

## Inclusive and Collaborative Leadership in Decision Making

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**MADISON**  
AREA TECHNICAL  
COLLEGE  
INTEREST-BASED  
PROBLEM SOLVING

## Negotiation Defined

**An interaction by which two or more parties, with some apparent conflict, seek to do better through jointly decided action than they could otherwise do alone.**

Outcome Options

- **Complete Failure**  
(no agreement; breakdown)
- **One-sided Outcomes**  
(one side wins; one loses)
- **Partial Success**  
(agreement to compromise)
- **Success**  
(joint maximization of each other's interests)



### Negotiation Tactics

- Relationships are valuable
- Both sides can win something significant
- Information is shared openly
- Listen deeply to try to understand the other side's perspective
- Seek mutually held interests to drive multiple options
- Winning is the only thing that counts
- For me to win, you must lose
- To help you is a sign of weakness; it will hurt me
- Discount, discredit, and ignore the other side's perspective
- My power comes from opposing, criticizing, and beating you



### Test Your Instincts





→ Take turns marking 1 X or 1 O at a time.

→ Goal is to make points.

→ 1 Point = 5 consecutive Xs or Os in a row

→ **NO TALKING!**




### A Culture of Shared Decision Making

- What principles support a culture of shared decision making?
- Our Core Principles
  - Inclusiveness
  - Transparency
  - Shared Responsibility
  - Accountability
  - Collegiality
  - Innovation
  - Trust in the process
  - Fairness
  - Continual assessment





