

Fostering a Collaborative Culture through Negotiations

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and

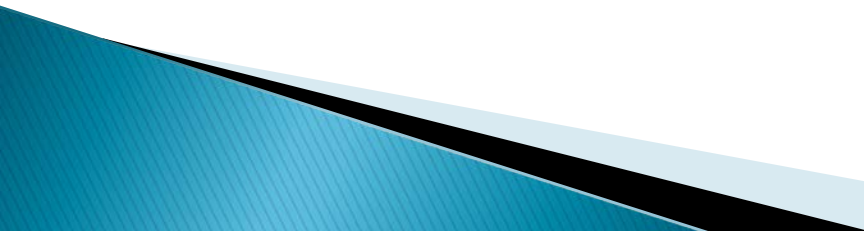
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"Coming together is a beginning, staying together is progress, and working together is success." – *Henry Ford*

"It is the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed." – *Charles Darwin*

"The secret is to gang up on the problem, rather than each other." – *Thomas Stallkamp*

No one can whistle a symphony. It takes a whole orchestra to play it. – *H.E. Luccock*



Not all agreements are equal:

SELLER PURCHASER

[Signature] [Signature]
[Signature] [Signature]

SEPTIC INSPECTION

Seller agrees to obtain, and Seller agrees to pay for a septic inspection of said property by the Shawnee County Health Dept., and furnish to the purchaser a written report, prior to the closing of this sale. If said report shows the septic system to have deficiencies, Seller may, at his option, pay for any repairs or modifications deemed necessary to correct such deficiencies, or may elect to cancel this contract and all moneys paid hereunder on the purchase price shall be refunded to Purchaser, and thereupon, all parties shall be released from further liability hereunder.

HOME INSPECTION

[Title Broker, or his agent, is hereby authorized to obtain on or before _____ and _____ agrees to pay for a complete inspection of subject property from _____ (a recognized home inspection company). In the event the inspection report indicates that repairs need to be made which can be properly completed for less than one-half of one percent (.5%) of the purchase price, Purchaser agrees to accept subject property in its "as is" condition. In the event the cost estimate of said repairs exceeds the foregoing amount, Purchaser shall have the option of either accepting subject property in its "as is" condition or cancelling this agreement; provided, however, Seller shall have the option of keeping this contract in force by agreeing either to: (a) complete said repairs in excess of the foregoing amount, or, (b) reimburse Purchaser in the amount that the cost of repairs exceeds the foregoing amount, on or before the date of closing, or, (c) cancelling this contract if Purchaser has refused to accept subject property in its "as is" condition. In the event this contract is cancelled, all earnest monies paid hereunder shall be returned to Purchaser EXCEPTING that if Purchaser is to pay for the cost of such inspection, such costs may be deducted from the earnest deposit by Escrow Agent and further that all parties to this contract shall be released from further liability hereunder.

_____/N/A

PREVIOUS CONTRACT

It is expressly understood and acknowledged that there is currently in force and effect a Real Estate Purchase Agreement with a previous Purchaser of this property. It is further understood that this contract is contingent upon the previous contract being declared null and void prior to _____ (A.M.) (P.M.), _____ day of _____, 19____. In the event said contract is not declared null and void by said time, this agreement shall automatically become null and void and all earnest monies paid hereunder shall be returned to Purchaser.

_____/N/A

SELLER'S APPROVAL OF PURCHASER'S CREDIT WORTHINESS

Purchaser shall pay for and provide Seller with a current credit report and financial statement within _____ days of the date of this agreement. Seller shall, within 5 days of receipt of credit information, notify Purchaser, in writing, that said credit is approved or disapproved. If said credit report or financial statement is not satisfactory to Seller, this contract shall be null and void and all earnest money shall be returned to Purchaser.

_____/N/A

SECOND MORTGAGE

Purchaser agrees to execute a note secured by a second mortgage on the property, in favor of Seller, in the amount of \$ _____, payable at \$ _____ per month, including interest at _____% per annum, with the entire balance due _____ upon default, sale or transfer of the property. The right is given to make additional payments at any time, interest stopping on all amounts so paid without penalty. Cost of recording the second mortgage shall be paid by Purchaser.

