Three Kinds of Interests

Conflicting

Complementary

Shared
5 Tools for Finding Joint Gain

- Interests before positions
- Trade across differences
- Fair process norms
- Objective criteria
- Trust through authentic communication

Legislative Process

- Bill introduction
- Public Hearing
- Committee Action
- Floor Action
- Conference Committee
- Governor

Creative Problem Solving Process

- Convene
- Define Problem
- Invent Solutions
- Evaluate solutions
- Action Plan
- Implementation
Consensus Building Process

- Convene
  - Assign Roles, Responsibilities
- Deliberate
  - Problem definition
  - Optim development
  - Nonwritable standards
  - Single test procedure
- Decide
- Implement

Process Comparison

<table>
<thead>
<tr>
<th>Stakeholders at table</th>
<th>Stakeholders by Proxy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talk early</td>
<td>Talk late</td>
</tr>
<tr>
<td>Process manager</td>
<td>Authority figure</td>
</tr>
<tr>
<td>Agree on process</td>
<td>Ad hoc process</td>
</tr>
<tr>
<td>Begin with problem</td>
<td>Begin with solution</td>
</tr>
</tbody>
</table>

Process Comparison cont’d.

<table>
<thead>
<tr>
<th>Survey interests</th>
<th>Survey positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invent multiple options</td>
<td>Narrow options</td>
</tr>
<tr>
<td>Evaluate options</td>
<td>Debate</td>
</tr>
<tr>
<td>Search for joint gain</td>
<td>Search for midpoint</td>
</tr>
<tr>
<td>Goal: consensus</td>
<td>Goal: majority</td>
</tr>
</tbody>
</table>
Fair Standards

1. Appraisal
   - Tax value
   - New minus depreciation
2. Comparable sales
3. Replacement
4. Precedent

Fair Process

1. Mediation
2. Arbitration
3. Divide and Choose
4. Random selection
5. Fair division procedures

Proposal

- Prepare preliminary draft
- Invite criticism
- Brainstorm options
- Consider contingencies
- Redraft requested necessary
- Ask for commitments