



Techniques for EOM negotiations

Over the next 10 years Ontario's HSA (*Housing Services Act*) co-operatives are coming to the end of their mortgages (EOM). This is a time of major change that represents opportunities for communities and directors to make lasting decisions impacting their co-ops.

Every co-op wants to have a successful negotiation with their Service Manager, to secure a 10-year (minimum) agreement that will meet key objectives that enable positive outcomes for the co-op and its members. Objectives such as financial viability, sustainability, and the potential growth of the co-op today and into the future. This is an opportunity to re-think your co-op's relationship with its Service Manager and form a constructive partnership securing sustainable and affordable co-op communities for years to come.

This resource will provide some tips to assist your co-op in conducting a successful negotiation.

There are several negotiation methods but at EOM we recommend using **Principled Negotiation**, a negotiation technique where both sides focus on interests and try to come to a mutually beneficial agreement; a strategy that takes the goals of both the co-op and the Service Manager into consideration. Using **Principled Negotiation**, co-ops can attempt to communicate and understand the concerns, desires, goals, fears, etc. of both sides and collaborate to come to an agreement.

AT THE NEGOTIATION TABLE

1. Come prepared. See CHF Canada's guide "Preparing your Co-op to Negotiate at EOM"
2. When negotiating, focus on the problem, not the people (don't make it personal)
3. Focus on interests – both the co-op's and the Service Manager's
4. Use **Active Listening** to help identify the Service Manager's interests. **Active Listening** is the most important skill at any negotiation. It will help you avoid being overcome by emotion and ensure you understand the Service Manager's perspective.

Some listening tips

Paraphrase	"If I'm hearing you correctly, you would like to see..."
Inquiry	"Can you elaborate more about..."
Acknowledgement	"It must have been helpful when..."

This demonstrates to the Service Manager that you are listening. Listening and asking questions can be the best way to get more information and reduce aggression.

5. Communicate your interests and goals clearly and repeat theirs back to them. However, this does not mean you have to give full disclosure.
6. Your job as negotiator is to be a "problem solver" and achieve a win-win. By working together to create value and mutual gain, your negotiating partner is more likely to commit to a solution.
7. This can take a while, so set the parameters of the discussion and a timetable. Your negotiations will likely last over several meetings.
8. Create a space for the negotiation where both parties can freely share ideas and create solutions, without binding themselves. Try going first to show faith in the process.
9. Don't be afraid if the Service Manager doesn't like your idea or suggestion. Both sides have different goals and perceptions of worth, value and cost. Share ideas and trust the process.
10. Don't feel pressured to make an agreement or answer right away. Feel free to leave the room and take the time needed to meet with your team and regroup. You can also seek feedback from your local federation, CHF Canada or the co-op's lawyer.
11. Work towards securing an agreement that achieves the objectives that are the most important to your co-op, while maintaining a continued constructive partnership with the service manager.

REACHING AN AGREEMENT

1. Try to be patient and let the Service Manager speak. Don't feel pressured to fill awkward silences.
2. Don't interrupt when others are sharing valuable information; you might miss something that is important for your co-op. Try to be open to hearing the Service Manager's points, to give-and-take and compromise. It is important to be open if you want the Service Manager to be open to the co-op's ideas as well.
3. Be flexible enough to change your mind if the facts change.
4. Reflect on the draft agreement and consult with your sector partners/lawyer before signing.
5. Show your appreciation when a final agreement is reached.

GETTING YOUR MESSAGE ACROSS

1. Personalize your message.
2. Foster a relationship of mutual respect.
3. Focus on problem-solving.
4. Share stories of successful practices (from other co-ops or service areas).
5. Anticipate the Service Manager's response and be prepared to explain the co-op's position.
6. When negotiating your requests, be prepared to be flexible.
7. Don't rush the process.

Prepare as best you can and use your resources to safeguard your co-op's continued success!

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