_____/N/A

PERSONAL PROPERTY

It is agreed and understood that the following non realty items are to be included in the purchase price at no cost to Purchaser: _____

[Signature] [Signature]
[Signature] [Signature]

SEE CONTRACT.

ADDITIONAL PROVISIONS

- _____/ Purchaser would like access to measure for carpet & drapes before closing.
- _____/ Seller will not pay any Points or Loan Cost.
- _____/ Cudding, Fans and Lights do not stay in home.

[Signature] [Signature]
[Signature] [Signature]

CLOSING FEE

Not all agreements are equal:

3-Flight Class Verification Number*

Save payment information for future trips.

3 Enter your billing information

* = Required

Please enter the cardholder's full name and billing address as they appear on the credit card statement.

* Cardholder's Full Name:

KAREN GODFREY

* Street Address:

Suite, Apt, etc.:

* City:

WAKARUSA

* State/Province:

KS - Kansas

* Zip/Postal Code:

66546

* Country:

United States

* Cardholder's Phone Number (corresponding with billing address):

Update profile with this address.

4 Agree to the policies

* = Required

- Tickets cannot be refunded or transferred unless otherwise noted. Name changes are not permitted.
- [Valid, government-issued ID](#) is mandatory for you to get through security and board your flight.
- Initial prices subject to change before final payment. Post-purchase increases of government-imposed taxes or fees may apply.
- Prices do not include any applicable [baggage fees](#).
- International flights may be treated with insecticides. [Details](#).
- Other rules and restrictions may apply to this fare. Read [fare rules](#).
- Please review important [terms & conditions of travel](#) which may limit your legal rights.

You have declined Travel Protection for your trip. It is not too late to add [Travel Protection](#).

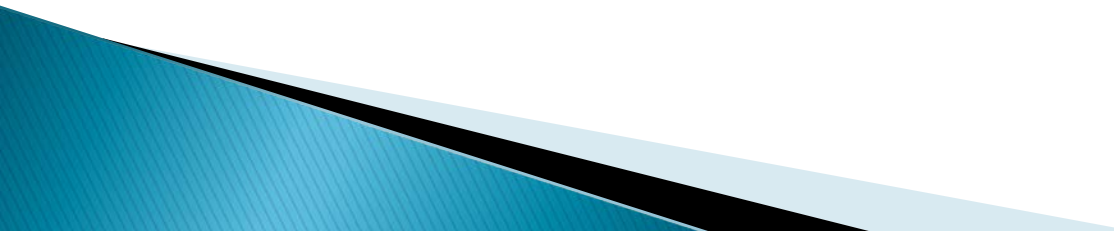
5 By clicking "Agree and Complete Reservation", you:

- Agree to the policies stated above and to the Travelocity [User Agreement](#) and
- Consent to be charged \$1,124.60 to complete your booking.

Agree and Complete Reservation

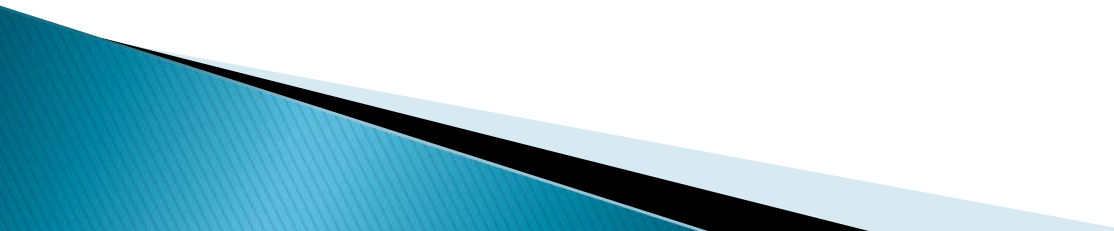


Why Bargain: Employees? Employers?



