

# Mixed-motive template for structured negotiation

## *Environmental Mediation Initiative*

New European training curricula for facilitating environmental conflicts  
Erasmus + program KA210-ADU - Small-scale partnerships  
in adult education. Project code: 2021-2-ES01-KA210-ADU- 000050751



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# Characteristics of environmental conflict

- Stakeholders in tension = key actors do often stop communicating, which is more probable as conflict escalates
- Stakeholders usually enter one of two antagonistic camps/coalitions, around which the conflict is evolving
- Stakeholder argumentation is often shrinking on a set core positions they publicly voice
- Rival camps engage in a process where pro- and counter-argumentation lines co-evolve (discursive positioning)
- How can we support a structured stakeholder negotiation (within an environmental conflict context)?

# Incomplete representation of either win-win solutions or unbridgeable conflicts

## **Win-win solutions (costs/unanticipated consequences ignored)**

- An overconcentration on win-win options may lead to a downplaying of the costs for particular stakeholder groups
- Not considering costs is most likely to be counterproductive
- Problematize win-win solutions as concealing the costs that any potential solution/initiative launched may be accompanied by

## **Unbridgeable conflicts (benefits/added value ignored)**

- Mediation is employed and may work exactly in cases where conflict/difference/disagreement may seem unbridgeable
- Reframing: Shift focus from positions to needs
- Problematize unbridgeable conflicts as particular moments when stakeholder interaction has been blocked

# Mixed-motive template

	Topic 1, Topic 2, Topic n...	Coalition 1, Coalition 2
Benefits/added value of a solution/innovation/change		
Costs/negative consequences of a solution/innovation/change		

# Implications

## **Win-win solutions (costs/unanticipated consequences ignored)**

- Good practices are usually treated as win-win solutions; problematize any supposedly easy transfer of good practices
- Use the mixed-motive perspective to explore trade-offs
- Adapt good practice to new contexts; optimize good practice and harness the potential for innovation

## **Unbridgeable conflicts (benefits/added value ignored)**

- The mixed-motive template can be used to restore stakeholder interaction and structure stakeholder negotiation
- The mixed motive template can be used to explore “bottlenecks”
- The mixed motive template can be used to explore positive feedback loops which catalyze conflict and perpetuate blockage

# References

- Hovardas, T. (2020). A Social Learning Approach for Stakeholder Engagement in Large Carnivore Conservation and Management. *Frontiers in Ecology and Evolution*, 8, 525278. <https://doi.org/10.3389/fevo.2020.525278>.
- Hovardas, T. (2018). A methodology for stakeholder analysis, consultation and engagement in large carnivore conservation and management. In: T. Hovardas (Ed.), *Large Carnivore Conservation and Management: Human Dimensions* (pp. 79-96). London: Routledge. <https://doi.org/10.4324/9781315175454>.

