PRACTICAL GUIDE

FOR COLLABORATIVE NEGOTIATION

"This is the first time I've been consulted before a decision is made."

LANDOWNER, ÅSTRUP KÆR

Photo: BioScape.

Foreword

"We worked for the best possible solution - nothing else was possible". This phrase is often heard at the end of a negotiation. But is it true? Is there a 'winner' - and a 'loser'?

As a society or citizen, we are increasingly demanding new levels of co-operation and involvement. Citizens want to influence their own surroundings.
At the same time, our challenges as a society are becoming more and more complex. No one can solve them alone. The government can't, the market can't, organisations can't, and citizens can't.

Complex problems require creativity to find a good and workable solution. It requires a different way of negotiating. An approach that aims to find solutions with new partners in unique situations and different contexts.

Collaborative Negotiation is a method that helps you find solutions based on the interests of the parties involved. The aim of Collaborative Negotiation is for the parties to reach a workable agreement that is more valuable to them than no agreement. In addition, the process is characterised by transparency and the establishment of strong partnerships that extend into the future.

Collaborative Negotiation is based on the Mutual Gains Approach, a negotiation method developed at Harvard University and coupled with process management. The playbook has been developed as part of BioScape, a project supported with funds from the EU LIFE program.

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Introduction &
1 BACKGROUND

Collaborative negotiation "in a nutshell"

Co-creative negotiation is an approach to negotiation that aims to promote involvement and build local ownership in projects in the open countryside. All stakeholders are invited to actively participate in shaping the process and solutions.

In landscape projects, many actors and stakeholders need to work together. The starting point is voluntary agreements with landowners who have many different perspectives and interests in their land, future production and the development of the local area.

This guide describes how you, as a process manager, can prepare, initiate and execute processes for involving citizens, organisations and authorities to promote buy-in and involvement.

WHO IS THE GUIDE FOR?

The guide is aimed at process managers who initiate processes that involve multiple stakeholders collaborating in a given area. The guide takes you through the process from *before* a task is initiated and *during* a task - as close to practice as possible.
In many organisations today, such tasks are referred to as 'projects', but to keep the approaches to process management and project management separate, the guide calls them 'tasks' (see page 7).

This guide has been developed by the LIFE BioScape partnership in collaboration with the Danish Agricultural Agency, the Danish Nature Agency and P2. The aim of the guide is to spread a co-creative approach to landscape projects that create more value for those involved.

WHEN TO USE COLLABORATIVE NEGOTIATION?

The guide is specifically targeted at landscape projects where the issues involve changes in land use. As a process manager representing an organisation such as a municipality or the Danish Nature Agency, you have a framework bound by political decisions and finances that must be implemented. However, the approach to local involvement and building ownership of the solutions can be strengthened through the approach and methods described in this practice-orientated guide.

Collaborative negotiation is not useful in all processes. Collaborative negotiation is relevant when:
1) The task owner is faced with an issue that involves a group of stakeholders with diverse interests, and
2) do not have the full authority to realise the project themselves.

It is necessary to engage landowners in the process. This work requires communication, transparency and mutual trust.

THE PURPOSE OF THE GUIDE

Citizens today expect a much higher level of involvement in what authorities and companies do. As people take a more individual approach to what's going on in society, not all plans and initiatives are readily accepted.

Citizens want an active role in shaping our shared future. So as challenges become increasingly complex, creativity is needed to come up with the best solutions. If you manage to bring all stakeholders to the table to find the right solutions, you can build sustainable outcomes for the future.

Photo: BioScape.

WHAT IS COLLABORATIVE NEGOTIATION?

- Collaborative negotiation is process management with an alternative approach to solving known challenges. When working with landowners to reach agreements for extensification of agricultural production, set-aside of low-lying areas or land distribution, relationships between people are key. You need to be committed and able to engage with the locals. Talk to everyone, even those you disagree with.

- In collaborative negotiation, the goal is for all stakeholders to actively participate in the process. In this way, stakeholders have a large degree of influence in defining the issues and solutions. Collaborative negotiation contrasts with presenting a group of stakeholders who are either affected or influencing a given process with a predefined solution that they must either nod yes or say no to. It requires the courage to meet the landowners without a finalised plan.

- Co-creative negotiation happens in a shared space where a successful process depends on building trust between the parties involved. It is of great psychological importance that the stakeholders can see themselves in the project and have helped to shape what will become *their* project. Thus, co-creative negotiation is an approach, a change of mindset, where you approach stakeholders with a sincere desire to find out what is at stake in an area.

WHY USE COLLABORATIVE NEGOTIATION?

Collaborative negotiation is:

- An approach to increase the success of nature and landscape projects where more value is created than the fulfilment of one goal, e.g. lowland set-aside. The goal is agreements that have more value for those involved than no agreement.

- an approach to improve collaboration and coordination between different authorities and organisations. Complex processes across organisations require clear agreements on organisation, roles and responsibilities.

- a real invitation to participate in a process that results in a project that stakeholders perceive as *their project*. This requires rethinking the process for involving landowners and citizens.

WHEN SHOULD YOU *NOT* USE THE COLLABORATIVE NEGOTIATION APPROACH?

- if the solution is already known and there is a mandate to implement the solution.

- If there is already support for a project or if the solution does not depend on stakeholder buy-in.

- If the task owner has and is willing to use their mandate to implement the solution.

USE THE GUIDE THROUGHOUT THE PROCESS

The guide is structured as a practical guide that takes you through the collaborative negotiation approach linked to the different steps in the process. Each step includes suggestions for the approach to stakeholders and a number of topics and elements that are important to clarify before the next step.

Through the preparation of each step, you will be introduced to key concepts and tools that are part of collaborative negotiation.

Photo: Bioscape.

Start the processes

The following sections are organised based on a series of steps that are often repeated in co-creative processes. However, every process is different. It's important to realise that so are local processes for involvement and collaboration.

The step-by-step guide to collaborative negotiation is based on a general process, where facing reality often means having to assess which step is relevant in the specific situation and sometimes going back one step if something turned out to be insufficiently clarified. The following steps for collaborative negotiation are indicative.

