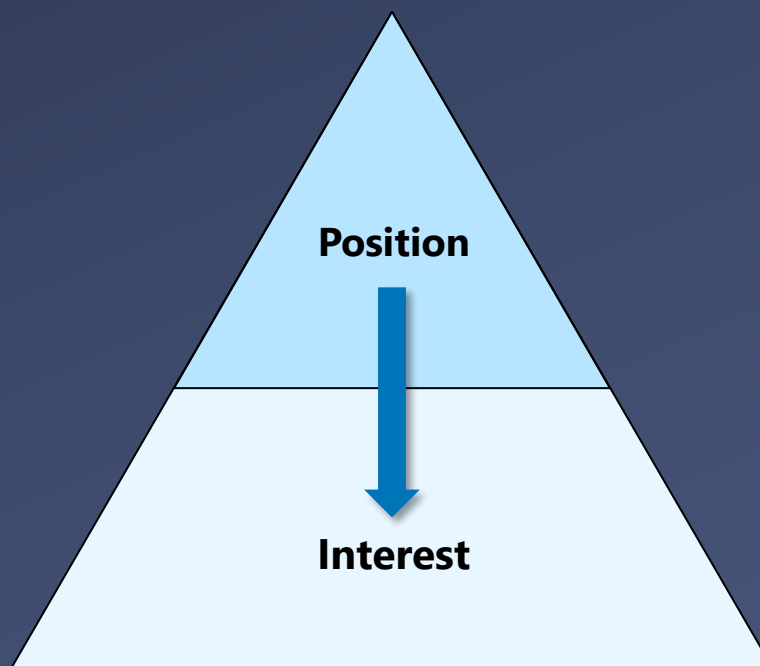


Mutual Gains Approach



Position versus interest

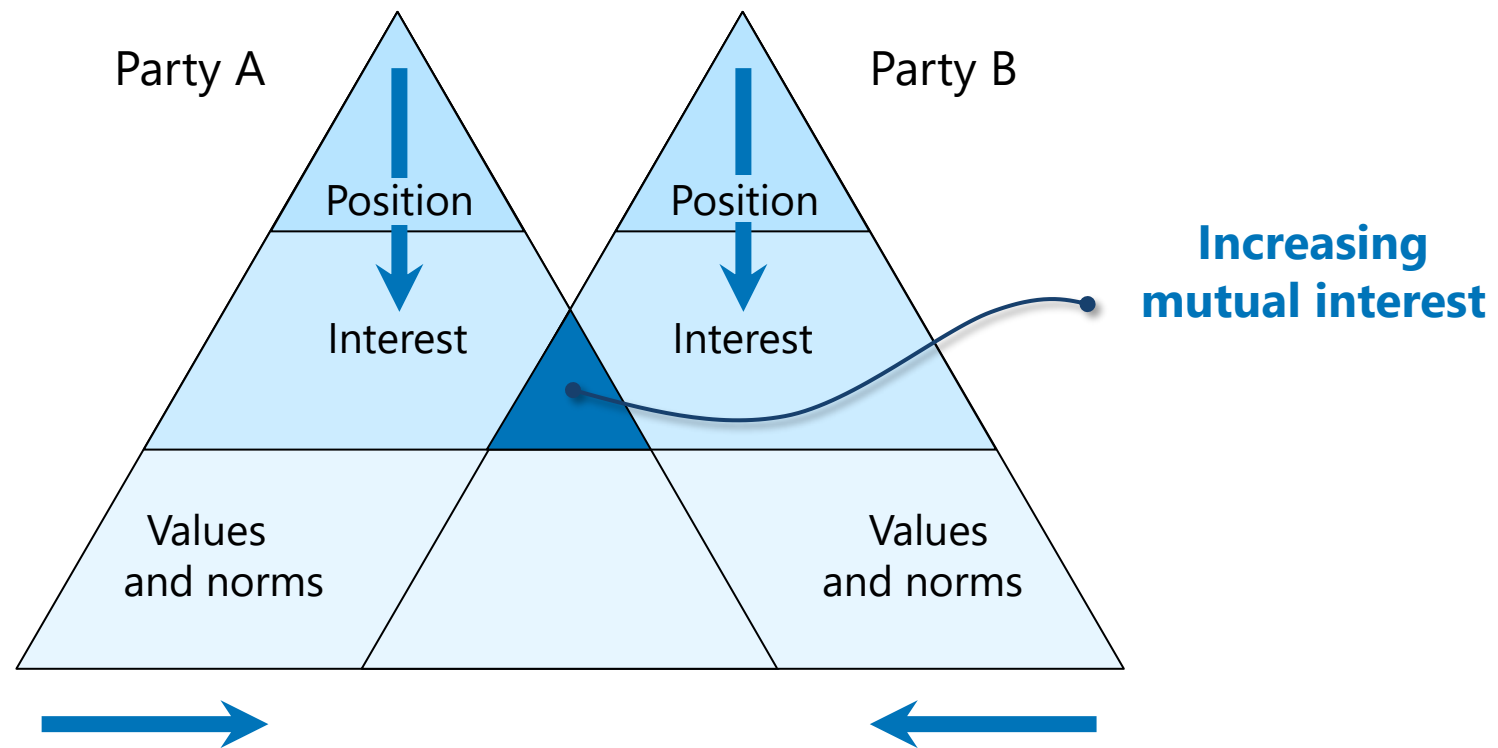
A **position** shows how someone views something at a given moment. So it is an opinion or view (for or against, agree or disagree). An **interest** is something someone considers important because it is advantageous or useful. Behind every position is a deeper interest that shows why someone takes a particular position. For example, it is someone's interest to increase the value of his house. That is why he opposes raising the neighbour's extension, because it gives a view into his garden. And it is in someone's interest to stay healthy. That may be the reason why a person is against construction of a newly proposed road.

