



Elements of Interest Based Planning

- ✓ Frame the Issues and Purpose of Coming Together
- ✓ Identify Stakeholders
- ✓ Identify Interests
- ✓ Develop Selection Criteria and Principles
- ✓ Brainstorm Potential Options
- ✓ Reduce the List to Selected Options
- ✓ Evaluate Options Relative to Described Interests
- ✓ Develop an Implementation Plan
- ✓ Commit to the Plan
- ✓ Measure Progress
- ✓ Provide for Performance Adjustments



Frame the Issues and Purpose of Coming Together

- ✓ Describe the purpose by identifying and clarifying the issues, then framing them in terms that will lead to underlying interests
- ✓ Validate the purpose description by asking:
 - *Is it complete and well defined – have all issues, concerns and interests been considered?*
 - *Does it describe the situation clearly?*
 - *Is achieving it possible (even if difficult)?*



Identify Stakeholders*

- ✓ Who might have an interest in the issues?
- ✓ Are they present?
- ✓ Expand the list before concentrating it
- ✓ Keep the list open

****A “stakeholder” is anyone who thinks they are***



Identify Interests

- ✓ Strive first to understand, then to be understood
- ✓ Seek diversity of interests
- ✓ Ask several levels of “why”
- ✓ Clearly state expressed (not assumed) interests, and verify that they are correctly stated
- ✓ Separate “problems” from people, and reframe them to help discover interests behind them
- ✓ Leave the list open



Develop Selection Criteria and Principles

- ✓ Define selection criteria prior to beginning brainstorming, to help guide ideas that are most likely to achieve desired endpoints or conditions
- ✓ Clarify principles of communication, including confidentiality and protecting creativity
 - *exhibit hospitality borne of respect (for alternate opinions and perspectives)*
 - *emphasize achieving goals, rather than on advocating positions and options*
 - *seek commitment to a principled relationship among all participants*



Generate Creative Options

- ✓ Look for quantity – the “other” right answers
- ✓ Encourage piggy-backing
- ✓ Reserve discussion and judgment of each idea until the appropriate time
- ✓ Accurately record all ideas
- ✓ Ensure that participants know that no commitment is implied by suggesting an idea
- ✓ Honor risk-taking to promote creativity



Selecting Options

- ✓ What level of consensus exists for the option?
- ✓ What long term effects can be anticipated?
- ✓ What lateral effects may be anticipated from implementing the option?
- ✓ What form should the option take?
- ✓ How (and by whom) will the option be implemented?



Evaluate Options Relative to Described Interests and Goals

- ✓ What interests will be met, and to what degree?
- ✓ What are the appropriate success criteria established?
- ✓ What measurement (monitoring) will track success in achieving goals?
- ✓ What method will provide the necessary reflection and adjustment as the option is implemented?



Productive Reasons for Modifying One's Options

- ✓ Agreement with most parts of the options toward which the group is leaning
- ✓ Feeling that a non-crucial part can be dropped in order to strengthen the group
- ✓ Understanding that changing options does not mean compromising values
- ✓ Even though the options chosen may not be the best ones, they have the best chance of being implemented
- ✓ Confidence in feeling that the group will address key portions at a later time



Non-productive Reasons for Modifying One's Options

- ✓ Fear of repercussion
- ✓ Feeling of “no other choice” or that the agreement is ram-rodged into place
- ✓ Fear of being labeled uncooperative (especially if a dominating leader demonstrates strong preference for a particular course)
- ✓ Self-doubt brought about by overwhelming group support for other ideas
- ✓ Inability of the group to creatively generate and assess alternatives
- ✓ Inability to articulate interests to the group, or embarrassment about thinking differently



Develop an implementation plan

- ✓ Organize the options according to critical paths
- ✓ Clearly define WHO will do WHAT; HOW it will be done; WHAT product will come from the option, and; to WHOM it will be delivered
- ✓ Define communication hubs and networks to ensure adequate information gets to those who can use it
- ✓ Determine what assets are needed compared to what is available
- ✓ Seek additional assets (funding, expertise, equipment, etc.) as necessary



Commit to the Plan

- ✓ The formality of agreements will vary inversely with the level trust within the partnership
- ✓ It is best to have agreements and commitments written and available for future reference

- ✓ **ACBD:**

Always Communicate Before Deciding”

Always Check Before Doing”

in order to avoid misunderstandings and minimize errors



Measure progress toward goals

- ✓ What are the articulated end points?
- ✓ Who needs to know about progress?
- ✓ What do they need to know?
- ✓ How will they use the information (what decisions might be made?)



Practice Adaptive Management

- ✓ Create a “learning organization”
- ✓ Reassess assumptions, goals, methods and processes
- ✓ Adjust as necessary to maintain optimum progress toward goals
- ✓ Persist with creativity, respect and flexibility



"Discourage litigation; persuade your neighbor to compromise where you can. Point out to them how the nominal winner is often a real loser...in fees, expenses, and waste of time." 1851

Abraham Lincoln