STEP 1: GET TO KNOW EACH OTHER AND SET UP GROUND RULES FOR COLLABORATION

STEP 2: TALK ABOUT INTERESTS RATHER THAN POSITIONS
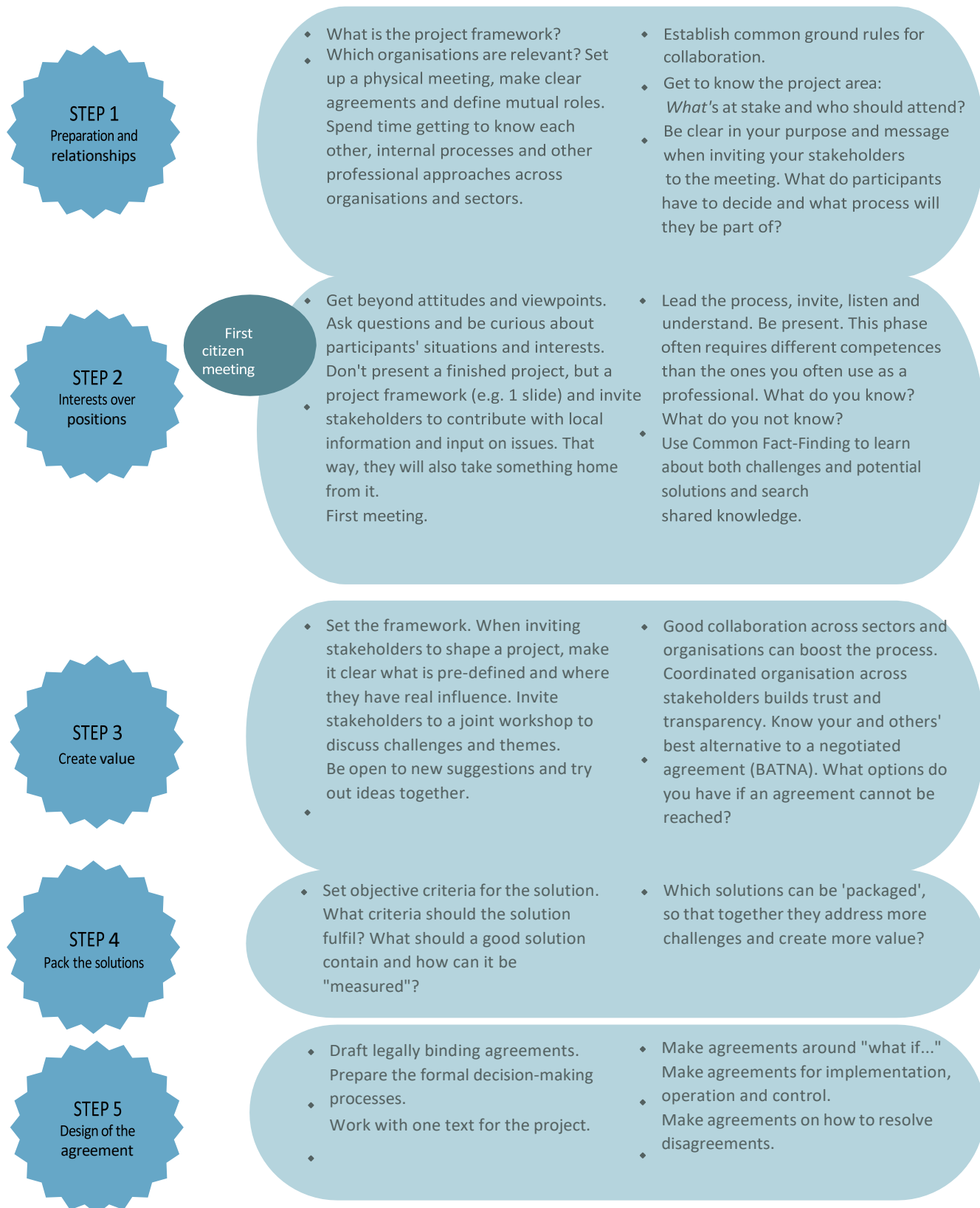
STEP 3: CREATE VALUE

STEP 4: PACKAGE SOLUTIONS

STEP 5: DECISIONS AND IMPLEMENTATION

THE PROCESS BOILED DOWN

Get an overview of the five main steps in the collaborative negotiation process. What are the key questions and focus points during each step that need to be clarified before proceeding to the next step:

STEP 1
Preparation and relationships

- What is the project framework?
- Which organisations are relevant? Set up a physical meeting, make clear agreements and define mutual roles. Spend time getting to know each other, internal processes and other professional approaches across organisations and sectors.

- Establish common ground rules for collaboration.
- Get to know the project area: *What*'s at stake and who should attend?
- Be clear in your purpose and message when inviting your stakeholders to the meeting. What do participants have to decide and what process will they be part of?

STEP 2
Interests over positions

First citizen meeting

- Get beyond attitudes and viewpoints. Ask questions and be curious about participants' situations and interests. Don't present a finished project, but a project framework (e.g. 1 slide) and invite stakeholders to contribute with local information and input on issues. That way, they will also take something home from it.
First meeting.

- Lead the process, invite, listen and understand. Be present. This phase often requires different competences than the ones you often use as a professional. What do you know? What do you not know?
- Use Common Fact-Finding to learn about both challenges and potential solutions and search shared knowledge.

STEP 3
Create value

- Set the framework. When inviting stakeholders to shape a project, make it clear what is pre-defined and where they have real influence. Invite stakeholders to a joint workshop to discuss challenges and themes. Be open to new suggestions and try out ideas together.

- Good collaboration across sectors and organisations can boost the process. Coordinated organisation across stakeholders builds trust and transparency. Know your and others' best alternative to a negotiated agreement (BATNA). What options do you have if an agreement cannot be reached?

STEP 4
Pack the solutions

- Set objective criteria for the solution. What criteria should the solution fulfil? What should a good solution contain and how can it be "measured"?

- Which solutions can be 'packaged', so that together they address more challenges and create more value?

STEP 5
Design of the agreement

- Draft legally binding agreements. Prepare the formal decision-making processes.
Work with one text for the project.

- Make agreements around "what if..." Make agreements for implementation, operation and control.
Make agreements on how to resolve disagreements.

PROCESS MANAGEMENT OR PROJECT MANAGEMENT

PROCESS MANAGEMENT AND PROJECT MANAGEMENT ARE TWO DIFFERENT WAYS OF WORKING THAT PLACE DIFFERENT DEMANDS ON THE TASK OWNER.

Process *management*

- Starting with an idea (that evolves)
- The focus is on developing an idea into something realisable and providing direction towards executing the project idea
- Key words for the approach: opening ideas and suggestions, then narrowing down and selecting
- Result: an agreed (and preferably formulated) deliverable

Project *management*

- Starts with a defined, fixed deliverable or project description
- Focus is on time, resources, quality, information, risks and organisation
- Key words for the approach: to fulfil the goals and framework of the task
- Result: completed delivery

Are you *a process* or *project manager*?

Answer the three questions below based on what comes most naturally to you. The answer options are caricatures but emphasise which one you naturally lean towards.