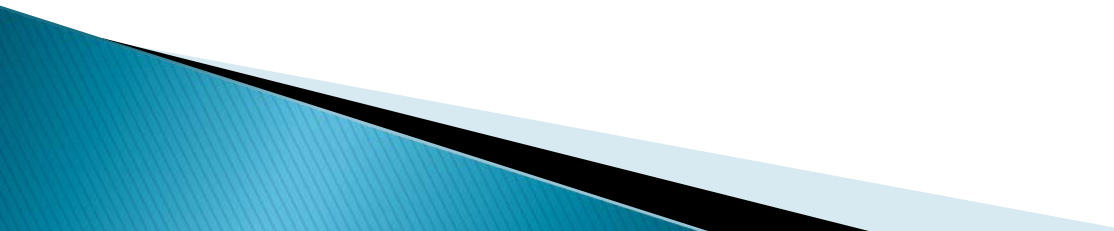


Why bargain?

- ▶ Highlight common goals and interests
 - ▶ Highlight the value, respect and support you have for all involved
 - ▶ Provide clear, consistent guidelines so expectations and procedures are clear
 - ▶ Provide an opportunity to address issues collaboratively
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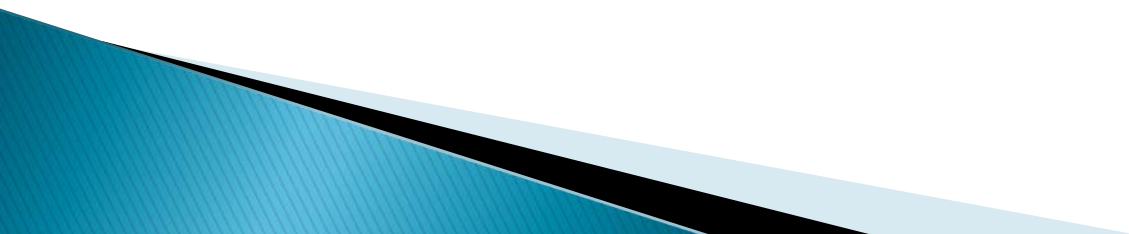


Why bargain?

- ▶ Prepare for those situations where you need a clear agreement BEFORE it's critical
 - ▶ Minimize conflict and time spent on it
 - ▶ Develop practice of collaboration
 - ▶ Attract and retain high quality, dedicated staff and leaders
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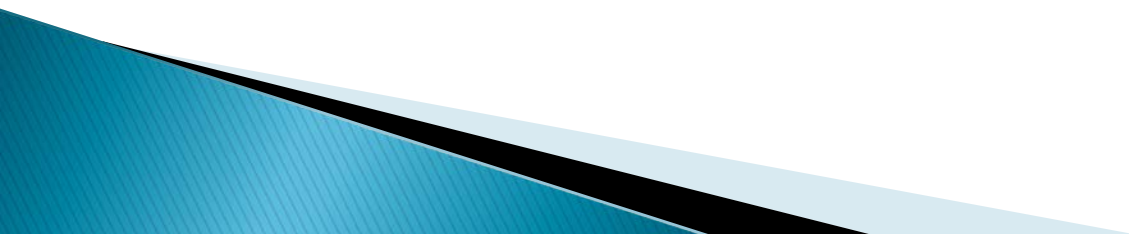


WOMAN WITHOUT HER MAN IS NOTHING





Woman, without her,
man is nothing!