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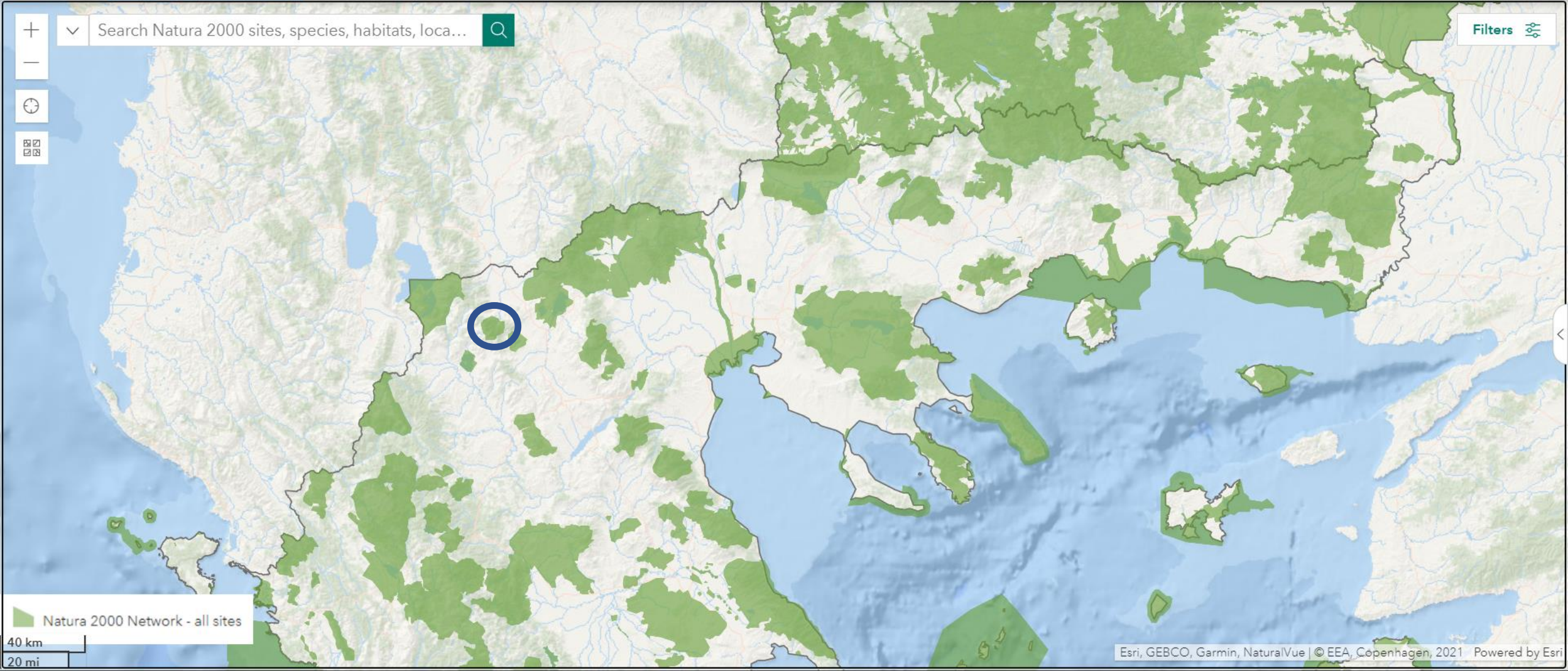
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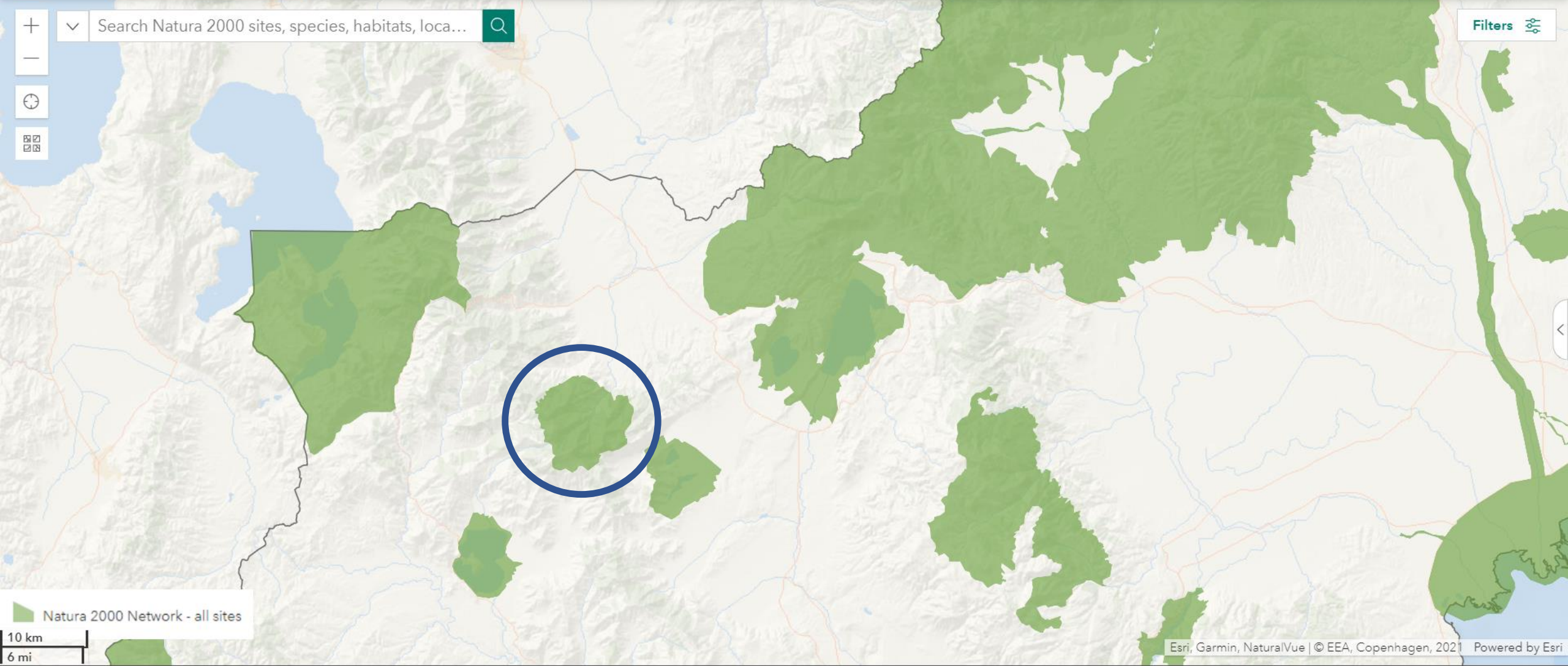


