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

- If possible, involve the relevant people, but you can do it alone.
- Use a large sheet of paper or post-it notes and group suggestions. Record all suggestions.
- Welcome all ideas, not just the likely candidates. Don’t evaluate any yet and don’t stop until you’ve collected lots of ideas.
- Shift viewing points with hypotheticals: What if you were looking...? e.g.
  - back from the future?
  - from an outsider’s perspective?
  - with resources unlimited?

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

- About what?
- From where or whom?
- Do you need more regular reporting?
- Do you need it to be clearer, summarised?

**PRACTICAL ANSWERS?**

- Would better structures or procedures help?
- Clarity about authority or responsibilities?
- Would equipment or furniture help? Purchase, hire, reallocate?
- Would hiring services help? What sort? Labour, medical, business, personnel, legal advice, mediation?

**CURRENCIES?** What can we trade?

- What could I offer that is low cost for me and valuable to them?
- What could they offer that is low cost for them and valuable to me?
- 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.
- Is there a side deal that’s valuable: e.g. education, recognition, a reference, information, inclusion, equipment?

**BATNA?** My Best Alternative To a Negotiated Agreement

- What are my options if this doesn’t work out?
- What research do I need on my BATNA, so that it’s a real alternative?

**CONSEQUENCE CONFRONTATION?** Not a threat, a result!

- What consequences follow from failure to change?
- Would it help or hinder to point these out?

**CHUNKING?** Fix bits of the problem

- Can I manage parts of this problem?
- What are my top priorities here?
Designing options: crunch the details.

Tick factors relevant to a current issue.

### STAGE 2: EVALUATE EACH OPTION

<table>
<thead>
<tr>
<th>☐ IS IT FEASIBLE?</th>
<th>☐ Can the person do what’s needed? Do they need more training first?</th>
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</thead>
<tbody>
<tr>
<td>☐ When can it happen?</td>
<td>☐ What could go wrong?</td>
</tr>
<tr>
<td>☐ What resources would it take?</td>
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</table>

<table>
<thead>
<tr>
<th>☐ IS IT ENOUGH?</th>
<th>☐ Is there another way to satisfy some people’s needs, if they cannot be fully met by this solution?</th>
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</thead>
<tbody>
<tr>
<td>☐ Are everyone’s needs adequately satisfied?</td>
<td>☐ Can we settle on one option or do we need to trial several?</td>
</tr>
<tr>
<td>☐ Can we settle on one option or do we need to trial several?</td>
<td>☐ Does this solve the problem?</td>
</tr>
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<table>
<thead>
<tr>
<th>☐ IS IT FAIR?</th>
<th>☐ Are precedence, savings, legal rights or ethical standards relevant here?</th>
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<tbody>
<tr>
<td>☐ How will you measure whether the solution is fair?</td>
<td>☐ Is it equal or balanced? Are responsibilities or costs or disadvantages balanced?</td>
</tr>
<tr>
<td>☐ Is it equal or balanced? Are responsibilities or costs or disadvantages balanced?</td>
<td>☐ Does it seem fair?</td>
</tr>
</tbody>
</table>

### OTHER CONSIDERATIONS

<table>
<thead>
<tr>
<th>☐ Does it address our common ground, matters we all care about?</th>
<th>☐ Are there face-saving considerations to be addressed? How can we provide for this?</th>
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<tbody>
<tr>
<td>☐ Are there unseen stakeholders who need to be satisfied?</td>
<td>☐ Does this decision create or affect other issues? How can these be addressed?</td>
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### STAGE 3: ACTING ON THE CHOSEN OPTIONS

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

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