

Beyond the Table

Infrastructure Development in Kampala, Uganda

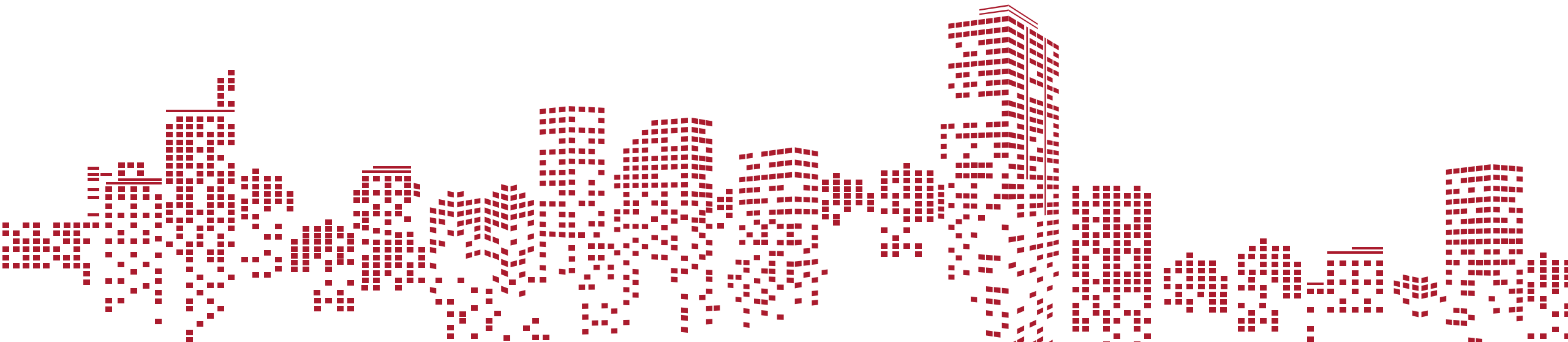
NEGOTIATION CASE SERIES



CASE OVERVIEW

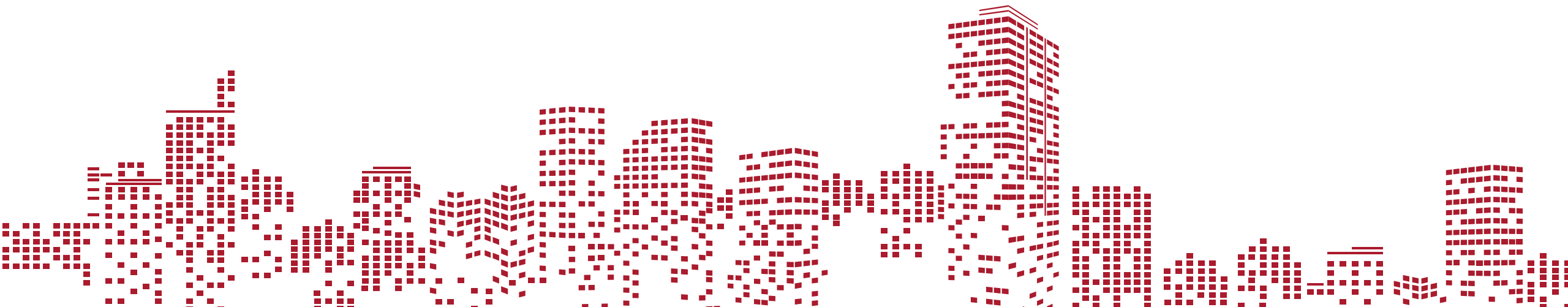
CASE OVERVIEW

- What was going on in this case?



CONCEPT REVIEW: Interests

- An interest is “whatever you care about that is potentially at stake in the negotiation.” – Lax and Sebenius, *3-D Negotiation*
- “A position is likely to be concrete and explicit; the interests underlying it may well be unexpressed, intangible, and perhaps inconsistent.” – Fisher and Ury, *Getting to Yes*
- “It is difficult to immediately address interests in a negotiation because people adopt positional tendencies and because emotions can often conceal interests.” – Thompson, *The Mind and Heart of the Negotiator*