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Callisto  
Wildlife and Nature  
Conservation Society



# Please use the mixed-motive template to classify the following items (10min)

1. Many stock breeders were reluctant to join the LGD network due to the increased investment needed
2. The local network, as part of a broader network in the country, would support stock breeders in overcoming inbreeding
3. Many stock breeders were reluctant to join the LGD network given the risk of losing one's dogs to poisoned baits
4. Anti-poison kits may provide a counter-motive for an effective sanctioning of the illegal use of poisoned baits
5. There are stock breeders who deviated from good practice to decrease the cost of maintaining LGDs
6. An anti-poison dog unit was operating close to the project area and could be called to examine poisoning events
7. Key stakeholders would be willing to sign a Memorandum of Understanding for sanctioning poisoned baits
8. Participation in the network was accompanied by a substantial improvement of in-group and inter-group relations

	Network of stock breeders for exchanging livestock guarding dogs (LGDs)	Illegal poisoned baits
Benefits/added value of a solution/innovation/change		
Costs/negative consequences of a solution/innovation/change		

# Mixed-motive template in the LIFE AMYBEAR project



	Network of stock breeders for exchanging livestock guarding dogs (LGDs)	Illegal poisoned baits
Benefits/added value of a solution/innovation/change	<ul style="list-style-type: none"> <li>• 8 Participation in the network was accompanied by a substantial improvement of in-group and inter-group relations</li> <li>• 2 The local network, as part of a broader network in the country, would support stock breeders in overcoming inbreeding</li> </ul>	<ul style="list-style-type: none"> <li>• 6 An anti-poison dog unit was operating close to the project area and could be called to examine poisoning events</li> <li>• 7 Key stakeholders would be willing to sign a Memorandum of Understanding for sanctioning poisoned baits</li> </ul>
Costs/negative consequences of a solution/innovation/change	<ul style="list-style-type: none"> <li>• 1 Many stock breeders were reluctant to join the LGD network due to the increased investment needed</li> <li>• 5 There are stock breeders who deviated from good practice to decrease the cost of maintaining LGDs</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Many stock breeders were reluctant to join the LGD network given the risk of losing one's dogs to poisoned baits</li> <li>• 4 Anti-poison kits may provide a counter-motive for an effective sanctioning of the illegal use of poisoned baits</li> </ul>

# Good practice toolkit for facilitation and mediation of environmental conflicts

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# Tools and methods in the toolkit for addressing environmental conflict

