

## Concept paper: Negotiations

In negotiations, the intent is to reach a mutually acceptable outcome, something that is mutually beneficial to all parties. Interest based negotiating often leads to win-win outcomes where each party gets their needs and desires met or their concerns and fears addressed. Can be named also as interest-based negotiation. As most of our decisions are based on negotiations, it is worth to understand the logic of it and combine the tool with other tools consciously.

What methods/other tools/ techniques can be used while implementing the tool?	Main aims while using the tool
Interviews, focus groups, workshop, panel discussion, forums, meetings, visual preference surveys, problem analysis, mind maps, using post-its, etc.	To find solutions to increase usage of greener transport, incl. bike sharing by people in silver age.
How can the tool be used in each phase of the process (when developing age-friendlier and green mobility solutions)?	
<p>Negotiation can be used in most of phases of the processes.</p> <p>In the <b>planning stage</b>, people can express their opinions about the current PT system and through negotiations, sift out mutually acceptable key pain points. In the <b>development stage</b>, negotiations help to filter out the most important development ideas, considering needs, wishes and existing resources (e.g. which is more important: mentoring older people in bike sharing system or having new bike station info-posts with larger font or how large the font should be). In the <b>implementation stage</b>, it can be used in cases where some kind of problem has been identified and decisions are needed. Although it is not well usable in the evaluation stage and to get feedback, it can be used during these stages to understand the depth of the opinions – i.e. if something is said to be undeveloped, it is possible to bring out some opposite examples and to ask does the person still agree with the statement or the statement is somehow softer.</p>	
What is the aim of engagement with this tool?	
<p>The tool can be used to <b>inform</b> people as good negotiation is based on facts you share with others to get them on your side. It is a good example of <b>collaboration</b> as all parties have to agree in certain aspects and there are discussions, idea sharing, etc. If all parties are well prepared and have enough facts and ideas to support their opinions, it is <b>empowering</b> if compromise is done based on information discussed.</p>	
For how many people and how is the tool suitable (for one-time use)?	How much effort is required from the participant and what influences that?
<p><b>At least 2 people</b> are needed. However, the more people there are, the more time is needed for discussions and the bigger the role of the moderator is in ensuring that everyone gets to express their opinion.</p>	<p>Depending on the topic, <b>some or considerable effort</b> is required as 1) quite often going to certain place is needed, 2) negotiations take time, 3) to be successful you need to be familiar with the topic, prepare your arguments and know pros and cons of different aspects.</p>

<b>Time needed to <u>prepare</u> using the tool and what influences the time needed?</b>	<b>Time needed to <u>implement</u> the tool and what influences the time needed?</b>
Preparation time is <b>dependent on the topic, number of participants and types of participants</b> : is there a need to collect background information, hire a moderator or rent a venue/rooms, etc.	Negotiations can last <b>from a few minutes to hours or even years, depending on the topic, number of participants and types of participants</b> . E.g. deciding the size of the font on the bike sharing information stands may take some minutes, but the decision to extend the light traffic network is a much longer process with more stakeholders.
<b>Time needed to <u>summarize</u> using the tool and what influences the time needed?</b>	<b>Price for the user of the tool and what influences the price</b>
The results of the negotiation need to be written down and agreed upon by all parties.	As negotiation is purely discussion based, there are <b>no inherent costs</b> . However, depending on the length and type of negotiations, there may be a need for coffee breaks and covering transportation costs for some participants.
<b>SWOT on using the tool</b>	
<b>STRENGTHS</b> In case of good preparation, it is a good tool to explain why some of the development ideas and their order are the best approach; a good tool for strong collaboration	<b>WEAKNESSES</b> Poor mapping of important user groups and stakeholders has an effect on the results of negotiations and the success of the agreed upon developments
<b>OPPORTUNITIES</b> Good tool to engage several parties and to get valuable input for developments; people in silver age much experience with public transport and they often have enough time to support developing this service; as people in silver age may be socially very active, they may know even experiences of other people and they may share the information received during negotiations.	<b>THREATS</b> Parties taking part in a negotiation process may not agree with some proposals and the process can take more time than planned; participants may fear being too unskilled to partake and express their opinions; risk of not being able to commit to the agreed upon solution – if a consensus is reached, the solution needs to be implemented or a new negotiation process started
<b>How to use the tool?</b>	
<b>How to prepare using the tool?</b> <ul style="list-style-type: none"> <li>• Invite target groups considering the aim of negotiations.</li> <li>• Find a moderator, needed equipment for negotiations (e.g. if the topic is bike sharing and using bikes, it may be good to have bikes and docks nearby to show usage and test these to decrease reluctance)</li> <li>• Prepare for negotiations, print out materials that may support you during negotiations (and/or put these into slides)</li> </ul> <b>How to implement the tool?</b> <ul style="list-style-type: none"> <li>• Start negotiating in points that seem to be most easy to agree on (e.g. in case of barriers to using the bike sharing system, it may be info-post design and font size)</li> </ul>	

- Be sure to stay in topic and give all participants a chance to share their opinions
- Be sure to make concrete decisions before going to the next topic
- Keep an eye on time limits

#### How to follow-up using the tool?

- Make conclusions, resumes
- If needed, organize next round for negotiations
- Make needed changes based on results of negotiations

#### Tips and hints for using the tool with people in silver age

- **Take people's talkativity into account** – some may be very talkative but others more reserved, which may impact the input you receive and the time needed for negotiations.
- **Use patience to handle firm opinions** – be calm and neutral even when people have very firm opinions or fixations.
- **Be very concrete while explaining the aim and target groups of the negotiation**, especially while carrying out negotiations in several steps (all negotiations have slightly different aims and target groups)



Negotiations. Photo credits: L. Hauser (left), Scott Graham (Unsplash, right)