

## **RW Conference Workshop Outline**

### **Everyday Negotiation**

**Description:** If you've read *The Peacemaker*, or taken part in a peacemaking seminar, you've encountered the PAUSE Principle of negotiation. Many of us think of the PAUSE Principle as applying to conflicted relationships only. But, PAUSE can also be used in everyday conversations to help even strong relationships grow stronger. In this Workshop, we'll explore how godly heart attitudes support the creation of compelling Joint Problem Statements, the key to negotiating cooperatively. In preparation, please read Chapter 11 of *The Peacemaker*.

#### **Slide 1:** Everyday Negotiation/Welcome

Welcome and introductions.

#### **Slide 2:** Plenary Exercise: What do these three things have in common?

- a. A discussion between an employer and an employee concerning the employee's request for a raise.
- b. A meeting between the leader of a rebel group and a representative of that country's government to hammer out the terms of a ceasefire.
- c. A conversation between parents and their 14-year-old daughter regarding whether their teenager should have her own cell phone.

**Debrief:** Get several answers to this question.

**Slide 3:** Negotiation Definition: "A conversation that has the goal of reaching agreement."

**Defining "negotiation."** A negotiation is a conversation that has the goal of reaching agreement. Learning to negotiate well in the small matters that arise each day prepares us to be effective negotiators in larger matters where much is at stake. The PAUSE Principle is a useful tool for negotiating matters large and small.

**Slide 4:** Review Our Case Study: Put yourself in their shoes...

**Slide 5: The PAUSE Principle in Action** (Chapter 11 of The Peacemaker):

Many of us will recognize the story posed by our Case Study . We've probably had similar conversations ourselves.

At the heart of such discussions is an unspoken assumption that the way forward is for one person to "give in" to the other. There are times when this is the wise thing to do. But, too often, such conversations become competitive, winner-takes-all contests, which can be very hard on relationships. The PAUSE Principle encourages a more cooperative approach by shifting our focus to include God and Others and expanding potential solutions, which moves us away from "either-or" competitive bargaining.

PAUSE is an acronym that provides a framework for negotiating cooperatively. Here are the basics:

**P** is for Prepare. Negotiating well requires us to pay attention to two elements – the "transactional" discussion regarding what should happen and the relationship in which that discussion takes place. We often pursue the former at the expense of the latter.

**A** is for Affirm relationships. Relational Wisdom teaches us that we are in relationship with God and with ourselves, as well as with others. Wise negotiators consider all 3 when they negotiate agreements.

**U** is for Understand interests. Interests are what motivate us. They are expressed as underlying desires, attitudes of heart and, in their most troublesome form, idols that lead us astray. Understanding interests and using them to build Joint Problem Statements is the key to negotiating cooperatively.

**S** is for Search for creative solutions. Most negotiations present opportunities for creative thinking. The more that options reflect the interests of everyone involved, the more likely the negotiators are to work cooperatively and find wise outcomes.

**E** is for Evaluate options objectively and reasonably. Some helpful questions include: How well do various options fulfill the interests of all participants? Which options are "do-able?" How have similar problems been resolved? What do we do if none of the options proves workable?

Note: The better negotiators get along, the easier it is to practice the PAUSE Principle. If conflicted or broken relationships block progress, it is normally best to work through the relational issues first, if possible.

The success of a Cooperative approach turns on the "U" element – Understand interests. This is where we'll focus for the remainder of our time.

**Slide 6:** Getting to the Heart of “Interests.” Interests are desires that motivate us.

“Interests” are the desires that motivate us and are usually expressed as preferred solutions, called “positions.” We often get stuck negotiating competitively over preferred positions (my way or your way?). Interests can usually be satisfied in multiple ways, increasing possibilities for additional solutions. Understanding and building on interests is the key to negotiating “cooperatively” using the PAUSE Principle.

Example: “Dividing” Sinai. After the 1967 war, the solution to the competitive question, “Who controls the Sinai Peninsula?” was created by integrating the interests of Israel (security) and Egypt (sovereignty). The outcome ceded ownership of Sinai to Egypt and demilitarized the Peninsula, a solution that has endured more than 40 years.