Change Process

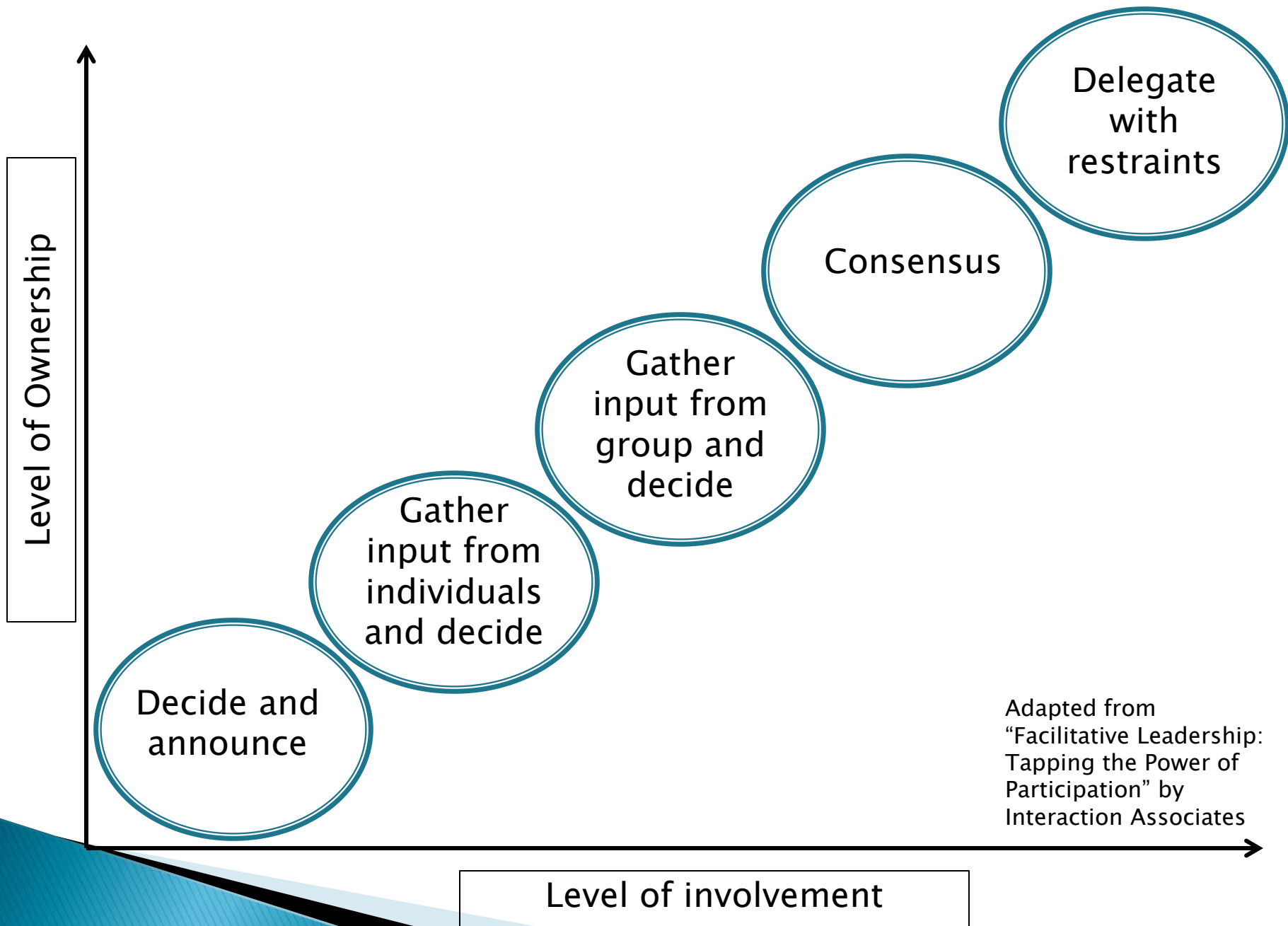


End

Neutral
Zone

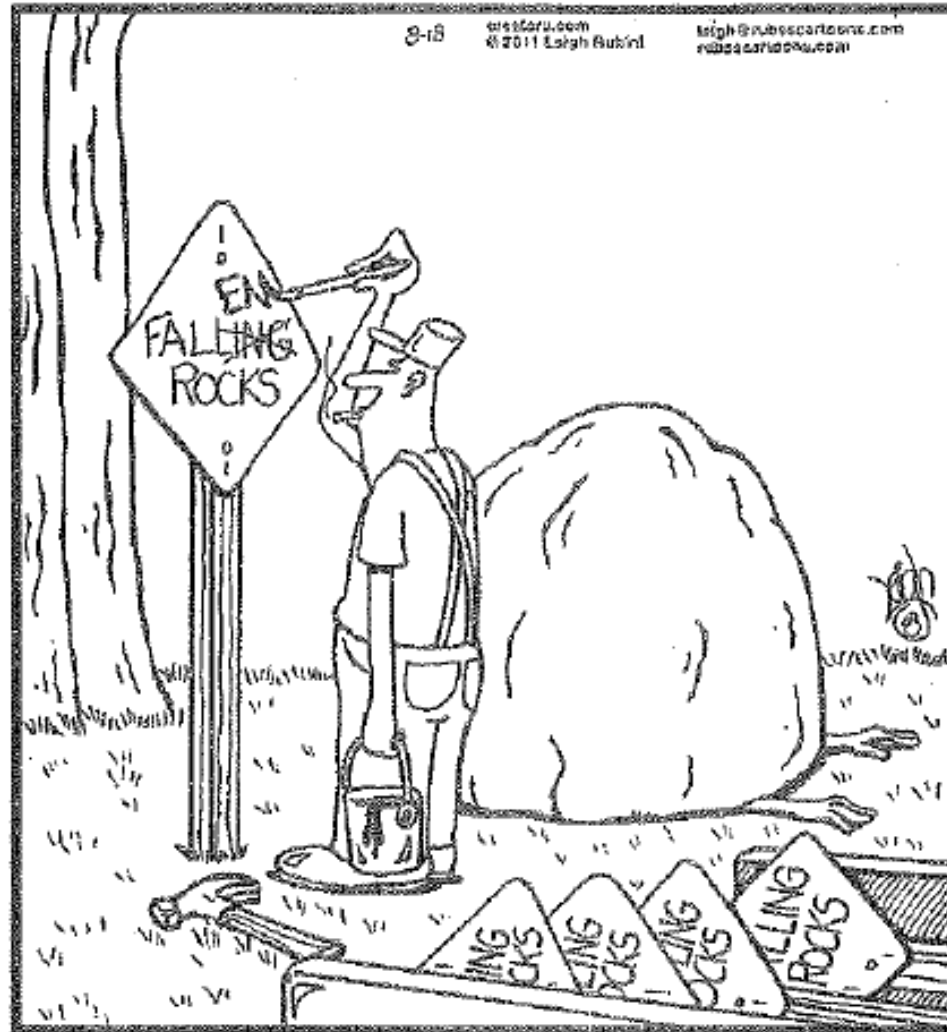
New
Beginning

From *Managing Transitions*, 3rd
edition, William Bridges, PhD



Adapted from
"Facilitative Leadership:
Tapping the Power of
Participation" by
Interaction Associates

Rubes



When the parks department
runs behind schedule

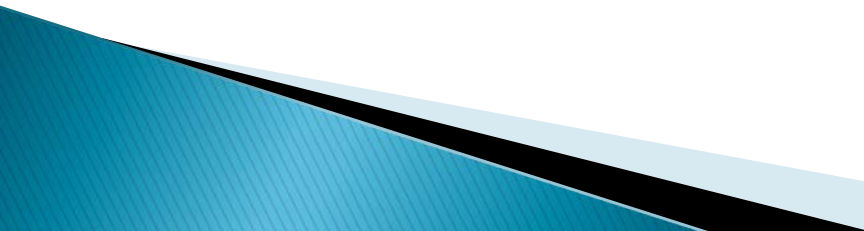



Topeka Public Schools Decision Making Model

Staff members in Topeka Public Schools make many decisions daily and must consider existing policy, procedures and the impact on different stakeholders. The decision making model is a visual representation of what needs to be considered on major decisions.

