



# When Wills Collide

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# Learning Objectives

- Develop an understanding of conflict management and conflict neutrality.
- Identify how variability of conflict cultures may affect the negotiation process.
- Describe the aspects of authenticity within a culture.
- Identify the functions of Authentic Arenas for Negotiation.



# Learning Objectives (cont.)

- Recognize the essential elements of a negotiation and its relationship to authentic arenas for negotiation.
- Evaluate personal tendencies within a negotiation.
- Integrate the three functions of an authentic arena: invitation, convening, and facilitation .
- Understand the relationship of culture to authentic arenas and the role of ADB operational teams in securing durable agreements.

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# When Wills Collide

- Conflict is a natural consequence of progress, development, and change.

Conflict can be a positive or a negative force in reaching collective goals.



# Dispute and Conflict

- We manage conflicts.
- We resolve disputes.



# Dispute

- Two of more parties perceive incompatible goals.
- To resolve disputes, their perceptions of incompatible goals need to be reconciled.



# Conflict

- Perception of incompatible goals are complicated by a 'history' . This can increase stress (negative conflict) OR can be mitigated because of a past 'history' of successful, non-violent resolution of disputes.





# Managing conflict

- Through processes that address substantive, procedural and psychological interests of the parties, conflict can be successfully managed and a durable agreement can be reached.



# Conflict Cultures



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# Culture Defined

- Culture is the set of learned beliefs and principles and associated behaviors that distinguish one group, organization, society, or any of their sub parts, from one another.
- Rituals are used to sustain its central and core qualities.

Subsequently, cultures create arenas which provide a mechanism for their ‘conflict culture’.



# Conditions of Authenticity in a Culture

- **Political**
  - Will, authority, accountability
- **Social**
  - Values, sustainable, procedural justice
- **Moral**
  - Compass, ethical, balanced
- **Economic**
  - Adequate resources, distributive justice, manages scarcity
- **Legal**
  - Force of law, accountable to rules of law, representative of all



# Authenticity in Conflict Cultures

- A conflict culture arena is authentic when the core values of that culture are upheld in the process of resolving disputes and in reaching a durable agreement.

# Learning Objectives (cont.)

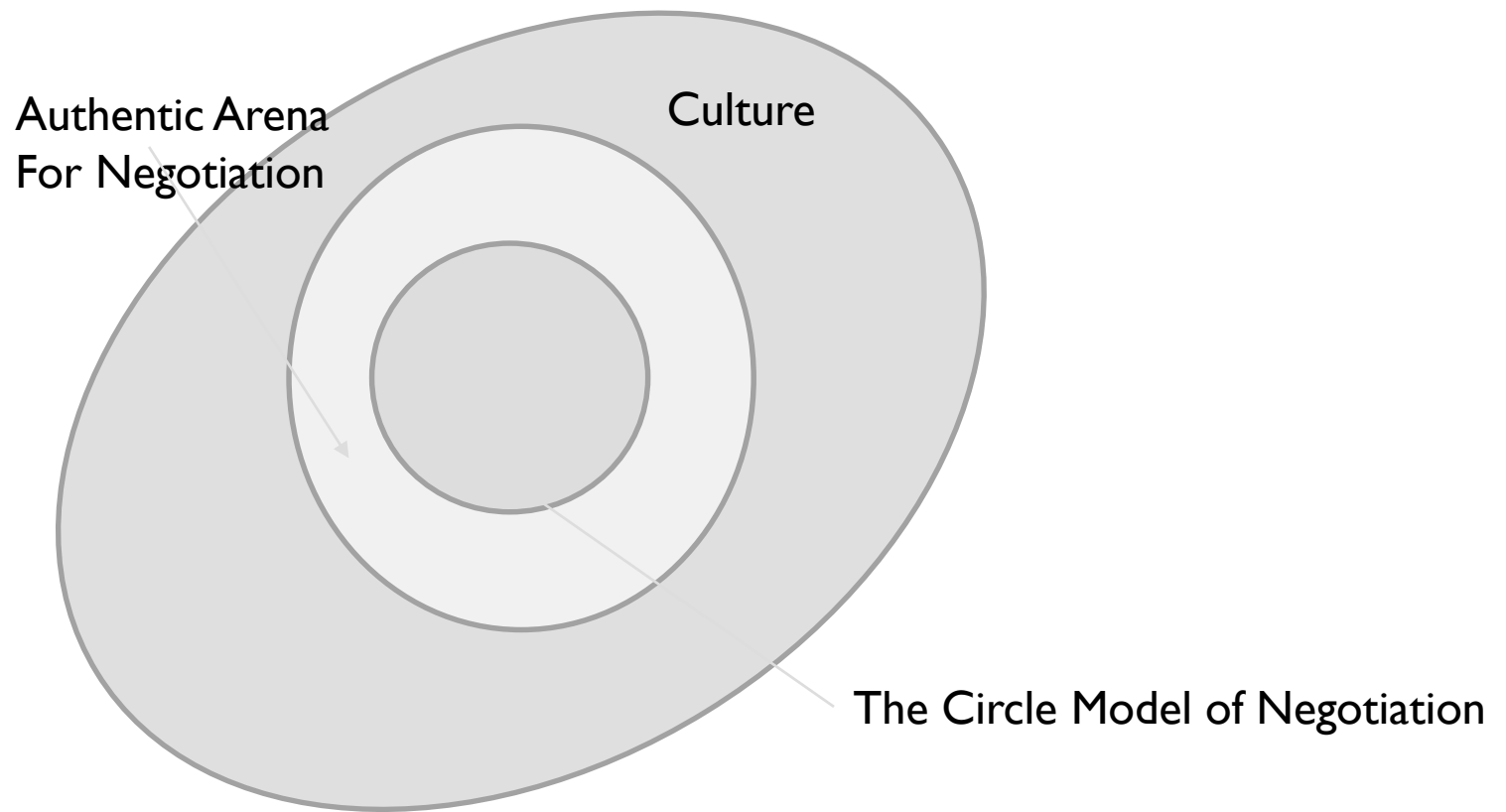
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- Recognize the essential elements of a negotiation and its relationship to authentic arenas for negotiation.
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# Authentic Arenas for Negotiation

