



A BEST DELEGATE GUIDE

# HOW TO WIN AWARDS IN **MODEL UNITED NATIONS**

WRITTEN BY  
Ryan Villanueva and Kevin Felix Chan

EDITED BY  
Sarah Lambino and Parsa Sobhani

FIRST EDITION

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Written by Ryan Villanueva and Kevin Felix Chan

Edited by Sarah Lambino and Parsa Sobhani

Design by Samuel Chua

How to Win Awards in Model United Nations.

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# Table of Contents

## **INTRODUCTION 4**

### **CHAPTER 1: DON'T RESEARCH — PREPARE 6**

Frame your topic. . . . .	7
Craft country policy. . . . .	8
Uncover hidden rules. . . . .	9
Develop your strategy. . . . .	10
Bring your toolkit. . . . .	11

### **CHAPTER 2: DON'T SPEAK — INSPIRE 13**

Feel ready. . . . .	14
Find your flow. . . . .	15
Know what to say. . . . .	16
Stand and deliver. . . . .	17
Influence the room. . . . .	18

### **CHAPTER 3: DON'T CAUCUS — CONNECT 19**

Frame for allies. . . . .	20
Build rapport. . . . .	21
Pitch the selling points. . . . .	22
Counter power delegates. . . . .	23
Race to bloc arbitrage. . . . .	24

### **CHAPTER 4: DON'T WRITE — EMPOWER 25**

Frame the resolution. . . . .	26
Manage collaboration. . . . .	27
Share ownership. . . . .	28
Submit as a team. . . . .	29
Present as a team. . . . .	30

### **CHAPTER 5: DON'T DEBATE — NEGOTIATE 31**

Know what you want. . . . .	32
Be a smart dealmaker. . . . .	33
Scale for efficiency. . . . .	34
Drive merger negotiations. . . . .	35
Ensure success. . . . .	36

### **CONCLUSION: DON'T WIN — BRAND 37**

# HONORABLE. OUTSTANDING. BEST.

These words are more than just nicknames for awards given at MUN conferences.

They recognize delegates worth **mentioning** —  
delegates who **stand out** —  
delegates who **define** the meaning of their role.

Awards are given to delegates who distinguish themselves at a conference.

You win awards by making a difference in your committee.

And making a difference means looking at things differently.

**This guide will change your perspective on Model UN.**

## **We wrote this guide for delegates who want to take their skills to the next level.**

One of our most popular articles on Best Delegate is “The 5 Skills Every Delegate Should Learn.” Those skills are: Research, Speak, Caucus, Write, and Debate.

These are **fundamental** skills that every delegate should learn, particularly new delegates. You need the fundamentals in order to participate fully in committee and do your job as a delegate.

But award-winning delegates go beyond the fundamentals. They develop a **distinguishing** skillset — skills that help them make a difference in committee.

Each chapter in this guide is about turning a fundamental skill into an award-winning skill:

Chapter 1: Don't research — prepare before the conference in a way that helps you walk into committee with confidence,

Chapter 2: Don't speak — inspire others with speeches and comments that make them think, “I wish I said that,”

Chapter 3: Don't caucus — connect delegates and ideas together in order to build a team,

Chapter 4: Don't write — empower teammates to draft a properly-written and well-organized resolution,

Chapter 5: Don't debate — negotiate agreements that push the committee towards its goal of passing a resolution.

## **We assume that you've been to a few conferences.**

We're not going to recite the rules of procedure — we're going to show you how to **hack** parlì pro to your advantage.

We're not going to explain what terms like “caucus” mean — we're going to **invent** a new language for Model UN.

We're not going to teach you how to make speeches or write resolutions — we're going to **share** the principles of strong speeches and resolutions.

And we're not going to address crisis simulations or pre-written resolutions — we assume that you're going to represent a country and write resolutions during the conference.

## **We are professional MUNers.**

The members of the Best Delegate team have attended and staffed over 200 conferences combined. Each one has over a decade of Model UN experience. We were gavel-winning delegates, Secretaries-General, and professional conference organizers. And we use the skills we developed through Model UN on the job and in our daily lives.

We know what it takes to win awards from both the delegate's and the Chair's perspective. And we want to share that knowledge with you.

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## **Ready to make a difference? Let's begin.**

Ryan Villanueva,  
Kevin Felix Chan,  
Sarah Lambino,  
Parsa Sobhani.

**BEST DELEGATE**

# DON'T RESEARCH. PREPARE.

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**Research is not enough.**

Research is about gathering facts on your topics and the country you represent. Your advisor has probably told you, “Do your research!” more than a few times since your first Model UN conference.

The problem with just gathering information is that it doesn't prepare you to succeed — you need to know what purpose each piece of information serves and when to use it.

If want to win awards, you have to do more than research — you have to prepare.

**Preparation is about developing a strategy — setting goals and figuring out the best way to reach them.**

You want to brainstorm possible solutions and think critically about your topics.

You have to anticipate how the committee will respond to your country, your ideas, and even your personality.

And if you want to win awards, you should know how your Chair decides them.

**You know how it feels to be prepared for something.**

Whether it's a test, a game, or a performance — you feel confident despite the uncertainty of whatever you're about to face. Winning awards requires confidence in the face of uncertainty.

Good leaders are confident in themselves and inspire those around them with their confidence. If you are confident in your research, your preparation, and yourself before the conference, your confidence will shine through in your speeches, your resolutions, and your interactions with delegates and dais staff during the conference.

**Confidence is contagious and preparation makes you feel confident going into a conference.**

At the end of this chapter, you will be able to:

- Frame your topic
- Craft country policy
- Uncover hidden rules
- Develop your strategy
- Bring your toolkit

PREPARE | STEP 1:

# Frame your topics.

Framing is an essential Model UN skill. It's about breaking down a complicated concept into smaller parts. This helps you identify the key ideas that everyone else will work toward later on.

