



The 'How-To' Guide For Effective Negotiation with Government

Len Domino and Rory Demetriooff
Friday, April 11, 2008

Leonard Domino
& Associates Inc.

Negotiation With Government


Good Morning Welcome

- Thank You
- Your dedication to achieving success with your Government Relations is demonstrated by your commitment to spend time with the us at this seminar.
- Learning is a two way street – We can share our experiences, but a discussion of your specific strategies, tactics, and needs will help us suggest practical ways to achieve your goals with the government decision makers.
- Our goal for today – engage in an open discussion about best practices for government relations / lobbying with elected and non-elected officials.

Today's Agenda

8:00am- 9:00am	Registration & Continental Breakfast
9:00am - 9:20am	Welcome Address - Len Domino
9:20am - 10:15am	"The Who's Who of Government" and "Best Practices for Obtaining Meetings with Government Officials" - Rory Demetriooff
10:15am- 10:30am	<i>Break</i>
10:30am - 11:15am	"How to Conduct Successful Meetings with Government Officials" and "The Win-Win Approach to Negotiating with Government" - Len Domino
11:15am - 12:00pm	"How Best to Develop a Good Working Relationship with Your MPP" and "How Best to Open-Up Discussions with a Minister's Office." - The Honourable Peter Fonseca, MPP (Minister of Tourism)
12:00pm - 1:00pm	<i>The "Spectacular" University Club Buffet</i>
1:00pm - 1:45pm	"The Strategic Approach to Planning Meetings with Government" - Rory Demetriooff
1:45pm - 2:30pm	Interactive Exercises - Practicing the Strategies & Tactics Learned
2:30pm - 2:45pm	<i>Break</i>
2:45pm - 3:30pm	"Best Practices for Follow-up After Meeting Government Officials to Ensure Maximum Results" - Len Domino
3:30pm - 4:15pm	Case Studies
4:15pm - 4:30pm	Review of the Day's Discussions / Q+A Session - Len Domino / Rory Demetriooff

After the seminar we are prepared to meet with individual groups that may want a private complimentary consultation concerning their government relations challenges



9:15am – 9:45am Rory Demetriooff:

“The Who’s Who of Government.”

Lobbying / Government Relations is Marketing

We all remember the 4 Ps of Marketing:

- Product, Place, Promotion, Price*

Meet the 4 additional Ps of Government Relations:

- Politicians, Political and Bureaucratic Advisors, Policies, and Premier's Office*

Going to Government – the Hierarchy

- Politicians:
 - Premier, Chief of Staff, Senior Advisors
 - Minister's Office:
 - Executive Assistant
 - Policy Advisors
 - Parliamentary Assistant
 - Treasury Board / Management Board
 - Cabinet Committees
 - Local MPPs

- Bureaucrats:
 - Deputy Minister
 - Assistant Deputy Minister(s)
 - Ministry Staff / Advisors
 - Advisory working groups / technical advisory committees

Be Aware of Internal Pressure

- Are there champions within government for or against your issues?
- Where does your Minister stand?
- What does the Premier think of your organization and its key officials?
- Is Cabinet / Management Board aware of your ask?

Questions / Comments?



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9:45am – 10:15 Rory Demetriooff:

Best Practices for Obtaining Meetings with Government Officials.

Best Practices: Securing the Meeting

- Call and Ask:
 - Ask for the scheduler / assistant
 - Make the scheduler feel important - they are the gatekeepers
 - Polite and persistent
 - Never make demands
 - Persistence demonstrates that your need to meet is real
 - Calling back every few days is acceptable
- Use the one page briefing note:
 - Helps to clarify who you are
 - Gives all the necessary background and facts
 - Ensures consistent message is delivered
- Be flexible on the time and location
 - If possible over lunch
 - Boardroom meetings are usually too formal
- Letters only to formalize the request

During the Relationship Building: Seek Advice / Don't Make Demands

- Do:
 - Use a sincere tone of voice
 - Seek advice on your issues
 - Treat the other stakeholder, Minister, political staff, etc as partners in getting your needs solved
- Don't:
 - Demand to Speak Immediately to the Top
 - Act Aggressive or Threaten with Legal Action
 - Think you are the only stakeholder that matters

Questions / Comments?




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10:15 am – 10:30 am:
Coffee Break.



10:30 am – 11:15 am: Len Domino:

How to Conduct Successful Meetings with Government

The Win-Win Approach to Negotiating with Government.

Partisan Politics vs. Negotiation with Government

- Partisan politics is the seventh game of the Stanley Cup final – in the brutal short term, the winner takes all.
- Negotiation is the process of cultivating a long-term relationship with a "customer".
- If you confuse politics with lobbying, you will pay a high price. The politician will treat you like an opposition politician.