Positions change, interests do not. If different arguments are brought in, someone may come to a different view (enhanced insights). Interests are much more stable and reliable. Therefore, when negotiating, it is wise to look for the interests behind the positions shown. If you know how to take into account the interests of your stakeholders when coming up with scenarios, their views will change relatively quickly and easily.

In negotiations, you get closer to each other by seeking the interests behind the positions and thus achieving an increasing mutual interest.

One more level deeper than interests you will find **values and norms**. These are the foundation for interests.

Increasing mutual interest



Source: Twijnstra Gudde, 2011

Also called: Interest based negotiation

Positional bargaining

Negotiate a **position** and
"end up in the middle".



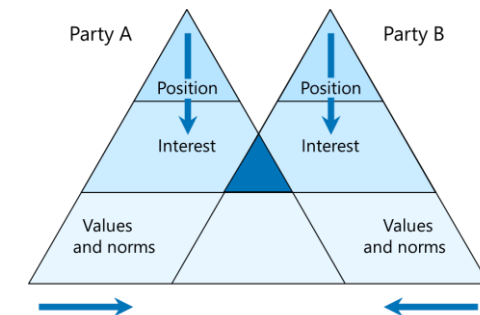
Win-lose

*Negotiating
the pie*



Interest based negotiation

Negotiate by working
towards a high
mutual **interest**.



Win-win

*Expanding
the pie*

Source: PULZ, 2022

Mutual Gains Approach (MGA)

Distinguishing position and interest is part of the **Mutual Gains Approach**, developed by the Consensus Building Institute. MGA is a **process model** that describes **four steps** to **negotiate** and **achieve better results while protecting relationships and reputation**.

MGA is not the same as just "win-win" (the idea that all parties should or will feel happy at the end of the negotiation) and does not focus on "being nice" or "finding agreement". It emphasises **careful analysis and good process management**.