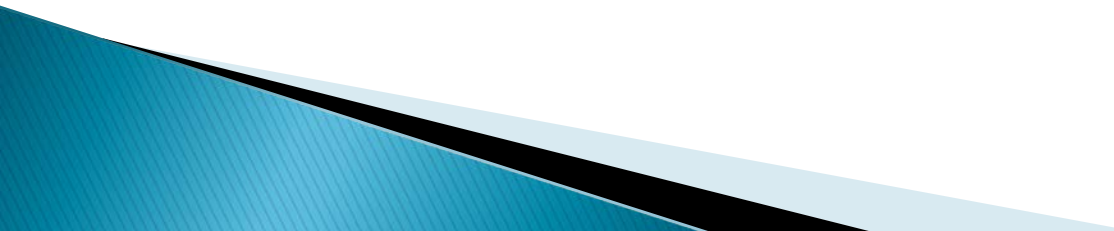


Three Types of Decisions

- ▶ **Policy Decisions:** These decisions are based on policy defined in the Board of Education Policy Manual, Administrator Handbook, Building Handbooks, Negotiated Agreement, or Classified Handbook. These decisions are based on Federal, State and Local laws and keep the district from legal action. Input is typically not asked for on policy decisions.
 - ▶ **Decisions with Input:** Leadership teams usually make these decisions after gathering input and information from stakeholders.
 - ▶ **Decisions with Consensus:** These decisions are made by gaining a consensus from as many stakeholders as possible. A consensus is usually on a majority vote, but an attempt to reach a favorable compromise by all stakeholders.
- 




So how do we succeed at collaboration and negotiation at the same time?

- ▶ A focus on mutual gain: a dual concern model
 - ▶ Firm on interests
 - ▶ Flexible on solutions—come with an open mind
 - ▶ Separate the people and the problem
 - ▶ Creativity
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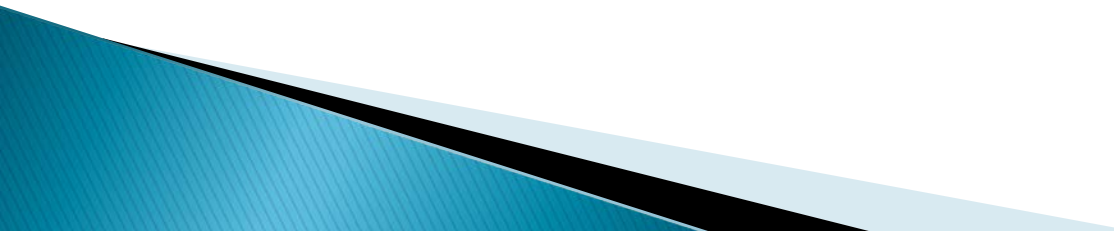


How would you react to these proposals ?

- ▶ You share custody with your ex spouse. He/she is moving to Texas and proposes taking your child. He/she offers Xmas vacation for you.
 - ▶ Your neighborhood association announces that any future home paint colors will be either ecru or taupe. You already purchased gray paint.
 - ▶ Your district health insurance premiums are going up. The district proposes reducing the base salary by \$500 to make up the difference.
 - ▶ Your district will have a new instructional initiative next year. Teachers propose being paid extra duty for ½ hour daily to compensate for additional planning.
- 



Four steps of problem solving

- ▶ Ask: Is this a disagreement or a true conflict of interest?
 - ▶ Analyze interests: yours and theirs
 - ▶ Look for possible solutions to both parties' problems. Brainstorm and explore options before making a proposal.
 - ▶ Re-boot: If step 3 doesn't resolve the situation, make some mutual low-priority concessions
- 



Interest Based Bargaining

Topeka Public School District



Topeka Public Schools Negotiation Process

What is Interest Based Bargaining?

- ▶ Sharing relevant information is critical for effective solutions.
- ▶ Focus on issues, not personalities.
- ▶ Focus on the present and future, not the past.
- ▶ Focus on the interests underlying the issues.
- ▶ Focus on mutual interests, and helping to satisfy the other party's interests as well as your own.
- ▶ Options developed to satisfy those interests should be evaluated by objective criteria, rather than power or leverage.