Q1. Where would you prefer to be?

1. In the middle of the project area where I can follow the implementation.

2. In the community center where all stakeholders meet to map interests and talk about the issues.

Q2 What is most important to you?

1. Achieve the desired result within the timeframe in a satisfactory quality.

2. Key stakeholders reach a consensus on how to solve a challenge.

Q3. What is the biggest success for you in your work?

1. When a task is completed on budget and on time despite challenges along the way.

2. When an idea starts to take shape in a concrete and realisable direction that key stakeholders are committed to.

TURN UPSIDE DOWN FOR ANSWERS

If you have the most answers where you agree most with answer option 2, you are generally process-oriented. The focus is on development and stakeholder involvement. This is the phase that passes prior to implementation, the phase where goals and solutions are still unclear and need to be defined.

Do you have the most answers, where you agree most with the answer option 1, you are generally project orientated. The focus is on a specific goal. The project is defined, and the solution must be implemented within the agreed time, quality and budget.

To build a well-run project, both process and project management must be prioritized. Collaborative discussion requires process management and cannot be dealt with as one project, since several elements are not defined enough to be administered as a project.
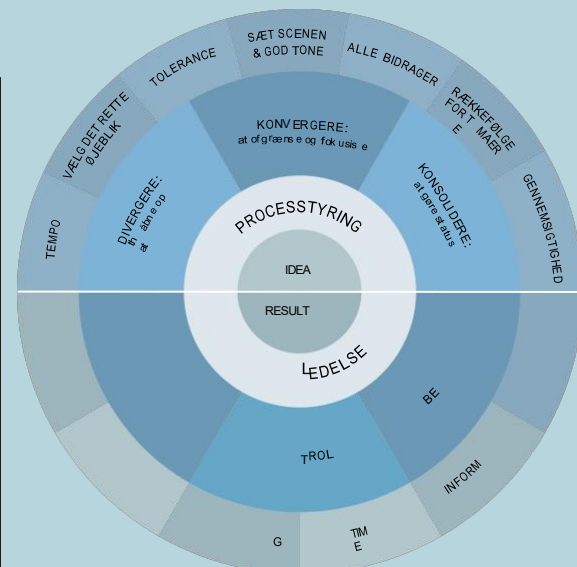
Figure 1: Difference in approach to process management and project management.

THE PREPARATION PHASE IS DIVIDED INTO TWO STEPS, RESPECTIVELY.
FOCUS ON:

1. The stakeholder group within the process
2. Stakeholders in the project area

As the task owner, you come with an agenda and invite relevant stakeholders into the project. The framework for the project has already been politically decided and you have a fixed budget to fulfil the task. This framework is sometimes confused with a project plan that must be followed to the letter. Here, it's important to involve the relevant stakeholders so that processes are coordinated in the best possible way, which creates momentum in the process.

1 | THE STAKEHOLDER GROUP

- Whoever is relevant to involve depends on the task and its starting point.
- The roles of the actors involved, and their respective mandates are mapped and defined when the group is assembled:
  ○ Who does what? When is it done?
  ○ Who has a mandate for what?
  ○ Set up ground rules for internal collaboration.

- Together with the group, an overview of the task is created. This can include, among other things: ○ Common goals and different interests
  ○ The timetable and internal meeting schedule as well as expectations for cross-functional coordination etc.

GOALS FOR THIS STEP

- Gain insight into the goals and interests of involved stakeholders.
- To organise stakeholder roles including mandate.
- To create an overview of the time, framework and resources of the stakeholders involved, which the project owner should have insight into, it is clear what you can expect from each other.
- Set up processes for coordination across organisations to continuously involve relevant stakeholders.
  ○ This way, other stakeholders can come into play during a process if the need arises.

2 | STAKEHOLDERS IN THE PROJECT AREA

Nature and landscape projects affect both the landowners who own the land as well as organisations and private individuals who use the areas for fishing, hunting or other activities. There can be both aligned and conflicting interests at stake.

In landscape projects, the affected landowners have a decisive influence on whether the project can be realised or not, as participation is generally voluntary.

The first step is to identify the issues that are part of or influence the task. From these, you can identify who has a stake in the issue.

Consider who has a primary role in the process:
- Landowners in the area: are there specific landowners that are more central than others?
- A government or private organisation: is their involvement relevant for a specific phase? Is it possible to involve stakeholders early in the process to coordinate the process and create opportunities for synergies to emerge? Scan the QR code on the next page to hear an example from BioScape.
- Known adversaries: if there are stakeholders who are not directly affected, but can influence the process, they should be involved. Consider whether it is enough to inform or whether it is necessary to invite. And how to do this in the most appropriate way.

PREPARATION

Here you are: With a project framework and a budget.
You are the task owner, and you have the green light from your organisation to start the process.

What do you do now?

Start by answering the following two questions:
1. Who will be affected by the process?
2. Who has a say in the success of the process?

Before you start reaching out to stakeholders, consider who it is relevant to include - and how. Include the stakeholder group in the stakeholder mapping process.

Be aware that not all stakeholders have the same role and priority. Some stakeholders have something at stake because they own land or live in the area. Others have interests such as hunting, a personal connection to the area or something else. Different levels of involvement may be relevant.

Once you have identified the relevant stakeholders, it's time to plan the first meeting. Consider if there are any landowners who are critical of the process or have a particular challenge with the project. the project. It might be a good idea to reach out to them before the first joint meeting. For everyone to have a common understanding, it's important that the information given is the same for everyone.

Constructive dialogue and communication with relevant residents and landowners in a project area is key to a successful process. If the first meeting presents an already prepared plan for the given project area, there is little room to involve stakeholders and their interests. In that case, it's all about convincing them that your plan is a good idea. Another good approach requires openness for stakeholders to be involved in the framing of the project; and later on what solutions can be implemented.

Who leads the engagement process and what role they have in the organisation and the local area is very important. Carefully consider the role and previous history of the process leader in the area, e.g. which cases the municipality has in the area and associated case managers. It is important to be able to separate the process from other case management to avoid conflict of interest. One option is to share the role with a colleague: one as a process facilitator and the other as a representative of the organisation. Alternatively, an independent process facilitator can strengthen trust with stakeholders.

Five recurring essences

Collaborative negotiation is based on the Mutual Gains Approach and more specifically P2's Connective Negotiation process. The goal of Connective Negotiation is that you, together with the stakeholders, arrive at an executable agreement that has more value for the group than no deal. The process is characterised by transparency and building strong partnerships that extend into the future.

How are collaborative stakeholder meetings prepared and organised?

* See appendix 2

Like Connective Negotiation, the following five essences are common to how the collaborative negotiation approach promotes involvement and ownership in the process.

