding of multi-party conflicts—consideration of context, dynamics assessment, and frames of reference analysis. How conflict analysis, resolution, and management are linked to relationship-building.</i></p> |
| 3:30-4:15 | <p><b>Discussion:</b> Application of multi-party IBN to environmental disputes<br/> <i>Examples from your experience. Case studies from the U.S. Institute.</i></p>   |

4:15-4:30

**Break**

4:30-6:00

**Introduction to role-playing exercise**

*Why role-play? Goals and objectives. Overview of exercise. Large-group introduction to background and setting. Small group preparation for tomorrow's negotiations.*

6:00

**Adjourn for the day**

*Reminder: new location tomorrow, Eggers 018. See you at 9:00 am.*

## AGENDA

(subject to modification)

**March 24, 2007**

**Location: Eggers 018**

### SATURDAY MORNING

9:00-9:30

#### **Introduction**

*Review objectives, background, and overall structure of role-playing exercise, including agenda. Review key concepts and provide instructions for first exercise.*

9:30-10:15

#### **Exercise #1: Multi-party IBN analysis**

*In teams, review party-specific information sheet. Complete the “Multi-Party IBN Analysis” and “Frames of Reference” worksheets. Identify team’s negotiation goals. Develop rules for decision-making within the team (i.e., decide how to decide—by voting? by consensus?—and what to do when disagreements arise). Select a negotiator and begin to prepare a strategy for the two-party caucus.*

10:15-10:30

#### **Break**

10:30-11:15

#### **Exercise #2: Dynamics assessment**

*Review what your team knows about the other parties. Complete the “Dynamics Assessment” worksheet. Complete preparations for two-party caucus.*

11:15-12:00

#### **Debrief**

*As large group, review Exercise #1 and #2. Set up for Exercise #3.*

12:00-1:00

#### **Break for lunch**

## AGENDA

(subject to modification)

**March 24, 2007**

**Location: Eggers 018**

### SATURDAY AFTERNOON

- 1:00-1:45      **Exercise #3:** Two-party caucus  
*To prepare for the upcoming multi-party meeting, Cruisers caucus with Parks & Recreation, Trekkers with State Trust Lands Administration, and Tribe with BLM. As negotiators communicate between parties, team members support negotiators.*
- 1:45-2:15      **Exercise #4:** Teams debrief and prepare for multi-party negotiation  
*In teams, record observations from two-party caucus on the "Observation/Debrief" worksheet. Review observations and choose a new negotiator for the multi-party negotiation.*
- 2:15-2:30      **Break**
- 2:30-2:45      **Debrief**  
*In large group, review Exercise #3 and #4. Set up for Exercise #5.*
- 2:45-4:30      **Exercise #5:** Multi-party negotiation  
*With the goals of (1) clarifying roles and responsibilities, (2) establishing procedural agreements, and (3) articulating areas of agreement and disagreement, six negotiators represent teams in multi-party negotiation. Other team members support negotiators and fill out "Multi-Party Observation/Debrief Worksheet."*
- 4:30-5:00      **Debrief**
- 5:00            **Adjourn for day**  
*Reminder: see you at 8:30 am tomorrow, same place (Eggers 018).*

## AGENDA

(subject to modification)

**March 25, 2007**

**Location: Eggers 018**

### SUNDAY MORNING

- 8:30-8:45      **Introduction**  
*Review objectives, background, and overall structure of role-playing exercise, including agenda. Review key concepts and provide instructions for sixth exercise.*
- 8:45-9:15      **Exercise #6:** Teams debrief from first multi-party negotiation  
*In teams, review observations from Exercise #5. Review and revise assumptions from Exercise #1 and #2. Begin to prepare for final multi-party negotiation.*
- 9:15-9:45      **Exercise #7:** Teams prepare for final multi-party negotiation  
*Choose new negotiator and complete preparations for final multi-party negotiation, incorporating new information as necessary.*
- 9:45-10:15     **Check-in**
- 10:15-11:45    **Exercise #8:** Final multi-party negotiation  
*Six negotiators represent teams in multi-party negotiation. Other team members support negotiators.*
- 11:45-12:45    **Discussion & review**
- 12:45-1:00     **Evaluations**
- 1:00             **Adjourn**