<b>Tool/method</b>	<b>Organization</b>	<b>Case study</b>
(1) Adapted SWOT template for stakeholder analysis	CALLISTO-Wildlife and Nature Conservation Society	LIFE AMYBEAR project (LIFE15 NAT/GR/001108); LIFE ARCPROM project (LIFE18 NAT/GR/000768)
(2) Mixed-motive template for structured negotiation	CALLISTO-Wildlife and Nature Conservation Society	LIFE AMYBEAR project (LIFE15 NAT/GR/001108); LIFE ARCPROM project (LIFE18 NAT/GR/000768)
(3) Participatory scenario design	CALLISTO-Wildlife and Nature Conservation Society	LIFE AMYBEAR project (LIFE15 NAT/GR/001108); LIFE ARCPROM project (LIFE18 NAT/GR/000768)
(4) How to find common ground	Ingenieurbüro Eva-Maria Cattoen Austria	LIFE EUROLARGE CARNIVORES project (LIFE16/GIE/000661)
(5) Conflict dynamic and escalation	Ingenieurbüro Eva-Maria Cattoen Austria	LIFE EUROLARGE CARNIVORES project (LIFE16/GIE/000661)
(6) The attitude of the facilitator	flow-ing	Frequently used for micro-interventions such as empathic listening or congruent “climate reports”
(7) A dialogic process	Dialogues	National Large Carnivore Council in Sweden
(8) Adapted SAFE System Approach	ALTEKIO	PreveCo Task Force project
(9) Active listening	IEA	Direction Group of the Regional Observatory for the quality of the landscape of the Region Emilia Romagna



# Template for training module structure

- Name of original training course
- Purpose of training course
- Overall length of training course
- Name of training module
- Purpose of training module
- Objectives of training module
- Process of training module
- Overall length of module
- Target group of this training module
- Which other modules the current module links to
- Rationale of using the module in training environmental facilitators/mediators
- Any further remarks
- Method for assessing outcomes of the activity

<b>Time required</b>	<b>Name of specific activity (serial number)</b>	<b>Objective (of each activity)/ Skills to be acquired</b>	<b>Process (of activity)</b>	<b>Specific preparations required or other remarks</b>
40min	(1) Explore costs and benefits for stakeholder groups engaged in environmental conflict	Acknowledge that conflicts and their potential solutions involve both benefits and costs (to be) allocated between stakeholders	Small group discussion to record costs and benefits of stakeholders in hypothetical conflicts (20min); plenary session to create a shared map of costs and benefits (20min)	Prior knowledge about root causes and manifestations of environmental conflict required
40min	(2) Explore the cost-benefit calculus of stakeholders in environmental conflict	Recognize that each stakeholder group integrates (current or potential) costs and benefits in a calculus s used as a decision-making heuristic	Explore how the cost-benefit calculus operates based on past research (20min; group); integrate costs and benefits in the previous activity in a cost-benefit calculus (20min; plenary)	Prior knowledge about strategic decision making and tools for strategic decision making required (e.g., cost-benefit analysis)
40min	(3) Translate the cost-benefit calculus into a mixed-motive template	Know how to steer stakeholder negotiation using the mixed-motive template	Video demonstration (20min; plenary and critical discussion (20min; plenary)	Some basic knowledge on environmental facilitation and mediation is necessary
40min	(4) Empirical session with the mixed-motive template	Employ the mixed-motive template to classify workshop extracts	Classify pre-selected workshop extracts using the mixed motive template (20min; individual activity); discuss under-represented aspects of the template (20min; plenary)	Workshop extracts need to be available from previous/ongoing research or projects
40min	(5) Assess inter-coder reliability of coding by means of the mixed-motive template	Calculate a reliability index for two independent coders; provide peer feedback	Use results derived during the previous activity to calculate inter-coder reliability (20min; individual); discuss mis-matches in a plenary session (20min)	An introduction to SPSS should be required for trainees with no prior experience in statistics
40min	(6) Discussion on the potential use of the mixed-motive template for operationalizing reframing	Be able to employ the mixed-motive template to operationalize reframing	Create a shared template with the results of the previous activity (20min); discuss how to operationalize reframing with the mixed-motive template (20min; plenary)	Some basic background knowledge on environmental mediation and reframing strategies is necessary