Topeka Public Schools Negotiation Process

Topeka's Process

- ▶ Outside Facilitator
 - District Team– Deputy Superintendent of Operations (Head Negotiator) , Executive Director of Administration, General Director of Fiscal Services, General Director of Human Resources (Note: Superintendent and Board Members are not on team)
 - NEA–T Team: Head Negotiator and Teacher Representatives
- ▶ Exchange Letters (Proposals)
- ▶ Every other year it is limited to two proposals in addition to salary and benefits
- ▶ Time Spent at Beginning on Ground Rules and Protocols
- ▶ Joint Communications

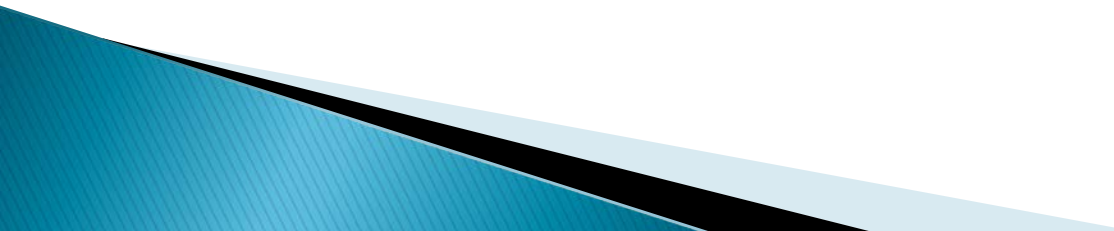
(There is a process steps for a transition to traditional bargaining if the IBB process breaks down that are determined upfront.)

Negotiations -----

In many ways it is a year long process!



Year-Long Process

- ▶ **Meet monthly for breakfast with NEA-T President, KNEA staff member, Board President, Superintendent and Deputy Superintendent to “talk” at pancake house!**
 - Personal....(relationship)
 - What’s on the horizon? What are you working on?
 - Discuss positive things!
 - Head’s Up!
- 



Year-Long Process

- ▶ **Expect same from buildings.....**
 - Hosted beginning of year meeting (with treats!) with principals and building representatives at Burnett Center.
 - Expectations set for year....
 - Open door policy
 - Scheduled meetings
 - Look for joint positive projects



Year-Long Process

- ▶ **Common “Good Will” Projects (We have more in common than not in common!)**
 - **Politics that Impact Schools**
 - **Candidate Forum**
 - TPS did leg work on front end
 - NEA-T did work night of event
 - **Support of Public Education**
 - **American Education Week**
 - Monday-Postcard event using NEA theme (done by district)
 - Tuesday-Healthy treats to staff from BOE
 - Wednesday-Principal for a Day
 - Thursday-NEA-T Day
 - Friday-Wear your college shirt
 - **Changes in Education**
 - **Evaluation**
 - **Waiver (Focus and Priority Schools)**
 - **More....**



Year-Long Process

- ▶ **Professional Development and New Initiatives**
 - Often offer slots on Administrative Professional Development (Eg. Collaboration, Beyond Diversity, etc.)
 - Equity Council
 - Blue Valley CAPS Trip
 - Cincinnati Trip on Labor Relations (2 years)
 - Board President
 - Superintendent
 - NEA-T President



Year-Long Process

▶ **We need help!**

- Highland Park High School Grant
- Race to the Top Grant
- Health Insurance Deadlines
- Electronic Newsletter
- Editorials
- Personnel issues

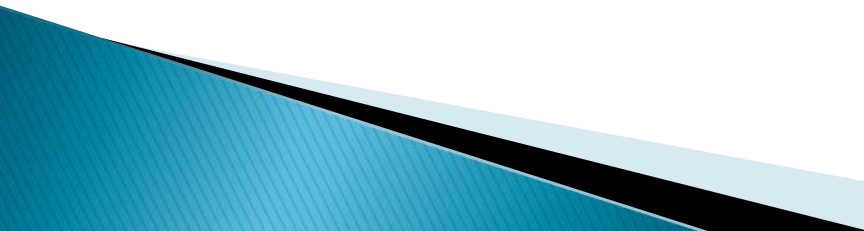
We may not always agree...

- ▶ but we do value the relationship, input and the opportunity to talk about what is best for students, their families, and staff of Topeka Public Schools.