The four steps are:

- **Preparation**
- **Value creation**
- **Value distribution**
- **Follow-up**

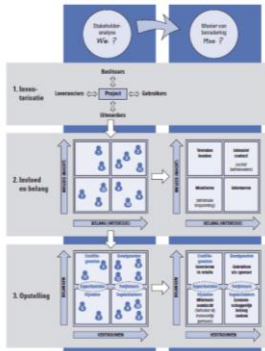
Mutual Gains Approach (MGA)

Preparation	Value creation	Value distribution	Follow-up
Clarify your mandate and define your team.	Explore the interests of both parties.	Behave in ways that build trust.	Agree how to monitor progress and compliance.
Estimate your BATNA ^(*) and that of the other party.	Suspend criticism.	Identify standards or criteria for dividing value that all sides can support.	Make it easy to keep appointments.
Know your interests and consider their interests.	Come up with options on a no-obligation basis (do not commit yet).	Assign independent specialists (neutrals) to suggest possible distributions.	Align organisational incentives and means of control.
Prepare to suggest mutually beneficial options.	Assign independent specialists (neutrals) to facilitate communication.	Design nearly self-enforcing agreements. (The agreement should be flexible and strong enough to overcome adversity).	Keep working to improving relationships.
			Assign independent specialists (neutrals) to resolve disputes.

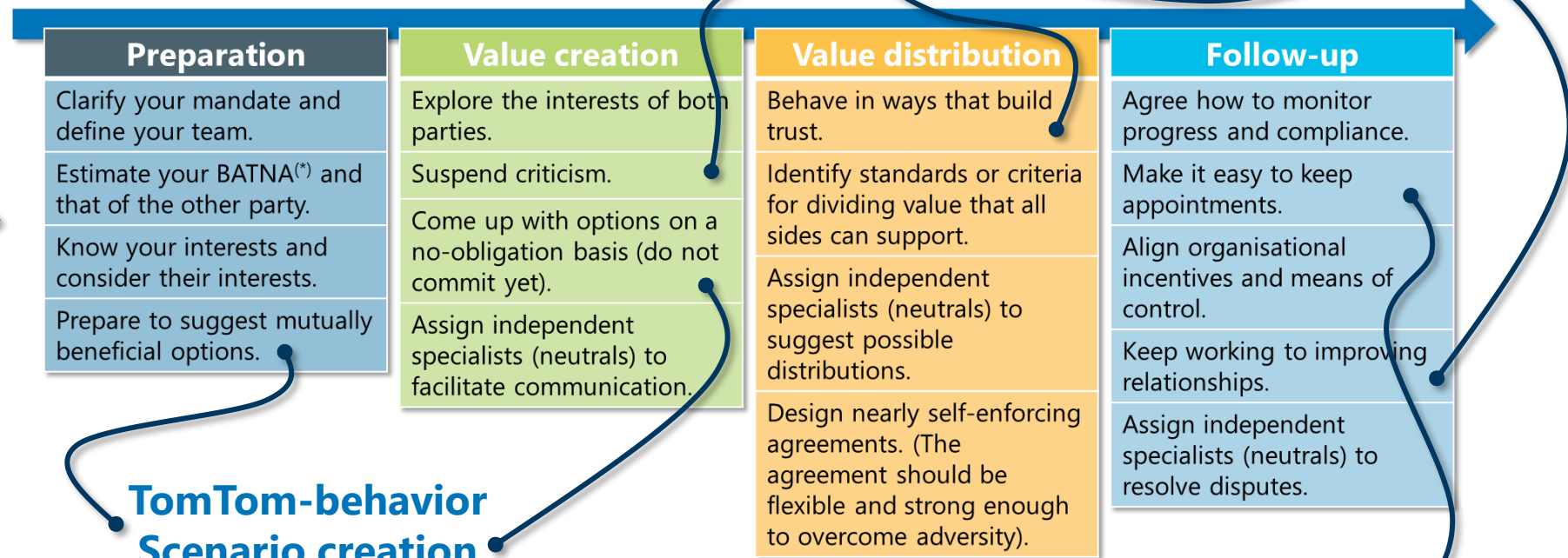
(*) BATNA = Best Alternative To a Negotiated Agreement. *Having a good alternative gives you more leverage at the negotiating table.*