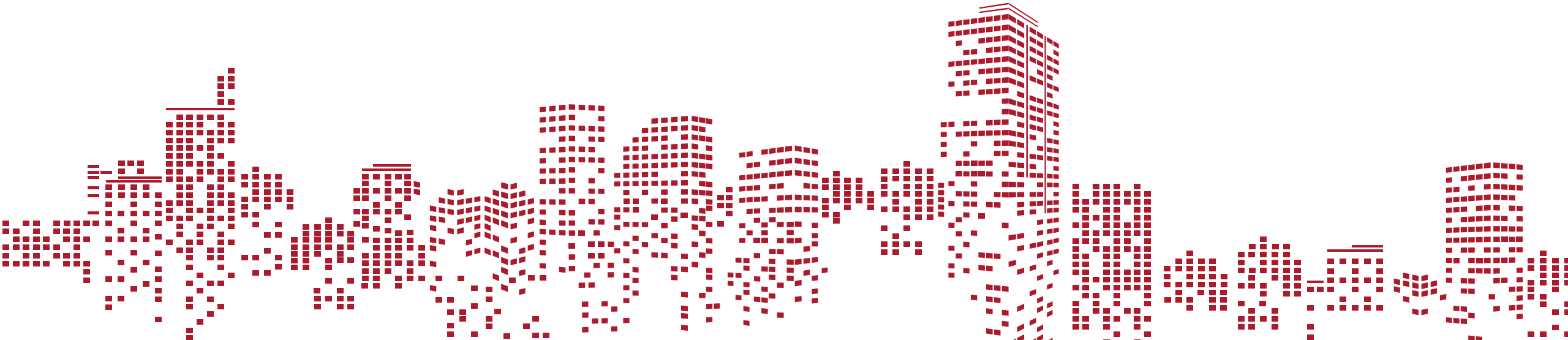


CONCEPT REVIEW: BATNA

- **Best Alternative To Negotiated Agreement**
 - Of all the possible alternatives you could accept without coming to an agreement in this specific negotiation, which one is the **best**?
- “The reason you negotiate is to produce something better than the results you can obtain without negotiating.” – Fisher and Ury, *Getting to Yes*
- “A BATNA is not something that a negotiator wishes for; rather, it is determined by objective reality.” – Thompson, *The Mind and Heart of the Negotiator*



Working Groups: Parties and Interests





CASE CONCEPTS

Negotiation Scope and Sequence

In complex settings, **an effective negotiator manages things happening “away-from-the-table,”** including which issues are discussed, which stakeholders are engaged, and which negotiation moves happen in what order.

Lax and Sebenius call this “3-D negotiation,” which refers to the negotiation moves that set up the final deal.

In contrast, the 1st dimension includes interpersonal, “at-the-table” actions, and the 2nd dimension includes designing value-creating deals.

	Focus	Definition
1-D	Tactics (people and processes)	
2-D	Deal design (value and substance)	
3-D	Setup (scope and sequence)	



Barriers to an Agreement

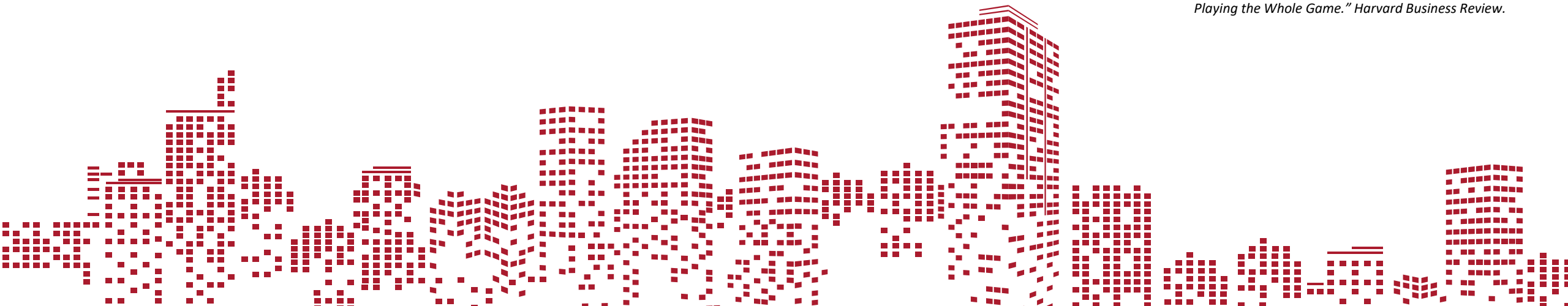
An effective negotiator anticipates all possible barriers related to the negotiation setup, deal design, and tactics before developing a negotiating strategy.