Collaborative Negotiation: Understand Key Players' Needs & Agendas

- Seek 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 - Unys, Patterson, & Fisher

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 (integrated solution)

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, Cabinet Ministers and senior civil servants may 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.

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.

Needs/Interests



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

Best Practices: Conducting the Meeting

- Focus on building a relationship:
 - The briefing note already contains the facts, don't repeat it
 - Spend time "making friends"
 - Engage them to talk about their past, experience, family, kids, hockey, etc
 - Try to keep the atmosphere intimate - bring two people maximum
- Focus on what is being said
 - Do not overwhelm them with facts
 - Ask for advice on the issues
- Take notes
 - Advice, suggestions, comments are essential for debrief

Best Practices: Conducting the Meeting

- Use the 80/20 rule
 - Engage your hosts in talk, ask questions, ask for their advice/suggestions
- Food

Questions / Comments?



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11:15 am – 12:00pm: The Hon. Peter Fonseca, MPP, Minister of Tourism:

How Best to Develop a Good Working Relationship with Your MPP

How Best to Open Up Discussions with a Minister's Office



12:00:pm – 1:00pm:
Lunch Break.



100:pm – 1:45pm: Rory Demetriooff:

The Strategic Approach to Planning Meetings with Government.

How Government Works – Pressure Points.

- Political Priorities:
 - Campaign promises
 - Throne speech
 - Spontaneous pressure / Emergency action
 - Driven by political party values
- Bureaucratic Work in Progress:
 - Pilot programs and previously approved projects
 - No guarantee without political endorsement

Be Aware of External Pressure

- Other organization's lobby efforts to government.
 - Keep your friends close – your enemies closer.
- Media articles: truth vs fiction.
 - Can help or hurt your advocacy plans.
- Similar issues to yours developing in other jurisdictions.
 - Do the solutions meet the local jurisdiction's needs?
 - What factors make their solutions relevant or not?

Talking to Governments: Make the Top Aware, but Don't Alienate the Bottom

- Only seek the meeting with the Minister once you have built support from within
- Meet / brief the policy advisors responsible for your issues
- Once you have the confidence of staff, they will help you meet the Minister, who will already know your needs

Approaches to Getting the Attention of Government

- Face to Face Meetings
 - Politicians, political advisors, and bureaucrats
 - Informal and Formal
- MPP Grassroots Campaign
 - Organized vs “volunteer”
 - Strategically selected MPPs
 - A crafted message
 - Training for the participants
 - Follow up to gather information useful to your lobby effort
- Queen’s Park / Parliament Hill Reception
 - Organized approach to ensure maximum participation
 - Strategic message to get your needs communicated
- Attending MPP receptions only to show respect for the process

Working Relationships are Essential

- The effort put into building relationships become critical when government doesn't see eye to eye with you.
 - Easier for both sides to tell the truth.
 - Suggestions and advice are more frank.
- When you do see eye to eye:
 - Be careful: don't become political.
 - Offer thanks for solving the issue, not to the political party.
 - No permanent friends, no permanent enemies – governments change.
- Relationships are rarely a one time event:
 - There are always other issues that will come up
 - The same key players are often needed down the road

Questions / Comments?




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145:pm – 2:30pm: Len Domino / Rory Demetriooff:
Interactive Exercises.

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2:30 pm to 2:45 pm:
Coffee Break.



2:45:pm – 3:30pm: Len Domino:

Best Practices for Follow-up After Meeting Government Officials to Ensure Maximum Results.

After the Meeting: Follow Up

- Don't Wait Around for an Answer
- Do Follow up afterwards
 - Thank them - no one else does
 - Make sure they have briefed others in government
 - Build an ongoing relationship - filter information to and from
 - Meet regularly with key staff

Keys to Successful Collaborative Negotiation

- Focus on the interests/needs, not the positions.
- 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.
- Do not attack people; attack the problem.
 - Demand attention to the problem
 - Ask why? and why not?

Keys to Successful Negotiation with Government

- Build relationships – politicians and public servants are “risk averse” by training, so before sensitive information such as deeper interest/needs can be shared, a relationship of trust must be developed



3:30 pm – 4:15pm: Len Domino / Rory Demetriooff:
Case Studies.

Questions / Comments?



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Questions, Comments, Suggestions?



4:15pm to 4:30 – Review and Q&A

Leonard Domino & Associates

130 King St W, Suite 1800 • Toronto, Ontario, Canada • M5X 1E3

Tel: (416) 860-6244

Email: lendomino@leonarddomino.com

Website: www.leonarddomino.com