The five aces should be part of the process from start to finish. They are presented throughout this guide as part of collaborative negotiation:

ESSENCE 1: FOCUS ON INTERESTS RATHER THAN POSITIONS ESSENCE 2:

MAKE THE CAKE BIGGER AND CREATE VALUE

ESSENCE 3: KNOW YOUR AND OTHERS' BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT

ESSENCE 4: BUILD SUSTAINABLE RELATIONSHIPS

ESSENCE 5: SEEK KNOWLEDGE TOGETHER. USE JOINT FACT-FINDING

STEP 1

Here's the plan. Get started!

It can be tempting to run off as soon as the green light is given and funds are allocated. You have your project framework and perhaps also a project plan, which has been the starting point for the allocation of funds. This is *your* plan on behalf of your organisation. To create the best framework for a co-creative process, the project plan is *your* starting point. But it's important that you are open to suggestions and new solutions that you can come up with together. If the plan is already set, there is no need to invite stakeholders into the co-creative negotiation.

When you meet with stakeholders, you start from the beginning to agree on the issues - the solutions come much later! This is why it is inappropriate to show already drawn maps and plans with solutions and suggestions, as it can give the impression that the project plan is already ready. If the plan is already made, stakeholders will feel that they have no influence on the challenge to be solved or the solutions that are chosen. You must be genuinely prepared to change your own plan when new and better ideas arise.

When the collaborative negotiation process starts, the slate must be wiped clean. The plan you have prepared prior to the process represents your and your organisation's interests in the project area. At the first stakeholder meeting, you can start with a blank map of the area and begin to draw in drains,
upcoming solar projects etc. as shared knowledge and a start to the dialogue.

Set up ground rules for collaboration

What are the ground rules for collaboration?

At the first joint meeting with stakeholders, setting up common ground rules for collaboration is a good exercise in discussing the group's meeting format, decision-making processes and expectations for mutual collaboration.	• When a stakeholder suggests a game rule, use it as a good start and invite them to come up with more rules.
Once you've arrived at the group's common ground rules you make sure that all participants get a nod to the result.	• Ask your stakeholders what they experience as a good meeting. What can stakeholders agree on as a good meeting? Alternatively, you can ask what constitutes a bad meeting.
The ground rules are then brought up at the start of each meeting and discussed throughout the process. If conflict or uncertainty arises, the group's approach to conflict resolution should be found in the ground rules.	• Give an example of a game rule that is important to you and invite participants to add more. • Be prepared to explain at the meeting how game-rules for collaboration will be useful for the process. • Game rules can be changed when all stakeholders agree. • You can also add yourself to the list of common rules.
These are the group's ground rules. They can be changed if the group agrees.	• Maybe "game rules" isn't the best term in your context. Come up with another name together with your stakeholders. • The game-rules can also describe the goals the group is working towards the steps in the process, the information you use, etc. • Take plenty of time to explain the purpose of game-rules at the first meeting.

In every room we enter, there are rules of the game; listen when others speak, or sit nicely at the table...

By talking and agreeing on how we would like to cooperate in a group and making it visual by writing it down on a board, we have already achieved something as a group. We have something we have in common. Rules of the game can include everything from how you resolve conflicts and who communicates with the press, to the fact that joint meetings always start with coffee and bread

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GET TO KNOW THE AREA AND EACH OTHER

POINTS TO CLARIFY IN STEP 1:

1. Rules of the game for collaboration
2. The project and its starting point
3. Plan the process with stakeholders
4. Get to know the project area, the issues and each other
5. Wrap-up and next steps

1. Rules of the game for collaboration

By setting up common ground rules, the group has the opportunity to discuss together and from the start what is expected of each other in terms of communication (internal and external), decision-making processes (who should approve, who should be involved and who should be kept informed). Repeat and follow up on the ground rules in every meeting with the group. If you're working with a group in conflict, agreeing on common ground rules can be a big task. Think of the ground rules as the group's first common agreement.

2. The process and its starting point

At the first meeting, you present the project framework and your organisation's motivation for initiating the process. Are there mandatory requirements that stakeholders need to know? Don't hide your or anyone else's purpose. Emphasise that you want to shape and develop the project together with the stakeholders. Present a blank map to open the dialogue and learn about the area together. If you use a map with solutions drawn on it, it can be challenging to open up the dialogue again, as the areas/solutions drawn on it will shape the further dialogue.

3. Plan the process with stakeholders

Prepare in advance how much and how you want to involve local stakeholders. For example, it could be a series of five meetings over five months. This gives stakeholders something to relate to but avoids getting too specific about the goals and content of each meeting. goals and content for each meeting.

4. Get to know the area, the issues and each other

There can be many ways to get to know the neighborhood and stakeholders. One way is to go out into the area together. This gives you as a process manager a lot of information about the area and the relationships between the landowners.

5. Wrap-up and the process going forward

At the end of the meeting, summarize what you have done during the meeting. This is important because some stakeholders represent a larger group. They should be able to retell the same information to their group after the meeting. The wrap-up reiterates the meeting's key points and agreements:

- What have you achieved?
- Are there any agreements to follow up on?
- When is the next meeting and what happens between meetings?

This way you prevent doubt and misinformation.

TALK ABOUT INTERESTS RATHER THAN POSITIONS

POINTS TO CLARIFY IN STEP 2:

1. Interests versus viewpoints
2. Topic stakeholder matrix for overview
3. Start identifying added value

A viewpoint is an attitude you have. An interest is the underlying movements. reasons and motivations for the behavior

1. Interests versus viewpoints

After the first meeting, you have gathered a wealth of knowledge and information about the project area, the stakeholders and their various interests. This knowledge often expresses itself as opinions, or *viewpoints.* We often communicate and negotiate *from viewpoints such as*: "*I want it to be this way... I'm against this and that*". *"I don't want water in my backyard...", "I don't want to graze...", "I don't want a climate lowlands project on my land...".*

People with viewpoints like the ones mentioned above have often thought about them carefully, but the viewpoints are often only the visible top of the interests that lie beneath the surface.

By asking about stakeholder interests, you can investigate the reasons behind the standpoint. In the first part, the question was: "*what is important?".* Now it's: "*Why is it important?*"

By talking about interests rather than positions, it becomes clear what the individual landowner has at stake and what matters to them. As a process manager, you need to include yourself in the dialogue and be present. Therefore, we have plenty of time for informal conversations, e.g. based on maps of the project area. Some topics can be discussed at the joint meetings, while others are more personal and need to be discussed 1:1.

How do you get stakeholders to discuss interests rather than positions?