- 3-D barriers: the wrong parties, interests, alternatives, process, or sequence of actions
- 2-D barriers: lack of feasible deal options
- 1-D barriers: poor communication

Adapted from 3-D Negotiation (Lax and Sebenius)

	Focus	Common Barriers	Approach
1-D	Tactics (people and processes)	Interpersonal issues, poor communication, “hardball” attitudes	Act “at the table” to improve interpersonal processes and tactics
2-D	Deal design (value and substance)	Lack of feasible or desirable agreements	Go “back to the drawing board” to design deals that unlock value that lasts
3-D	Setup (scope and sequence)	Parties, issues, BATNAs, and other elements don’t support a viable process or valuable agreement	Make moves “away from the table” to create a more favorable scope and sequence

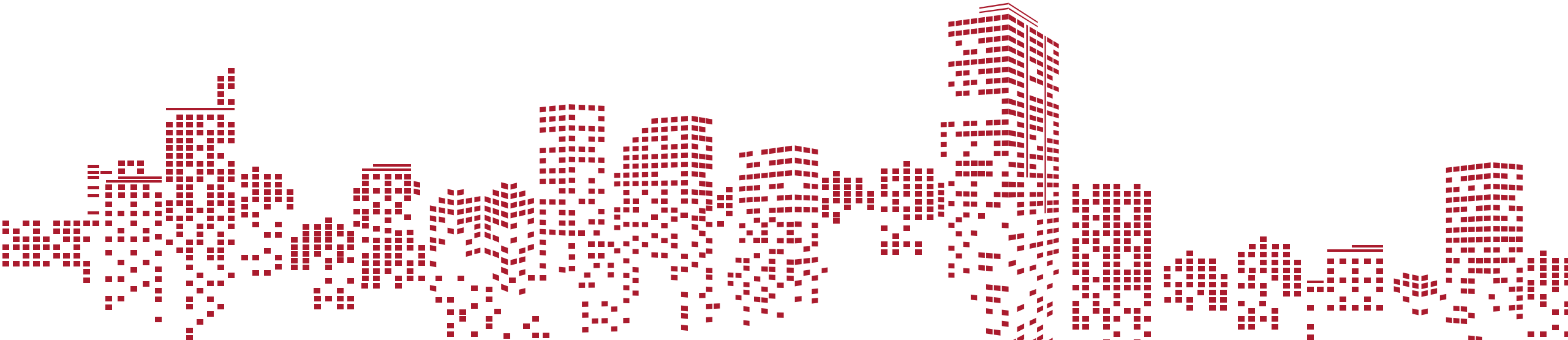
Adapted from Lax, D.A. and Sebenius, J.K., 2003. “3-D Negotiation: Playing the Whole Game.” Harvard Business Review.





