

# RESOLVE CONFLICT:

EVERYONE CAN WIN

Skill 9: Designing options

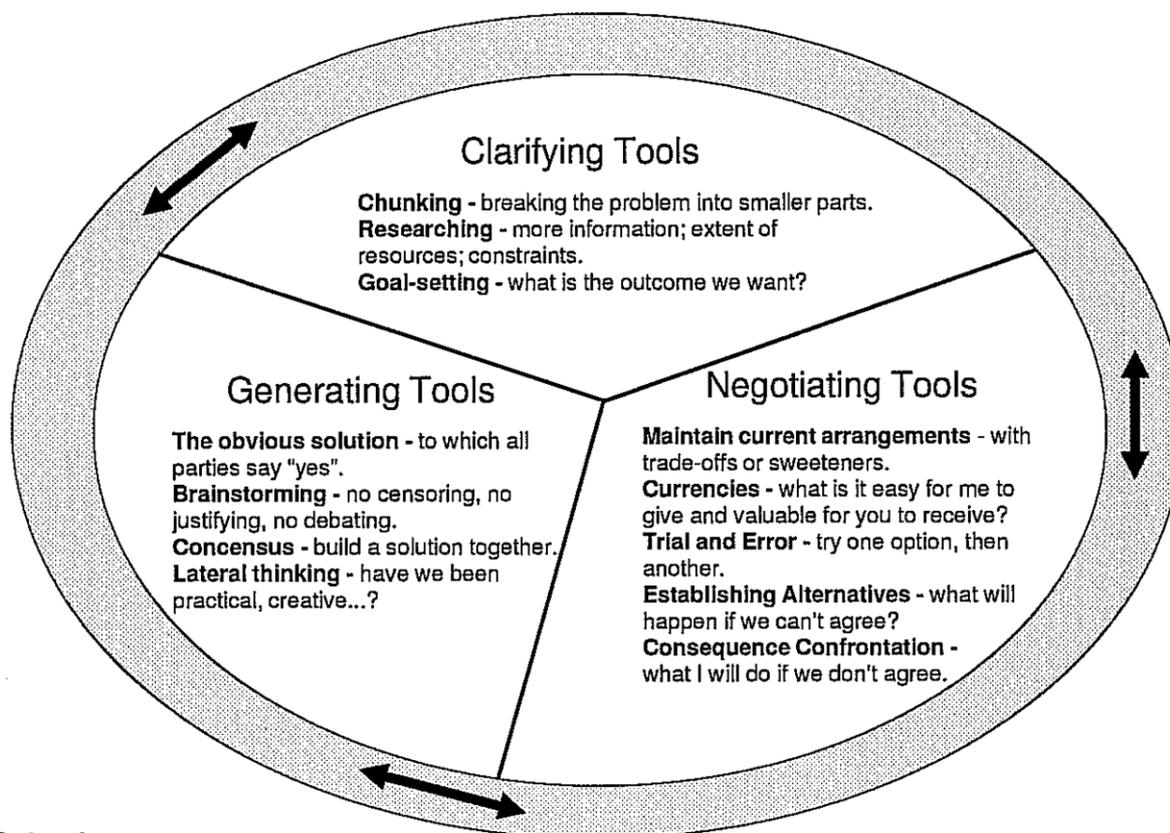
**Extra study materials**



## Designing options: overview

### Development

What is the range of options? You may employ each of these tools several times as you build your solution.



### Selection

Is it built on a win/win approach?

Does it meet many needs of all parties?

Is it feasible?

Is it fair?

Does it solve the problem?

Can we settle on one option or do we need to trial several?

### Implementation

Are there a number of parts or steps involved?

What are they?

Who is responsible for each?

Is the responsibility shared fairly?

What is the time frame?

What is the review and evaluation process?

### Agreements

Are there any other relevant issues that need to be addressed? Do we need agreement displayed e.g. by handshake, show of hands or in writing?



## Designing options: crunch the details.

Tick factors relevant to a current issue.

### STAGE 1: DEVELOP OPTIONS

**BRAINSTORM?** Be creative, imaginative, allow the unconventional

<input type="checkbox"/> If possible, involve the relevant people, but you can do it alone.	<input type="checkbox"/> Use a large sheet of paper or post-it notes and group suggestions. Record all suggestions.
<input type="checkbox"/> Welcome all ideas, not just the likely candidates. Don't evaluate any yet and don't stop until you've collected lots of ideas.	<input type="checkbox"/> Shift viewing points with hypotheticals: What if you were looking...? e.g. <ul style="list-style-type: none"><li>• back from the future?</li><li>• from an outsider's perspective?</li><li>• with resources unlimited?</li></ul>

**MORE INFORMATION NEEDED?** Especially when I can't decide

<input type="checkbox"/> About what?	<input type="checkbox"/> From where or whom?
<input type="checkbox"/> Do you need more regular reporting?	<input type="checkbox"/> Do you need it to be clearer, summarised?