In collaborative negotiation, you try to get behind the standpoints to talk about interests. At a landowner meeting about the re-meandering of a river, a landowner might say: "I'm against re-nourishment". To that you can ask: "Why are you against it? Are you worried that it would cause flooding in your fields and reduce yields?" And the proponents - why are they in favor? Perhaps the impact on water levels needs further investigation or what options are available to reduce the risk of flooding in the landowner's fields? If you spot

If you think about the background of an attitude or position, it's easier to find creative solutions. If you think in terms of interests, multiple solutions are often possible. Where the landowner is concerned about water in their fields, it should be investigated whether this is a real problem or whether the landowner can be compensated if their fields get more wet.

STEP 2
TOPIC/STAKEHOLDER MATRIX
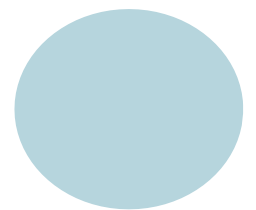
A topic/stakeholder matrix is used to create an overview of stakeholders and interests and what you still need to learn more about.

The matrix can help you organise stakeholders, interests and issues. This can be done both using online tools and on large paper. Scan the QR code and see Appendix 2 for an example.

JOINT FACT-FINDING

Photo: BioScape.

Photo: BioScape.

Who knows what?

Joint Fact-Finding is a method that can be relevant at all stages of the process from start to agreement. Joint Fact-Finding can be used when there is a need to find pre-existing knowledge in reports in the preparation phase or when testing new solutions and their feasibility.

It is up to the process manager to identify when it makes sense to use Common Fact-Finding and if there is a need to use Common Fact-Finding multiple times during a process.

Joint Fact-Finding includes everything from sampling, analysis and research to jointly reviewing past land use and gathering local knowledge. Perhaps the group can work together to test a solution on a smaller scale or find an expert to take the process further.

> The purpose of using Common Fact-Finding is to include all parties in building the knowledge on which the project will be based.

6 STEPS IN COLLABORATIVE FACT-FINDING

When using Joint Fact-Finding, it's important to start by describing all the issues to be investigated together. The group should agree on what
should be investigated and how it is used when the material or information is available.

It is important that the group makes an agreement on the trust in the result when it is available. With such an agreement, those involved should be made aware that the outcome cannot be challenged. It is possible to dislike the outcome or oppose the consequences. But you cannot reject the outcome.
The group can choose to carry out the survey themselves or choose a consultant or expert that everyone trusts. A smaller group can also be chosen to follow the process more closely on behalf of the whole group.

There are six things that should be uncovered in collaboration with stakeholders when considering the use of Joint Fact-Finding:

1. Will Joint Fact-Finding benefit the decision-making process?
2. What is the question/misunderstanding/knowledge gap?
   o Get concrete and formulate this together with the stakeholders. This gives greater ownership and understanding of the outcome.
3. What do we already know?
   o Be aware of the difference between facts and opinions.
4. What do we need to know?
5. What will we do with the information?
6. Who will perform the survey/analysis?
   o For example, should a working group be set up to follow the survey?

STEP 3

CREATE VALUE

How can your process help you address more issues than defined in the project plan? It's important to find out what's at stake for the stakeholders in the area.

Are you often met with sour faces and questions about the sewerage of a holiday home area when you organise a public meeting that is supposed to be about nature and agricultural land reclamation? Imagine you've contacted your colleague in the wastewater department before the meeting, and they've agreed to conduct a survey of the holiday home area. Now the meeting can be about grazing land, compensation and nature areas, and maybe you've even helped initiate the sewerage of a desired area. This creates a good atmosphere and adds value to the process.

Another way to create more value is to explore opportunities together with your stakeholders. In dialogue with one or more landowners, new approaches to production can be identified, for example, how can the farmer get more money for selling his beef cattle? Can a slaughterhouse be set up for joint sales, or should the products be marketed locally for barbecue sausages in the holiday home area?

In a co-creative process where stakeholders are invited in to shape the process, no one should leave feeling worse off after the project is completed. This can happen if the pie to be shared is so small that everyone comes out with a very small piece, as often happens in a compromise.

Projects often have a limited budget, so what do you do when there's no money for everything the stakeholders want? The key is to be creative and showcase the area's potential to your council politicians, engage civil society and citizens. Then the money will come!

MAKE THE CAKE BIGGER

A large cake is easier to share. That's why you should carefully hunt for the biggest cake possible.

Ask curious questions when your stakeholders express an opinion or suggestion.
There may be requests and challenges that you are not aware of, but which can help create new opportunities in the process. Suspend criticism and be creative.
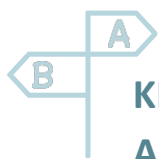
KNOW YOUR AND OTHERS' BEST ALTERNATIVE TO A NEGOTIATED DEAL

BATNA: Best Alternative to a Negotiated Agreement

The goal of collaborative negotiation is to find a possible solution that is better for everyone than if no agreement is reached. In other words, a solution that is better than what each of you can achieve alone.

That's why it's important that both you and others at the table are aware of it
best alternative to a negotiated agreement.

Example of BATNA:
If you rent a room and your landlord raises the rent by DKK 800 per month, consider your options before you talk to the landlord. You can:

1. Investigate rent increase legislation.
2. Contact the tenants' organisation and explore opportunities to organise with other tenants.
3. Check the prices for another room.
4. Move in with a friend.

Now you can go to your landlord, because you know your alternatives in case you can't get a better deal in negotiations with your landlord.

Do you know what your best option is if you can't reach an agreement at the negotiation table? What are your options if you decide at the beginning of the negotiation process not to participate in the negotiation or decide to leave the process at some point? In other words, do you know what your alternatives are beyond a deal? This is an important condition for any negotiation situation.

So your BATNA is an action you can do independently of others - otherwise it's not a BATNA.

If you don't know your BATNA, a negotiation can stall because it becomes an either/or situation. By considering BATNA, you know what will happen if no agreement is reached. You can bring stakeholders to the table more easily as they can each see the need for an agreement.

MAKE THE CAKE BIGGER - TOGETHER!

1. Create more value together
You should now have a sense of whether stakeholders are engaged in the process and whether they are able to search for creative solutions to issues.

The first stakeholder meetings have given you an insight into what the participants want that they don't already have. This is an opportunity to be creative and consider how the process can create more value for specific stakeholders.

The purpose of the previous two steps is to involve and activate stakeholders, to create a common understanding and an overview of the potential of the area.

