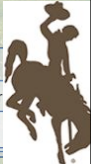


# Working with Federal Agencies to Develop Win/Win Programs for Ranchers and the Public

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## My Challenge. . .

### TACTICAL PROBLEM?

- Not a How To. . .
- No step by step formula for success

### STRATEGY PROBLEM

- Re-thinking how you approach situations

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## Where we are going

- Setting the stage - **MOTIVATION**
- Defining Win/Win
- Elements to Building Win/Win programs
- The Approach – **STRATEGY**
- Summary

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## THE MEASURE OF SUCCESS IS ROOTED IN Everyone Wins Success

Producer Motivation	Agency Partner
Financial	Professional Responsibility
Stewardship/Sustainability	Personal Values/interests
Personal interests	Professional Success

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## The Win/Win Challenge

- Finding mutually satisfying results
  - A “WIN” for both sides
  - Satisfying because interests have been addressed
  - A philosophy of human interaction
- Interests
  - Underpinning of your motivation
  - Contrast with position
    - Might be right
    - Might get what you want
    - Might not consider the interests of partner

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### Alternatives to Win/Win

-the other 5 philosophies of human interaction

- **Win/Lose** – A competition based relationship shaped by power
- **Lose/Win** – A relationship rooted in the hope of “getting along”
- **Lose/Lose** – Adversarial . Objective becomes making the other side lose, even if it means losing, too.
- **Win Only** – Focusing only on getting what one wants, regardless of the needs of others.
- **Win/Win or No Deal** –attitude: if can't forge a win/win solution, can/will walk away with no deal.

Stephen Covey = Seven Habits of Highly Effective People

### Looking inside the result

	Agency Wins	Agency Loses
Producer Wins	Long lasting, solution oriented relationship.	Agency driven to attain their goals. Producer <b>threatened</b>
Producer Loses	Producer continually “trying something”. Agency distrusts	Short-term Unstable

**Power** (indicated by red arrows pointing from the 'Producer Loses' cell towards the 'Agency Wins' and 'Agency Loses' cells)

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### Win/Win is Good

#### Key Elements

- **Relationship**
- **Built through negotiation**
  - Something to Offer
  - Something to Gain
- **The Right Starting point**
  - **Position** or Interest
- **Common interests satisfied**

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### The Problem With Politics

- **Arguing Right vs. What wrong (IMHO)**
  - “I’m going to . . . while my opponent wants to. . . “
  - Advancing and defending a hardened position
  - Based in values which are unlikely to change
- **Rather than communicate interests**
  - What I’d like to see
  - How can we get to. . .
  - Core values preserved while accommodating others

### Positions vs. Interests

- **Position:** My solution to achieve my interest
- **Interest:** The grouping of factors motivating me
  - Values, principles, experiences
  - Needs, wishes
- **Positional Negotiation**
  - Beginning with the solution you perceive as fulfilling your interests
  - May be mutually satisfying
- **Principled Negotiation**
  - Beginning with interests
  - Work to accommodate all interests

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### Positional Negotiation

#### Win/lose Resolution

- **Step I – Position (answer):**
  - Proposal or solution to the problem
- **Step II – Rationale (reasons)**
  - Logical arguments for the solution, often based on data.
- **Step III – Problem Definition:**
  - Description of the problem that will be solved by the solution.

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## Interest-Based Problem Solving

- **Step I – Interest (value or belief):**
  - Principles that need to be satisfied.
- **Step II – Issues (what):**
  - Items rooted in interests that must be addressed and resolved if satisfaction is to occur.
- **Step III – Solution (how):**
  - Proposals as to how the issues might be addressed in order that all party's interests

*"I want to do my **A** because it will yield my **B**, and therefore my **A** will be better"*

*"MY!"*  
→ Linear

*"Because of our **A**, our **B** needs fixed. Doing **C** will fix the **B** and our **A** will be improved."*

*"Our"*  
Feedback Loop

## Common Ground

- Underlying interests need not be identical
- But - motivated to be there
- Find that common thread
- Identify interests all support
- At minimum – you are interested in high quality, sustainable resource

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## Finding Solutions

- With commonly supported interests in mind....
- Look at different ways to address those interests
  - Considering motivations, interests
  - Brainstorm ideas
  - Look for ways to "tweak solutions" to be inclusive

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- Avoid "campaigning"

## Important points

- Separate the people from the problem
- Focus on interests, not positions
- Consider the variety of possibilities that can be identified - Synergy
- Judge results fairly

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## WIN/WIN programs are:

- **Inclusive**
  - Cooperative
  - Address interests
- **Mutually Satisfying**
- **Innovative**
- Build and rely on **Strong Relationships**
- **Durable**

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cooperative extension service

Thanks!!!

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