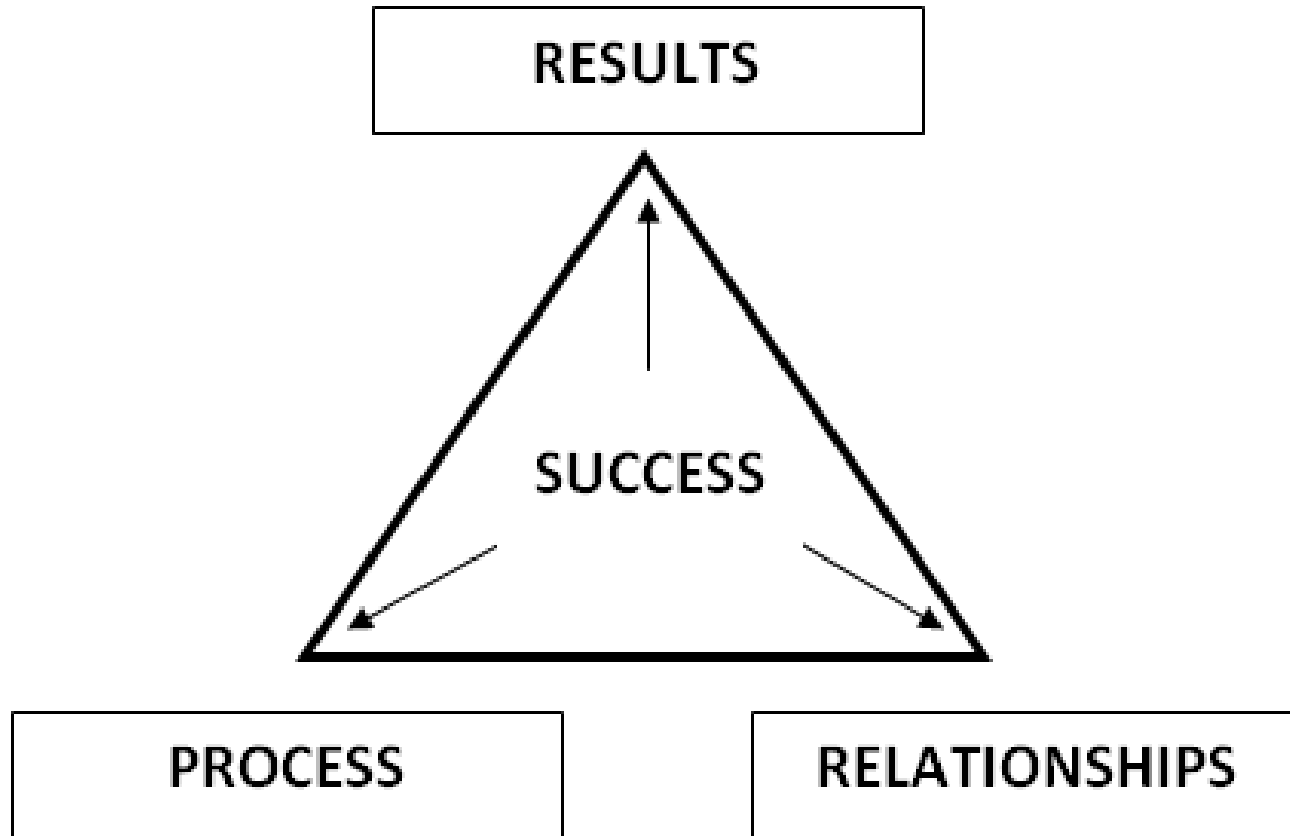


Back to type of decisions!

Other examples of “Negotiated Collaboration”

- ▶ Time: additional planning time, collaborative planning time, flexible professional development time, early release/late arrival, 4-day weeks, etc.
 - ▶ Evaluation: process, model, frequency
 - ▶ Compensation: health vs. salary, early retirement, base salary vs. bonus
 - ▶ Leave: definition, acceptable use
- 

Dimensions of Success



Adapted from "Facilitative Leadership: Tapping the Power of Participation" by Interaction Associates