Depending on where the project is in the process, it may be relevant to further open either the problem or the possible solutions. There are various tools to open the possibility space, learn about different perspectives, and then focus on the most appropriate proposals. These tools focus on either "divergence", i.e. opening for discussion through brainstorming methods, or "convergence" where the focus is narrowed and the methods help the group to prioritise the different solutions together. Scan the QR code for tips on how to use the method and an overview of additional methods in Appendix 4.

In programs that focus on creating added value, alternating between opening the discussion and then narrowing in on selected topics or solutions is a good way to create momentum. First, open and brainstorm freely on solutions and challenges. Write it all down and be open to the suggestions that come in. Afterwards, it's time to narrow it down. Now it's time for the individual suggestions to be discussed, prioritised or removed - only the most relevant ones should go forward. Which solutions are the most appropriate? If options feel limited, a second round of opening the discussion may be necessary.
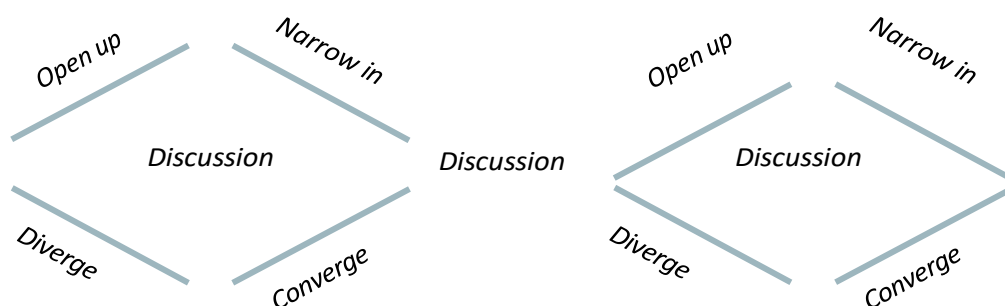
Figure 2: Alternating between opening discussion and narrowing down and prioritising suggestions is a good way to create momentum.

Creating an overview of many interests and solutions

ORGANISE SOLUTIONS IN PACKAGES

You have now mapped the interests in the project area and together with the stakeholders you have developed proposals for possible solutions. Some solutions can go in many directions, while others can be more or less limited.

Once the group has come up with solutions, it's time to combine the many suggestions into possible solution packages, each of which is realistic and represents different possibilities. By solution packages we mean that the proposed solutions should be explored for ways and combinations that complement each other. Preferably they can bring several agendas into play in the area at the same time.

Many of the considerations for possible solutions and combinations have already been discussed throughout the process. For each problem, there is at least one option that best fits the stated interests; and the desired criteria for result (see page 18). Combine the different solutions into 1-3 packages. The ambition is to create solution packages that address multiple challenges at the same time.

Articulating the relevant combinations and visualising the proposals can create an overview and perhaps provide new insights. A good model is to gather a small group of stakeholders representing different interests to discuss the different options with you.

You should now have a clear picture of how the task can be realised. If not, you should go back and take a more concrete look at what suggestions have been identified. To learn more about specific possible solutions, you may need to talk to individual landowners again. Or perhaps a smaller working group needs to be selected on behalf of the group to help you package the relevant solutions.

STEP 4

PACKAGE SOLUTIONS

Photo: BioScape.

POINTS TO CLARIFY IN STEP 4:

1. Preliminary descriptions of "packages"
2. Established objective criteria

Access to group possible packages:
- Build a matrix of options to create an overview (see Appendix 5)
- Set up 3-4 different scenarios around a central theme, for example: improved water quality, biodiversity or land use.
- Set up scenarios for different areas, such as the river, lake, coast, forest, or based on agreements on ownership, land management, leases, land use, etc. From here, the combinations can be unfolded.
- Selected packages are presented to the rest of the group, who discuss the pros and cons.

SET OBJECTIVE CRITERIA FOR THE SOLUTION

How do you find the best solution when there are multiple interests at stake? One method is to set 'objective' criteria for what the solution should contain and fulfil. This sets a framework for the result. This makes it possible to hold up a proposed solution and ask; does it fulfil our chosen criteria?

Objective criteria are prerequisites that the solution must fulfil to be selected. They must be fair to all parties. They can include legislation that the solution must fulfil. They can be local conditions that are important for the solution to be accepted. Or they can be criteria given by your organisation or other key stakeholders. The objective criteria can also include plans for operation, maintenance, ownership or something else.

Consider how you can best evaluate the different solution proposals objectively. Could it be based on price compared to the other options, for example? Or how do you assess whether a particular plan contributes more or less to the quality of life? Consider whether it is possible to use a scientific assessment based on sustainability, an expert or team of experts selected by the stakeholder group.

The objective criteria are discussed in the group based on: What should the solution contain, consider or improve? What is important and what is less important for a deal to be finalised? When you formulate the objective criteria and write them down, it's easier to compare potential solutions against the criteria later and check whether they fulfil them.

A useful approach is to face all the facts and possible consequences of the project and prepare a transparent decision-making process with all these requirements in mind:
- What should a good solution include?
- How can we "measure" it objectively?

Examples of how a deal can be measured include:
- Scientific assessment
- Equal treatment of parties
- Proportional investment in the solution

DESIGN OF THE AGREEMENT

How to ensure a smooth transition from the planning phase to implementation? Start with a well-crafted agreement.

The solution has been found and it's now time to make agreements based on the negotiations.
Make sure to follow up on any verbal agreements that have been made. This is to ensure that all parties are and remain clear on what was agreed upon. Ultimately, the chosen solution and its prerequisites must be described in detail. A single text is used for the agreement. This text is guided by the task manager or an agreed group of stakeholders. in the negotiation. That way, there is no misunderstanding about which text is being sent, updated versions, etc.

POINTS TO CLARIFY IN STEP 5:

1. The agreement

STEP 5: DESIGN AGREEMENTS THAT (ALMOST) FULFIL THEMSELVES

Start by preparing the decision-making process in the different authorities and organisations so you know what steps the process will go through and that the right people are informed or involved.

Make sure the process is clear to everyone involved. This includes the estimated duration of the different steps in the process as well as delegating responsibilities and roles for all actors and stakeholders.

💡 Tips for designing appointments that (almost) execute themselves:

1. Work with one text for the project.

2. Make agreements about "what if..." in relation to other projects in the neighborhood, personal circumstances etc. with all stakeholders.

3. Make agreements for implementation and how initiatives are managed, operated and controlled going forward.

4. Make agreements on how to resolve disagreements.

Draw up legally binding agreements!

Prepare the formal decision-making processes in the relevant organisations.

Prepare for outbound communication. This is an opportunity to involve local stakeholders and organisations again. Perhaps publicising the project could be beneficial or create more value for someone in the project?

Consultations with the affected communities should take place before the agreement is finalised.