**PRACTICAL ANSWERS?**

<input type="checkbox"/> Would better structures or procedures help?	<input type="checkbox"/> Clarity about authority or responsibilities?
<input type="checkbox"/> Would equipment or furniture help? Purchase, hire, reallocate?	<input type="checkbox"/> Would hiring services help? What sort? Labour, medical, business, personnel, legal advice, mediation?

**CURRENCIES?** What can we trade?

<input type="checkbox"/> What could I offer that is low cost for me and valuable to them?	<input type="checkbox"/> What could they offer that is low cost for them and valuable to me?
<input type="checkbox"/> Are any of these relevant, valuable and tradeable? e.g. pay, job title, time off, work hours, holidays, super, medical or childcare benefits, loans, bonuses, career path.	<input type="checkbox"/> Is there a side deal that's valuable: e.g. education, recognition, a reference, information, inclusion, equipment?

**BATNA?** My **B**est **A**lternative **T**o a **N**egotiated **A**greement

<input type="checkbox"/> What are my options if this doesn't work out?	<input type="checkbox"/> What research do I need on my BATNA, so that it's a real alternative?
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**CONSEQUENCE CONFRONTATION?** Not a threat, a result!

<input type="checkbox"/> What consequences follow from failure to change?	<input type="checkbox"/> Would it help or hinder to point these out?
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**CHUNKING?** Fix bits of the problem

<input type="checkbox"/> Can I manage parts of this problem?	<input type="checkbox"/> What are my top priorities here?
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## Designing options: crunch the details.

Tick factors relevant to a current issue.

### STAGE 2: EVALUATE EACH OPTION

#### IS IT FEASIBLE?

<input type="checkbox"/> When can it happen?	<input type="checkbox"/> Can the person do what's needed? Do they need more training first?
<input type="checkbox"/> What resources would it take?	<input type="checkbox"/> What could go wrong?

#### IS IT ENOUGH?

<input type="checkbox"/> Are everyone's needs adequately satisfied?	<input type="checkbox"/> Is there another way to satisfy some people's needs, if they cannot be fully met by this solution?
<input type="checkbox"/> Can we settle on one option or do we need to trial several?	<input type="checkbox"/> Does this solve the problem?

#### IS IT FAIR?

<input type="checkbox"/> How will you measure whether the solution is fair?	<input type="checkbox"/> Are precedence, savings, legal rights or ethical standards relevant here?
<input type="checkbox"/> Is it equal or balanced? Are responsibilities or costs or disadvantages balanced?	<input type="checkbox"/> Does it seem fair?

### OTHER CONSIDERATIONS

<input type="checkbox"/> Does it address our common ground, matters we all care about?	<input type="checkbox"/> Are there face-saving considerations to be addressed? How can we provide for this?
<input type="checkbox"/> Are there unseen stakeholders who need to be satisfied?	<input type="checkbox"/> Does this decision create or affect other issues? How can these be addressed?

### STAGE 3: ACTING ON THE CHOSEN OPTIONS

<input type="checkbox"/> Is everyone clear on their task, and the time frame?	<input type="checkbox"/> Has everyone agreed to take on the tasks they will be responsible for?
<input type="checkbox"/> Schedule review, report back or evaluation times for the new plan	<input type="checkbox"/> Does the agreement need to be written up? Do we need a celebration? A formal handshake? A shared drink or meal?

### When people develop solutions together:

- they know that their needs have been considered
- and they're more enthusiastic
- and more committed to implementing the new plan



## Designing options

## Recommended

### Books –

**Beyond Neutrality:** *Confronting the Crisis in Conflict Resolution* by Bernard S. Mayer

**Everyone Can Win:** *Responding to conflict constructively* by Helena Cornelius and Shoshana Faire

**Getting to Yes:** *Negotiating Agreement Without Giving In* by Roger Fisher, William Ury and Bruce Patton

**Lateral Thinking:** *Creativity Step by Step* by Edward De Bono

**Six Thinking Hats** by Edward de Bono

**Staying With Conflict:** *A Strategic Approach to Ongoing Disputes* by Bernard S. Mayer

