Helpful Questions for Collaboration

**Connecting Relationships**
- What have you been thinking about?
- What is your story?
- What was the highlight of your week?
- Tell me about yourself/your business
- What are you working on lately?
- What is your passion?

**Listening Actively**
- What would you like to have happen?
- What worries/concerns do you have?
- What would it take for you to feel satisfied?
- What have we not covered that you would like me to know?
- What can I do to help you?
- Are there any other concerns or problems?

**People versus Problems**
- Be tough on the problem and gentle on the people
- Acknowledge your emotions and theirs without blame
- Treat others as they would like to be treated

**Positions versus Interests**
- Positions polarize – interests integrate
- Behind every entrenched position is at least one interest
- Interests hold the seeds to a solution

**Resources for Collaboration**
- *Peaceful Resolutions: A 60-Step Illustrated Guide to Conflict Resolution*
- *The Servant Manager: 203 Tips from the Best Places to Work in America*

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The Collaboration Effect
Build bridges to a common purpose by:

**Connecting Relationships**
Search social media
Network with others
Discover common interests

**Listening Actively**
Listen with 100% attention
Ask open-ended questions
Check for understanding

**Educating Judiciously**
Comment honestly and concretely
Stand ready in spirit of helpfulness
Demonstrate expertise humbly

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**Ten Steps to Interest-Based Solutions**

1. **Define** the problem or issue and take on only one problem/issue at a time
2. **Listen** to understand the emotion and facts associated with the issue
3. **Identify** and clarify interests
4. **Generate** options
5. **Determine** the impacts of options
6. **Evaluate** the impacts of the options
7. **Select** a solution
8. **Consider** implementing the solution or return to an earlier step
9. **Consider** testing the solution before implementing the solution
10. **Consider** BATNA and WATNA if no solution can be found

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**Key Terms for Collaboration**

**Issues** – Problems to be solved
**Positions** – Demands/statements of what someone says they will or will not do; one party’s solution
**Interests** – Underlying needs, concerns, hopes, fears
**Options** – Possible - often creative - pieces of an agreement. Options are not commitments
**Standards** – Customary, objective, and widely-accepted criteria for handling similar situations

**BATNA** – Best Alternative to a Negotiated Agreement: One way to satisfy your interests if the negotiation fails
**WATNA** – Worst Alternative to a Negotiated Agreement: The worst possible outcome if negotiation fails