> **ATTENTION!**
> All stakeholders at the table need to pay extra attention to gathering feedback from their backgrounds and thus be able to both communicate and defend the joint outcome. This may require help from other parties.

Continue in the spirit of the agreement

IMPLEMENTATION & EXECUTION

Once the deal is done, both you as a project manager and the stakeholders may be itching to put the spade in the ground. Sometimes, however, work starts behind the scenes or offstage.

Implementation can't always start right away. For example, some projects require authorisations or await political decisions. In addition, there is often turnover in stakeholder representatives and stakeholders who have not been part of the previous steps. All these considerations may be more or less visible to the other stakeholders. It is therefore crucial to maintain good relationships, keep the level of information high and relevant, and continue to involve stakeholders in the work behind the scenes.

It is crucial to continue working according to the agreement. This requires joint organisation - not least because experience shows that consensus can quickly disappear.

APPENDIX OVERVIEW

1. Expertise and trust

2. Topic/stakeholder matrix

3. Meeting design: how to prepare and organise co-creative meetings with stakeholders?

4. Divergence and convergence

5. Matrix to 'package' solutions

6. Want to learn more?

Annex 1

COMPETENCES & TRUST

Building trust between people requires specific skills and tools. Neverless, the trust between you as process manager and the stakeholders is central to success and overall acceptance of the process.

The section below lists ways to approach other people in building trust.

Trust isn't something you can achieve and tick off and never have to worry about the trust relationship with that specific person again. Trust is built overtime and through actions, that match what you say. The competences below offer suggestions on how to approach this intangible task.

Expertise	What is the purpose	How to do it
Curiosity	Identifying problems and asking questions to gather important information. Distinguishing between primary and secondary problems and concerns. Finding information about and possible causes of a specific problem.	• Ask questions and inquire with interest to deepen the problem. Focus on the big picture first when you inquire. • Become more specific when you understand the overall situation. • Distinguish between information about facts and information about attitudes or assumptions.
Creativity	Finding original solutions to problems and new methods to replace existing, inappropriate methods or actions.	• Question the obvious things. Try to see the problem from different angles. • Incorporate alternative perspectives from other disciplines. Seek out colleagues or others for inspiration. • Make suggestions that are not immediately obvious. Maybe it will spark a new idea in someone else.
Initiative	Recognising opportunities and act on them. Better to start on your own than passively wait and see.	• Initiate activities. Take the lead and show the way. • Identify problems and come up with suggestions and ideas yourself. • Initiate actions to accelerate development. Offer help where needed.
Empathy	To show understanding of other people and the situation around them. Be open about your own influence on the situation.	• Show respect for other people's views and acknowledge their feelings and needs. • Respond empathetically and appropriately when something is painful for the other person. • Be aware of the atmosphere during a meeting. • Express confidence in the other person and give compliments.
Listen	Being able to pick up important information from oral communication. Ask in-depth and react to answers.	• Ask specific questions about the information provided. • Show interest in the behavior and attitude of the other person. • Give the other person space to speak and express an opinion or idea. • Summarize what you have agreed upon at the end of the meeting.
Oral Communication	Making ideas and attitudes clear to others using clear language, body language and non-verbal communication. Adapt language and terminology to the recipient	• Speak clearly and understandably. • Speak calmly and use pauses to pay attention to the recipient's reaction. Test whether the other person has understood the message by asking questions. • Use intonation and body language to support your message. Adapt your language to the recipient.. • Explain complex matters in simple terms.

ANNEX 2

TOPIC/STAKEHOLDER MATRIX

Below is an example of a topic/stakeholder matrix. The matrix is filled in by entering the issues identified together with the stakeholders at the top under "Topics". All stakeholders (including your own organisation) are represented at the bottom. Next, fill in the topics next to each stakeholder with the identified interests. It may be a good idea to gather the stakeholder group, or a few stakeholder representatives, and fill in the matrix together. Feel free to add to the matrix during the process as you learn more.

Stakeholder	Topic 1: Inflow of nutrients into lake	Topic 2: Declining biodiversity in and around lakes	Topic 3: Expansion of solar park
Municipality	Restore biodiversity with maintenance-free and sustainable solution (linked to grant). Emphasise the good story. To deliver results, that can be highlighted to politicians and funders.	Restore biodiversity with maintenance-free and sustainable solutions (linked to grant). Increase migration to the area. (Re)creating nature value for the benefit of local people. Increase migration to the area.	Decouple drains for nutrient reduction in lakes. Meeting municipal targets for sustainable energy production.
Landowners, agriculture	Maintain cultivation value of agricultural use. Generatinal change of property or regular sales. Satisfactory compensation or price for the land. Maintain ownership/control of property.	Beaver structures cause unwanted flooding on agricultural land. They want regulation.	Maintain drainage of agricultural land (with the expansion of the solar park, any drainage pipes may be disconnected. Direct connection to or share in production. They want to be updated on what's happening.
Landowners, cottage owner	Possibility of re-establishing a bathing lake. Increased tourism can disrupt "peace and quiet". New opportunities for earning money by renting to tourists.	Beaver constructions create unwanted flooding in the gardens. Wants nature rich in experiences, e.g. beaver habitats.	Wishes to preserve the surroundings and the view from the houses. Direct connection to or share in production. They want to be updated on what's happening. Possibility of moving out of the area.
Danish Society for Nature Conservation	Ensure the protection and recovery of natural areas. Improve the condition of water streams and the lake.	Ensure the protection and recovery of natural areas. Improve the condition of water streams and the lake. Conserve populations of protected species, e.g. Annex IV species like the beaver.	Agreements to include nature-promoting measures.
Solar cell company	Desire to disconnect drains in the project area for the solar park.	Opportunity to tell a good story.	Necessary to ensure earnings.

Example to fill in:

Issue	Topic 1	Topic 2	Topic 3	Topic 4
Stakeholder 1				
Stakeholder 2				
Stakeholder 3				

ANNEX 3

INVOLVEMENT
How are collaborative stakeholder meetings prepared and organised?

As early as possible, draw up a plan for the number of meetings/gatherings with stakeholders and what will be discussed at each meeting/gathering. In this way, an overview is created of why and how stakeholders are involved. Changes can happen along the way, so the content of the meetings should not be shared until it is relevant.

