

L E O N A R D

DOMINO

& ASSOCIATES INC.

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Power in a negotiation comes from information and knowledge

- Negotiation is a process whereby people attempt to resolve their differences
- Approaches to Negotiation:
 - Win-Lose (resentment)
 - Lose-Lose (compromise)
 - Win-Win (collaborative negotiation)
- Collaborative Negotiation (Win-Win)
 - People versus the problems
 - soft on people; hard on problems
 - seek solutions for mutual benefit

Collaborative Negotiation works best in unbalanced power relationships

- Look for a detailed understanding of the government's values, stated position and deeper interests/needs.
- Relate your negotiations not just to the government's stated agenda but to its deeper interest/needs.
- Library Window/ positions/ needs
- *Getting To Yes* - Ury, Patton, & Fisher

Keys To Collaborative Government Negotiation

- Values
- Positions
- Needs/Interests

Values

- **Values** are deeply held beliefs about which activities and ideas are useful and desirable.
- Values form an important part of a government's corporate culture

Values

- Individuals, individual Cabinet Ministers, and public servants will have values which reflect their own experience, and sometimes differ from broader government values. This may cause confusion and internal conflict.
- Values change slowly
- Attacks upon values will be resisted and threaten relationships. Values are non-negotiable.
- Values determine needs and positions.
- Negotiating positions based on the values of the government have a good chance of receiving a sympathetic hearing.

Needs/Interests

- Needs/interests are specific to the negotiator
- We must have a clear understanding of our needs.
- We must also seek to uncover the needs of the government in any lobby/negotiation.

Positions

- The positions taken by negotiators at the beginning of bargaining are what they prefer in order to satisfy their needs.
- Rarely is there only a single position that enables a need to be fulfilled.

Who Do You Meet?

Federal Government

- Bureaucrats
- Political Staff
- Minister

Provincial Government

- Political Staff

Ministry of Northern Development & Mines – Main Line (416) 327-0633

Ministry of Natural Resources – Main Line (416) 314-2301

Attorney General – Main Line - (416) 656-0943

- Deputy Minister
- Bureaucrats

How Do You Secure A Meeting?

- Send One Pager Brief
 - A short description of your organization
 - What is your need? Seek advice, provide practical suggestions
 - Who will be attending the meeting
- Phone Call
- Electronic Telephone Directory Fed. Government
<http://direct.srv.gc.ca>
- Electronic Telephone Directory Prov. Government
<http://www.infogo.gov.on.ca>
- Follow Up

Conducting A Meeting

- Aim for Lunch
- Listen & Tell Stories
- Office Meeting

Keys to successful lobbying

- Accept the values of the government.
- Focus on the interests/needs, not the positions.
- Interests/needs motivate people - Your position is something you have decided on. Your needs are what cause you to decide your position.
- Position: concrete, explicit
- Needs: unexpressed, intangible, sometimes inconsistent
- Make both yours and the government's needs the focus of your communication.
- Do not imply that the government's needs and values are unimportant or illegitimate.

Keys to Successful Lobbying

- Do not attack people; attack the problem
 - Demand attention to the problem.
- Ask **WHY** and **Why NOT**.
- Build relationships - politicians and public servants are “risk averse” by training, so before sensitive information such as deeper interests/needs can be shared, a relationship of trust must be developed.