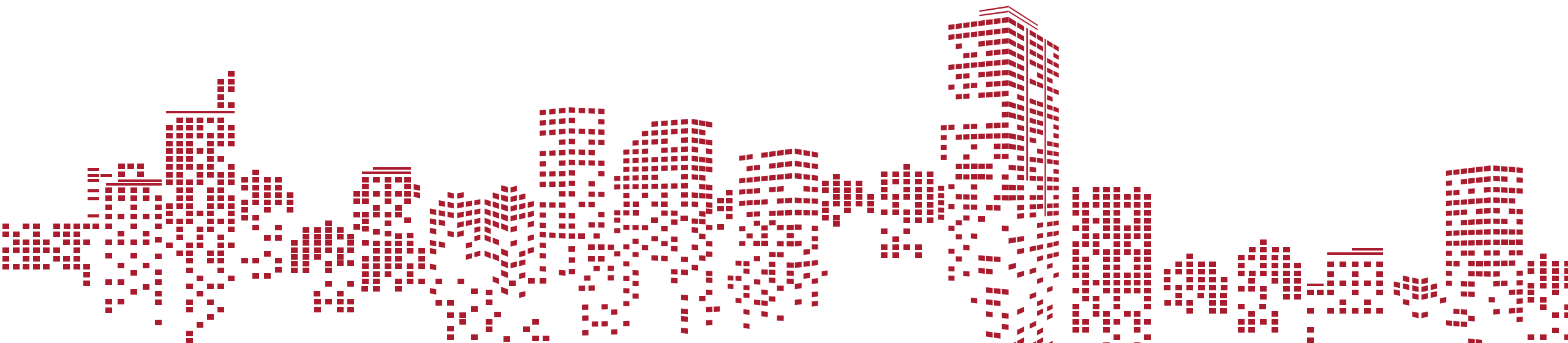
KAMPALA, UGANDA

Working Groups: Barriers



Working Groups: Barriers

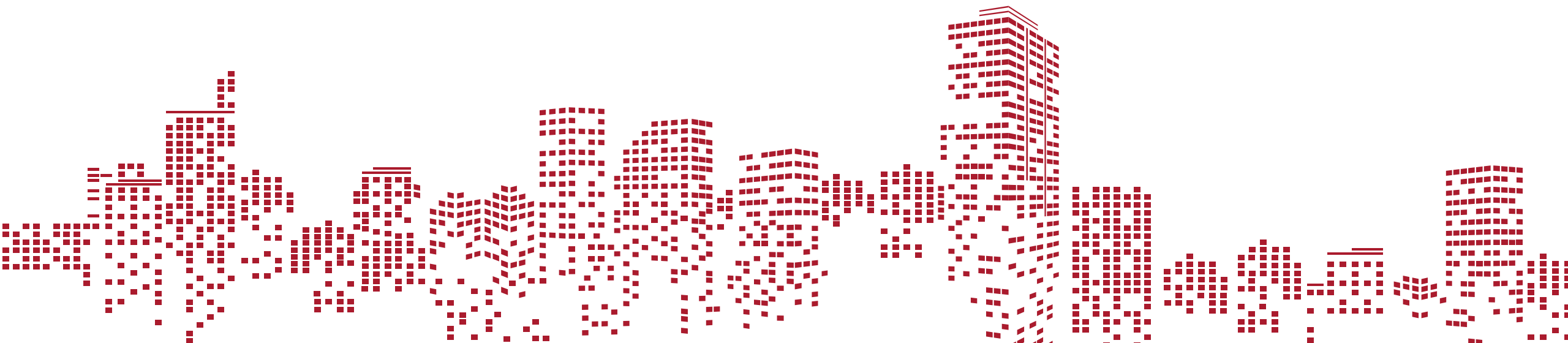
What opportunities existed to address these barriers when Tumusiime joined KCCA?



Actions Taken

What negotiation moves did Tumusiime make away-from-the table (3rd dimension)?

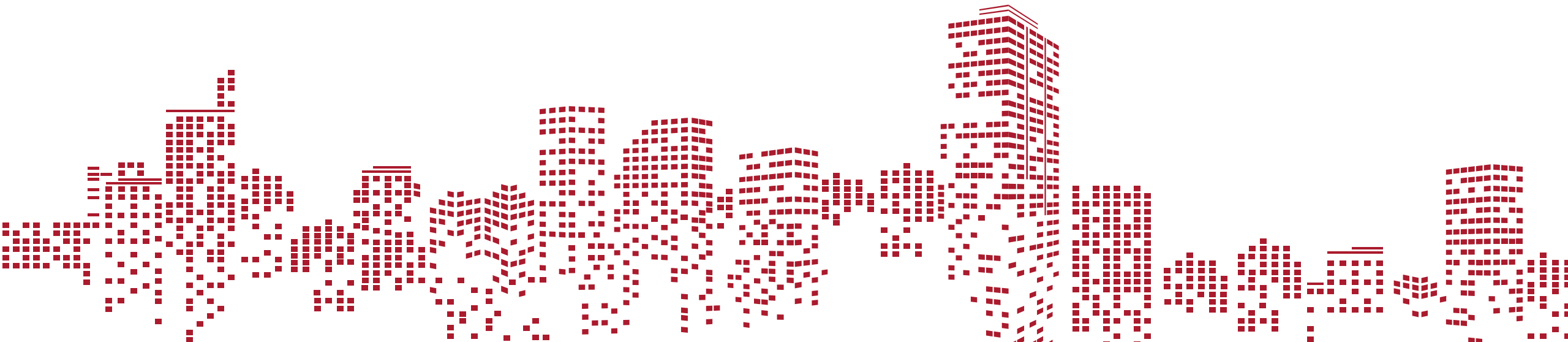
What moves did she make in the 2nd and 1st dimensions?



Working Groups: What's Next?

Was it the right time for Tumusiime to pursue a second loan from the World Bank?

If not, what should she have done next and why?





EPILOGUE



TAKEAWAYS

TAKEAWAYS

- Thinking strategically about the phases of negotiation—specifically scope and sequence—can help practitioners prepare differently to obtain a better outcome.
- Negotiation is more than interpersonal tactics and at-the-table moments. Effective negotiators consider additional elements away-from-the-table that inform their strategy, strengthen alternatives, and improve deal options.
- A barriers audit and analysis will inform the strategy going into a negotiation, especially as related to the scope and sequence.

BLOOMBERG HARVARD

| City
Leadership
Initiative

This slide deck, accompanying the case study “Beyond the Table *Infrastructure Development in Kampala, Uganda*” was created as an instructional aid by the Bloomberg Harvard City Leadership Initiative, a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies. It is not intended to serve as an endorsement, source of primary data, or illustration of effective or ineffective management. Copyright © 2019, 2020, 2021, 2025 President and Fellows of Harvard College. (Revised 2/2025.) Attribution-noncommercial-noderivatives. creative commons

