

UNESCO/APC MULTIMEDIA TRAINING KIT

Trainers' notes: Cooperative Problem Solving Understanding BATNA

Developed by: Search for Common Ground

Introduction	Unit message: the CPS process does not always work. Paradoxically, however, it is more likely to succeed if you know how to solve the problem by yourself if CPS fails. That is the purpose of a BATNA.
Timing/Duration	20 minutes
Content outline and main topics covered	<ul style="list-style-type: none">• Guided discussion on what a BATNA is and how it works.• Exercise to develop a BATNA for a back-home situation (if the entire module is being taught.)
Target audience	General
Prerequisite skills/Knowledge	All the other units in the Cooperative Problem Solving module.
Unit objectives/Expected outcomes	Upon completion, participants should be able to: <ul style="list-style-type: none">o Explain the concept of "BATNA"o Give examples of BATNAso Identify some possible BATNAs for their back-home scenarios (if appropriate)
Pre-workshop activities	-
Notes on using exercises	See expanded outline below.
Resources included with unit	<ul style="list-style-type: none">o Trainers' noteso Overheadso Copyright statement <p>Use the general CPS Guide as a handout.</p>
Additional trainer resources	Read Chapter 11 of the CPS Guide.
Equipment needed	<ul style="list-style-type: none">o Blackboard/whiteboard and chalk/dry erase markers or flipchart, markers, and tapeo Arrange for breakout rooms, if possibleo "Definitions" poster (made from overhead included with this unit)o "Map" poster (made from overhead included with this unit)
Comments	

Expanded outline

1. **Introduction:** the Cooperative Problem Solving process does not always work. Paradoxically, however, it is more likely to succeed if you know how to solve the problem by yourself if CPS fails. That is the purpose of a Best Alternative To a Negotiated Agreement (BATNA).
2. **Interactive Discussion (10 minutes):**
 - o **What is a BATNA? (refer to CPS Guide page 27-28)**
 - i. A second-best solution that you hope you don't need to use.
 - ii. A "reserve parachute" - so you are not in an "all-or-nothing" frame of mind.
 - iii. A "safety net" that allows you to focus on the task at hand (i.e., the CPS).
 - iv. Usually a "flight" or "fight" strategy.
 - v. Something you can do unilaterally, if you can't achieve a mutual agreement.
 - o **Examples of BATNAs (refer to CPS Guide page 27-28)**
 - i. Going over the boss's head.
 - ii. Filing a formal grievance or complaint.
 - iii. A manager exercising "51%".
 - iv. Deciding to accept the situation the way it is.
 - o **A Good "pre-BATNA":** invite a trusted third person to help the parties resolve the problem cooperatively.
3. **Mini-Exercise (10 minutes):**
 - o Participants meet in pairs and brainstorm possible BATNAs for themselves and for the other party, in their personal scenarios or other scenarios, as appropriate. Report back, discuss.
 - o And/or: as a group, brainstorm BATNAs for one or two scenarios.
4. **Evaluation:** if you are presenting this unit separately (not as part of the whole Cooperative Problem Solving workshop), please refer to Unit 14, "Workshop Evaluation," for guidance on how to conduct an evaluation of an individual unit.

	<p>5. Conclusion:</p> <ul style="list-style-type: none">o Review the major points covered in this unit.o If the entire module is being taught, introduce the next unit, "CPS - A Matter of Choice."
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