Stakeholders should be invited. Consider:
- Who should invite (sender and host) and who should be the public face?
  - Who is the best person/organisation to contact stakeholders or a specific stakeholder. This includes considerations around the stakeholder's and your own formal position, personal relationship, previous connections, etc.
- Who's coming?
  - The first joint meeting is primarily about opening the process. Since you're not talking about solutions yet, there's often no need to invite advisory institutions and others who will be relevant once the solution is chosen.
- How do you make sure that all (relevant) stakeholders receive the invitation to the meeting? Do you need to use multiple channels to make sure everyone is notified?
- Which location provides the best setting for the gathering?
- Reflect on your expectations for the meeting. What will it take for you to feel that you have achieved the goal of the meeting? Follow up on your expectations with yourself after the meeting. What did you achieve? What can be improved? What are you missing?

Design processes

Start by creating the skeleton of the process that stakeholders will be involved in. This should include:
- The overall project framework (your organisation's starting point)
- Duration of the program: how many meetings, how often, etc.
  - Set it up visually so stakeholders can see exactly where you are in the process. This also makes it possible to follow up on progress together with stakeholders.
- Consider what the next step in the process is.
  - Ask yourself: "What do you want to have in place after this meeting?" That is the goal of the meeting.
- Especially at the beginning of the process, it's important to keep the possibility of space open. Therefore, be aware of starting the dialogue with a predefined solution on the table, e.g. a map with actions drawn on it for stakeholders to buy into and accept. Even if the map is only indicative, it can give the impression that the decision has already been made.

Even if the purpose is clear to you and the stakeholder group, the same may not be true for the stakeholders. Start each meeting by reiterating why you are here, and why it is relevant to work on this issue. If you have set up common ground rules for collaboration, these should also be brought up at the start of each joint meeting.
  - Repetition can help reduce misunderstandings and negative interpretations that spread.
  - Also, make it clear what the framework is and what stakeholders can influence, for example if there are procedures that are mandatory before other processes can begin. Keep the information level high, relevant and continuous.
    - To start the process, you can, for example, briefly present the project framework. This can be on one presentation slide.
    - Show a blank map of the project area to start the dialogue.

That way, both you and your stakeholders have an overview of what you're getting into and what the process entails.

ANNEX 4

DIVERGENCE & CONVERGENCE

DIVERGENS

The following ways of working focus primarily on the feasibility of specific proposals and less on what is at stake for stakeholders. What these ways of working do is that they often create a light and fun atmosphere, so you can also give collaboration a positive boost. The divergence-focused way of working generates a lot of ideas: it requires a sequential approach so that not all issues are dealt with at the same time. For example, use classifications based on geography, theme (sector-specific) or subtasks. Note that you risk missing the synergy between the questions, so explore that later. You can also organise things afterwards, for example in a mind map.

Working method	Description
Workshop in the field	On-site visits create an informal atmosphere. It is useful to better understand the situation and be able to zoom in, especially in cases of concrete conflicts in the project area.
Brain dump	Encourage participants to write down all the possibilities they can think of. After the 1st round, you gather the harvest together and group, discuss and supplement where possible. It is useful to gather all the ideas first without influencing each other. In the second round, you can continue to associate each other's ideas.
Brainstorm	Get lots of ideas in a short time. Collect suggestions on a board and apply the brainstorming rules: no "yes buts", no development of ideas, no decisions and only one clear brainstorming question at a time. A short brainstorming exercise on a fictitious topic before the actual exercise helps with creativity.
World café	Divide the room into groups and assign each group a question/topic. Participants work together in groups on one question. Then the groups switch to the next topic. The participants respond to the results from the previous group. Finalize the idea, put a question mark or exclamation mark. Rotate until each working group returns to its own question. One host remains fixed to each question. The person does not rotate. He/she introduces the new group to the question and the preliminary results and can act as a facilitator for the discussion.
Expert meeting	Invite experts who can supplement the lack of knowledge to gain a better understanding of the topic. Select the experts together in the group. Participants commit in advance to support the experts' knowledge. What they want to do with that knowledge is up to the participants.
Futuring / Future projection	Take the group with you to the future. Ask the group questions about what the area will look like in 20, 50 or 100 years and let the group answer. Write all the results on a board. Then zoom in on how you got there; what obstacles you all overcame along the way; who helped you, etc. You can create room for imagination by explicitly stating that there are no limitations (e.g. in the budget or in decision-making). Select the 10 most important points from the result, which can help you solve the problem
Check in with your neighbor.	See how colleagues within or outside your organization approach a similar question. What works well or less well there? How could it work for you? Sometimes it also helps to look at a completely different substantive issue, in a different sector, but with a similar approach (e.g. also several parties to reach an agreement).

CONVERGENCE

The convergence approach (narrowing, limiting and focusing) should help to cut out the inappropriate, unwanted or unrealistic suggestions and focus on the solutions that the group sees as best suited to the problem

Working method	Description
Stickers	Distribute a limited number of stickers to participants. Stickers each indicate a preference for the options, e.g. "risky", "frequently used", "suitable" to indicate which options need further elaboration. Participants are invited to place stickers on the listed suggestions on a whiteboard/wall
COCD Matrix	Group ideas along two axes: a time axis and an innovation axis. Review the ideas with a focus on reliability and how familiar or innovative the idea is: • Common idea+ realisable= NOW! • Common idea+ not yet realisable= put aside. • Original idea + realisable = WOW! • Original idea+ not yet realisable= how? Choose in the group what you want to move forward with.
Matrix of opportunity	List all options, including sub-options (e.g. different locations for water parking). Ask participants to score the options by indicating order of preference on a whiteboard.
One text	On the road to agreement: Always work with one text. Timing is important. Sometimes it can be helpful to start early with a draft text (or a table of contents for the text, for example). You might want to create it together.
Victory speech	Write each other's speeches (or create an outline for a press release). Emphasise the "other" and empathise with what is important to the person/organisation.
The Collegiate Test.	Let others see your first draft. Let them point out strengths and weaknesses. This can be specialists, a colleague and/or a manager.

ANNEX 5

MATRIX TO 'PACKAGE' SOLUTIONS

By using a matrix to create an overview of the many proposed solutions, it becomes possible to see how different solutions can be combined and complement each other. The matrix also visualises who is for and who is against a specific solution. Are there alternatives or new perspectives that can make the specific solution a (green) option for everyone?

Problem 1		Opportunities	Municipality	Landowners	Homeowners	Et al.
How to deal with unwanted flooding caused by beavers?	Flooding of fields	Change of land use to nature		Depending on compensation		
				What about short term?		
	Flooding of buildings	Build the houses on stilts			Must be funded. Opportunities can be explored together through Joint Fact Finding	
		Use other materials to reduce damage				
Problem 2						

ANNEX 6

WANT TO LEARN MORE?

The Assens model is based on afforestation and wetland projects in Assens Municipality, Denmark, that are anchored in broad collaborations with a focus on co-ownership. Read more about the approach here (Danish)