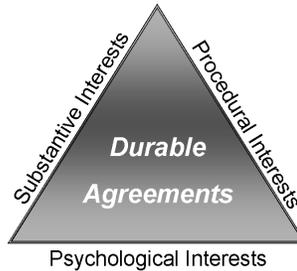


COLLABORATIVE WATERSHED PLANNING

WORKING TOGETHER TO FIND SOLUTIONS THAT WORK!

Reaching Agreement

All interests (substantive, procedural, and psychological) must be satisfied in order to achieve a durable agreement. Like a three-legged stool, the three types of interests form the basis of the negotiated agreement. If any one is not fully satisfied, the agreement may collapse under future pressure. These interests are elaborated below.



Substantive	Procedural	Psychological
<p>Most people negotiate to get something. Although your ideas may change over the course of the negotiation, you need to come away with some sense that you got what you came for.</p>	<p>Even if they get what they want, parties will not be satisfied if they think that the process was not fair. This is a subjective assessment, but a powerful one. If someone in the group thinks the procedure was irregular, he or she may distrust other team members and work against implementation of the agreement.</p>	<p>We all need to feel heard and respected. If someone feels he or she was not adequately heard during the discussions, the agreement may not work out. Poor relationships that develop in the negotiation will overshadow otherwise acceptable results.</p>

WORKABLE AGREEMENTS¹

Workable agreements are **FAIR** when:

- The process is open to public scrutiny.
- All groups who want to participate are given the chance to do so.
- Everyone has access to needed technical information.
- Everyone may express his or her views.
- The people involved are accountable to the constituencies they represent.
- Due process complaints will be heard at the conclusion of the deliberation.

Workable agreements are **EFFICIENT** when:

- A climate for collaboration is made possible.
- Parties work toward win-win solutions.
- The process is expedient yet fair.

Workable agreements are **WISE** when:

- “Advocacy science” is avoided.
- The most relevant information is brought to the table.

- We all participate in an effort to minimize the risk of being wrong.
- An environment is created that accommodated the best possible technical evidence, regardless of which “side” that evidence supports.
- An environment is created that allows for a “collaborative inquiry.”

Workable agreements are **STABLE** when:

- The agreement is feasible and can be carried out.
- Commitments made by each party are realistic.
- We each take responsibility for cultivating support for the agreement from our constituencies.
- We each take responsibility for meeting all restrictions and protocols specific to our own organization.
- Timetables for implementation are realistic.
- Provisions are made for renegotiation.
- Good working relationships among the parties are fostered.

¹ These characteristics of workable agreements can be found in *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes* by Lawrence Susskind and Jeffrey Cruikshank, New York: Basic Books, 1987.

FORMS OF AGREEMENT²

Valid agreements can range from very strong substantive agreements to weaker provisional, procedural agreements. As long as avenues remain open for future negotiation, agreements can be strengthened.

Stronger Agreements

Substantive: Focuses on specific, tangible exchanges.

Unconditional: Defines how the dispute will be resolved without the requiring future conditions.

Binding: Requires a party to uphold the terms of the settlement; consequences are set for not following through.

Permanent: A lasting, unalterable agreement is reached.

Comprehensive: Agreement that covers all disputed issues.

Weaker Agreements

Procedural: Defines the process to be used in making the decision.

Contingent: Agreement involving a conditional sequence of actions.

Nonbinding: Parties need not adhere to the recommendations or requests in the agreement.

Provisional: A temporary agreement that may be subject to change.

Partial: Agreement on only a portion of the issues under dispute.

² Roger Fisher and William Ury in their book, *Getting to Yes: Negotiating Agreement Without Giving In* (2nd Edition, New York: Penguin Press, 1991) list several more pairs of adjectives describing agreements of different strengths.

For more information see <http://www.ces.ncsu.edu/WECO>

Prepared by

L. Steven Smutko

Department of Agricultural and Resource Economics

North Carolina State University, Raleigh, NC 27695

Published by

North Carolina Cooperative Extension Service

Distributed in furtherance of the acts of Congress of May 8 and June 30, 1914. North Carolina State University and North Carolina A&T State University commit themselves to positive action to secure equal opportunity regardless of race, color, creed, national origin, religion, sex, age, or disability. In addition, the two Universities welcome all persons without regard to sexual orientation. North Carolina State University, North Carolina A&T State University, U.S. Department of Agriculture, and local governments cooperating.