**Slide 7:** Small Group Exercise. What’s motivating Sally and Bob?

Small Group Exercise (7 minutes total): Let’s consider the Case Study further. Please answer the question below.:

- (1) What might be motivating Sally, i.e., what are her “interests?”
- (2) What might be motivating Bob, i.e., what are his “interests?”

Debrief: Which interests honor their faith and which do not? Are there interests that aren’t mentioned or implied, but would be important for them to consider? What does Scripture tell them about God’s desires for their “negotiation?”

2. Interests flow from our hearts and are expressed in words, actions and attitudes that impact relationships. “*For out of the overflow of his heart his mouth speaks*” (Luke 6:45). The RW Worksheets help us assess motives and priorities. The READ Worksheet is especially useful, since emotions often hyperlink to heart desires.

**Slide 8:** The Progression of an Idol. Idols are desires run amok. I Desire; I Demand; I Judge; I Punish

The Progression of an Idol is a very useful concept for identifying and dethroning desires, or “interests,” that have taken control of our hearts. The 4 stages are:

I Desire – Negotiations begin with desires. Often my desires are good.

I Demand – My good desire shifts from being a preference to something I must have in order to be happy or fulfilled. When a Desire – even a good one – controls my thoughts and actions, I’m at risk of pursuing an “idol.”

I Judge – When others fail to satisfy my “good” desires, I judge them as wrongdoers who merit condemnation.

I Punish – Judgments are “guilty” verdicts that lead to punishment, usually through words and tone of voice, but also by our actions. Their impact can be devastating.

As James sums up in James 4:1-3:

*What causes fights and quarrels among you? Don't they come from your desires that battle within you? <sup>2</sup> You desire but do not have, so you kill. You covet but you cannot get what you want, so you quarrel and fight. You do not have because you do not ask God. <sup>3</sup> When you ask, you do not receive, because you ask with wrong motives, that you may spend what you get on your pleasures.*

**Slide 9:** The Cure. Repentance that replaces idol worship with worship of the true God

The Cure: Repentance that replaces idol worship with worship of the true God. We are to pursue godly desires in godly ways. This is how the PAUSE Principle is meant to work. For more on this, please read *The Peacemaker*, chapter 5, or visit RW online and read Ken's article, *Getting to the Heart of Conflict*.

**Slide 10:** Creating Joint Problem Statements. A JPS incorporates well-vetted, godly interests into a question: “How can we satisfy the interests of Person A and Person B?”

Using Philippians 2 to Create “Joint Problem Statements”

A Joint Problem Statement is one that incorporates the well-vetted interests of all involved. It changes the conversation from a competitive question (who wins?) into a cooperative question that follows this template:

“How can we satisfy the interests of Person A and the interests of Person B?”

**Slide 11:** Building a “Philippians 2” Negotiation

A “Philippians 2” Negotiation provides for the interests of everyone involved. But, it does more. It also calls on participants to have the same attitude as that of Jesus himself, who emptied himself, becoming a servant on our behalf.

Philippians 2:3-8 says:

*Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others. Your attitude should be the same as that of Christ Jesus: Who, being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant being made in human likeness. And being found in appearance as a man, he humbled himself and became obedient to death – even death on a cross!.*

**Slide 12:** Small Group Exercise. Create a Joint Problem Statement for Sally and Bob

Small Group Exercise: Each group practices creating a Joint Problem Statement, based on the interests of Sally and Bob.

Debrief by getting several examples from the groups.

**Slide 13:** Plenary Group Exercise (time permitting): We select one Joint Problem Statement and develop multiple possible solutions from which to choose.

A Note on Creating Alternatives and “Brainstorming:” Brainstorming can be helpful, especially when people are struggling to think of alternative solutions. However, it is usually more effective to start from interests and craft solutions than it is to brainstorm options and then check to see whether they match up with interests.

**Slide 14:** Conclusion and Q&A

A Philippians 2 framework helps build relationships by shifting our focus from serving ourselves to also serving others with Christ-like humility. A check on heart motives reinforces godly interests. For PAUSE negotiators, relationship-building is as much a priority as the transactional conversation. Great negotiators build relationships and solve problems.

With practice, negotiating cooperatively can become routine. Opportunities abound in everyday conversations to practice the PAUSE Principle. The more faithful we are in small, everyday matters, the more God can use us to tackle larger concerns.

Questions and Answers.

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