

L E O N A R D

DOMINO

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No More Government Training Wheels
Conference

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No More Government Training Wheels

- After 16 months in office, the values and needs of Ontario's Liberal Government have become clear. Politicals, who are now beginning to act more confident and forcefully. The training wheels are about to come off. Now is the time to move forward in your negotiations

The first 16 months have been difficult for the Ontario Liberals

- Uncertainty about which election promises will be kept and which will be abandoned
- Politicos face a steep learning curve
- The public service has real uncertainty about the government's intentions – first joy, then fear
- Steep fall in polls – slow recovery

What changes are happening at Queen's Park

- Policy uncertainties are being resolved
 - Will the budget be balanced?
 - Political staff and public servants will be more confident and be able to get involved in real negotiation
 - Re – election October 2007
 - Cabinet changes
 - As soon as March 9th – 28th
 - More likely that significant changes will come in July

Keys To Collaborative Government Negotiation

- Values
- Positions
- Needs/Interests
- Best strategy when faced with unequal power in negotiations
- *Getting To Yes* - Ury, Patton, & Fisher

“Burn their cars”

- Power in a negotiation comes from information and knowledge
- Having a positive alternative to a negotiated settlement

Negotiation: A Definition

- 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
 - Look for a detailed understanding of the government's values, stated position and deeper needs

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.

Government values are not changing but are becoming better defined

- Public policy intentions to solve society's problems – Basic Liberal values
- However – public delivery of services must be reformed to be more efficient or else there will be no alternative but to allow private sector to replace public sector delivery of services
 - Health
 - Education
 - Child Care

Government needs are changing to reflect new emphasis on reform, in order to save public delivery of services

- Modernization Committee of Cabinet
 - 20% reduction of Public Service
 - *Reinventing Government*, Osborne and Gaebler

Local Health Integration Networks

- Curtail power of Hospitals
- Curtail rising costs
- Increase the role and influence of CCACs and other provider groups
- LHIN to drive reform and effectiveness in Healthcare – Hospitals/Community

Best Strategies for Navigating the Changes at Queen's Park

- 30-30-30-10 Rule
 - “When the announcement comes we would hope that you can endorse the principles. We need you [the stakeholders] to say ‘this is what was needed – changing the delivery of Health Care is important!’
 - “We envision this file as a crisis management portfolio. Change is difficult and often resisted. We will need to liaise with different groups to identify opportunities and threats.”

30-30-30-10 Rule

- One of the basic rules of change management is that the 30-30-30-10 rule applies when major structural alteration occurs.
 - 30% - See change as an opportunity, and actively participate in moving forward
 - 30% - “On the Fence” and indifferent
 - 30% - Actively resist change
 - 10% - Not “on-side” and remain passive, or resist change.
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- Where are the consultants advising the government to focus their efforts? (30% on-side work with them and reward them – create best practices and then impose BP on remainder.) (see <http://www.leonarddomino.com/strategy/2005-01-14%20Quantum%20LHIN.pdf>)
 - “When the announcement comes we would hope that you can endorse the principles. We need you [the stakeholders] to say ‘this is what was needed – changing the delivery of Health Care is important!’
 - “We envision this file as a crisis management portfolio. Change is difficult and often resisted. We will need to liaise with different groups to identify opportunities and threats”

Strategies for Navigating the Changes at Queen's Park

- Public confrontation with government in the hope that they can be forced into a negotiated settlement or complete reversal
- High risk strategy – Political
- “Finger and the arm”
- Can be effective in reminding government decision makers that what happens at the negotiation table must be compared to available alternatives

Strategies

- There are three basic approaches which organizations will be taking toward the LHINs:
These are:
 1. Sit back and wait in the hope that the LHIN initiative will collapse.
 2. Push-back strategy. Individual organizations and alliances of organizations will ask to be excluded from LHIN planning, and resource allocation.
 3. Collaborative engagement with the government: Looking to create “win-win” situations for the government, and the ASO.