Integrating MGA with essences and tools PULZ Masterclass

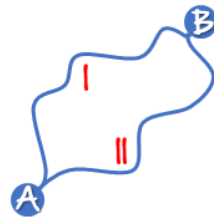
Stakeholder analysis



Covey's Emotional bank account



TomTom-behavior Scenario creation

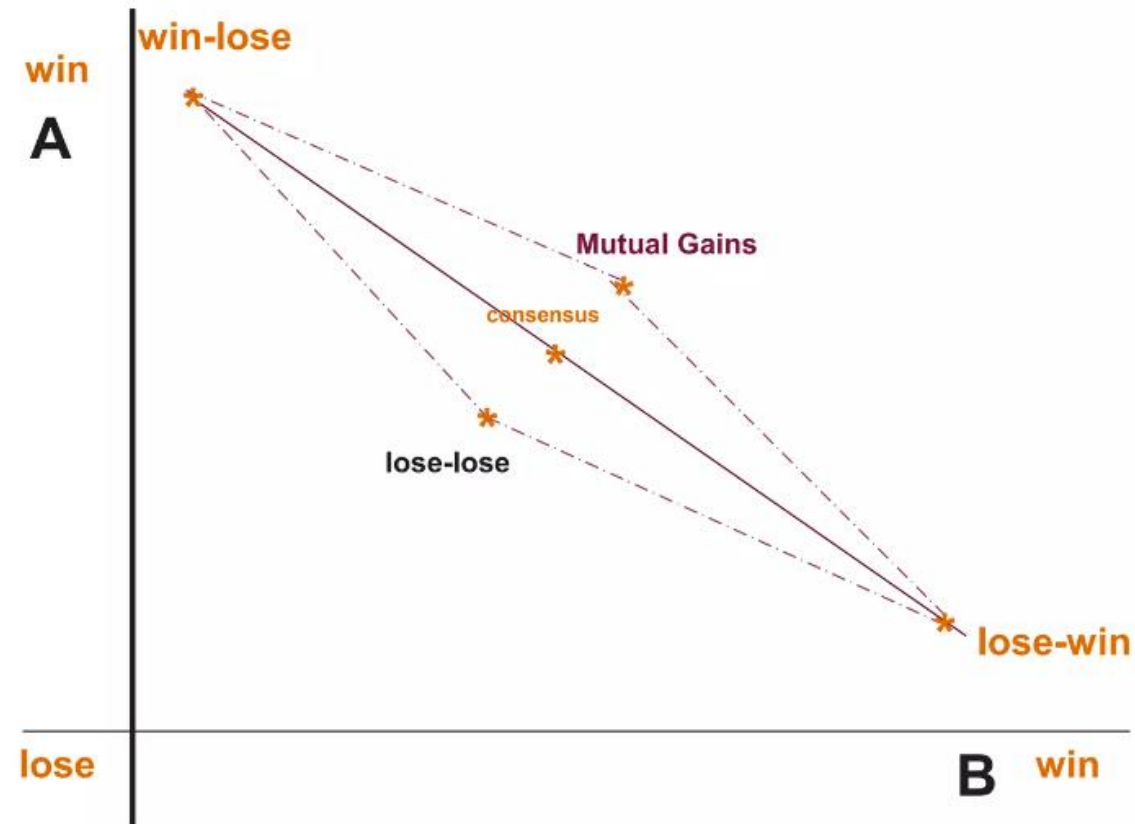


Heartbeat



Source: PULZ, 2022

Mutual Gains versus win-lose, lose-lose and consensus



Source: Twijnstra Gudde, 2011



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