An authentic arena is a physical and psychological space, embedded in a culture(s) that prescribes the process for resolving a dispute and defines the conditions for a durable agreement.





The Relationship of Culture to Arenas and to the Process of Negotiation



# Negotiation Defined

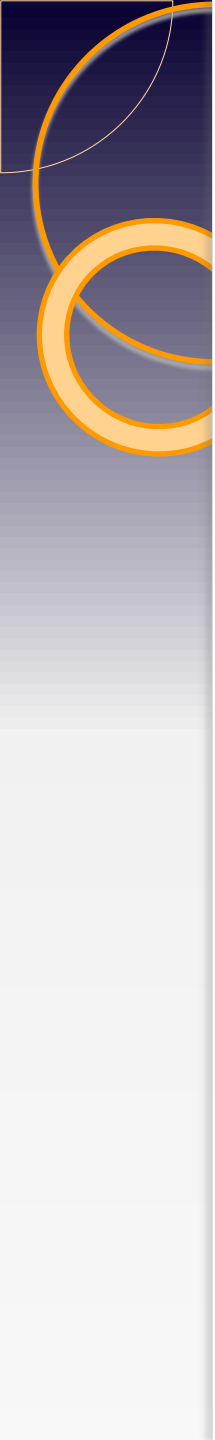
When two or more Individuals – Groups -  
Organizations – Systems (IGOS) communicate by the

- Display
- Assessment
- Discovery
- Creation
- Exchange

of their perceived mutual interests

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Blue and White



# Summarizing the Negotiation

- Fill out the Summary sheet
- Discuss with your partner
- What did you learn about yourself as negotiator?

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# Invitation

- Stakeholders to a dispute/conflict are identified, notified, and persuaded to join the negotiation.
- This also includes deciding who will not be invited.



# Convening

- Refers to the process of preparing a physical space and a psychological environment for the negotiation.
- It includes both formal and informal gatherings prior to the negotiation.





# Facilitation of Negotiation

- Refers to the use of the process of face-to-face communication by stakeholders

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# Facilitation of Negotiation

To promote the ...

- Display
- Discovery
- Assessment
- Creation
- Exchange

of perceived mutual interests



# Invitation, Convening, Facilitation

Managing the

Invitation

and Convening of the Authentic Arena of Negotiation  
often has a greater effect on the success of the negotiation  
than

Facilitation of the Negotiation



# The Role of the ADB Party

The bridge from invitation to facilitating

The Convener/Coach

The guide to a durable agreement



**Coffee Break**



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