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**Start with easy-to-find sources to understand the current situation.**

The background guide is your starting point — use it to gain an overview of your topics, then check out the works cited section for your next stops.

Search Wikipedia for relevant pages. Go to the websites of newspapers with international coverage, especially non-US-based sources like BBC and Al Jazeera. You can also use online news aggregators such as Google News, Yahoo! News Full Coverage, and even Twitter.

**Find reports to gain a deeper understanding of your topic history.**

Take note of past actions taken by the international community.

Try to find papers and reports written by the UN, think tanks, and NGOs (e.g. Reports of the Secretary-General, RAND, Global Policy Forum, Amnesty International, Human Rights Watch).

Read the abstract instead of the entire academic paper if the writing is too dense to read.

**Know the names of important players, events, and documents.**

Every committee has its own language and names are its vocabulary. Delegates often throw out these names during speeches and unmoderated caucus.

Try to find profiles and timelines from the BBC and other news sources online. Also, note that major players can include both governments and non-state actors — NGOs, rebel groups, and powerful individuals.

**Look at past resolutions, treaties, and agreements.**

You need to know what previous agreements exist on the topics. You're basically going to write one of these documents yourself — along with your committee — at the conference. You can model what you write after older documents.

**Break your topics down into smaller issues.**

Think categorically: security, political, economic, human rights, social, economic, environmental, etc. An issue represents a different perspective on the topic — the smaller problems that make up a larger problem.

This is framing, and having a framework makes it easier for you to understand the topic and describe it in your speeches and resolutions.

PREPARE | STEP 2:

# Craft country policy.

A country's policy guides the type of actions it could take. Policy-crafting is taking that one step further — it's about what actions your country *would* take. You want to find the extent you can be creative and versatile with policy and actions.

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## **Gather basic information.**

Read the news, Wikipedia, and the go-to research source for every MUNer — the CIA World Factbook. You want to know where your country is located, who runs your government, and population size. As your country's representative, not knowing these basic facts is potentially embarrassing.

## **Find primary sources — speeches, press releases, and voting records.**

You're looking for your country's policy, programs, and past actions related to your topics. Start with your government's website and look for speeches from your head of state (President or Prime Minister) relating to the topic. Also, look for speeches by other government officials and for information from your country's Ministry of Foreign Affairs website. Try to figure out your country's voting record on past resolutions, treaties, and agreements on the topics. Be mindful of dates.

## **Search for secondary sources.**

This can be commentary from independent sources such as news, magazines, and think tanks. You may have to rely on these sources if your country's website is not particularly helpful.

## **Determine your country policy on the topics.**

What is important to your country? Broadly speaking, it is usually security and economy. How will international action on the topic impact those interests? If your country is not involved in the topic directly or a major player, then look to trade partners and membership in regional organizations as hints.

If your country depends heavily on an ally, then figure out their policy on the topic, and adopt, or amend it, as your own. If your country is part of a regional organization and the topic affects the entire region, then look up the organization's policy on the topic. This is why caucus blocs and alliances exist — mutual interests bring different countries together.

## **Relate your country's interests to your topic framework.**

Using the framework you set up in the previous step, select the three most salient sub-issues to your country. These will become the three key points you will use when you make speeches and will be central to your position paper and draft resolution.

You will want to conduct more research into them so you can become the subject matter expert on them when they are debated at the conference. You still want to be familiar with the other issues in your framework because you can include them in your resolutions and collaborate with delegates who find these issues important.



PREPARE | STEP 3:

# Uncover hidden rules.

Every Model UN conference operates on a different set of hidden rules. Committee usually runs the same way at every conference, but the evaluators, the evaluation rubric, and the evaluation process may all be different. Award-winners research the conference, committee, and even their Chairs to make sure they play by these “hidden” rules.

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**Play to the conference’s awards policy.**

This can be found on the conference website or other conference documents (e.g. advisor packets and conference programs). This tells you what the conference — and thus your Chair — values in delegates. Does it judge holistically or use a ranking system of points to determine award winners? Is it strict on the rules of procedure? Does it value accurate portrayal of country policy or focus primarily on exceptional performance of delegate skills regardless of policy? Adapt your strategies accordingly.

**Mine the background guide for hints.**

Pay attention to the letter from the Chair, committee description, and possible solutions. These sections tell you what the Chair thinks are the important issues within the topic and also the type of solutions they would like to see.

The Chair’s intro may also give you insight into his or her personal interests — use these to build rapport with the Chair when you introduce yourself to him or her at the beginning of committee.

**Make the Chair biased toward you.**

Understand the Chairs’ subconscious biases and values. Most award policy descriptions will fall somewhere along a spectrum from “aggressive / competitive” to “diplomatic / educational.” These Chairs were taught to be either aggressive or diplomatic when they competed as delegates and consequently will favor other delegates that display similar qualities.

Try to find out what that is and whether the conference has a reputation for being competitive or laidback. Modify your style accordingly.

**Search for your dais staffs’ interests.**

Use Facebook and Google to find out shared interests between you and your dais staff so that it’s easier to build rapport during the conference — and perhaps even find out which high school he/she attended and therefore what biases he/she has.

**Understand the committee’s purpose and powers.**

Amidst the hustle and bustle of the conference and committee, delegates and dais staff often forget why they’re even meeting in the first place. There’s a reason your committee exists and it has been empowered to solve a particular problem. As part of your research, find out what this reason is and what your committee can do about the topics it’s been asked to address.

PREPARE | STEP 4:

# Develop your strategy.

Developing a strategy is important because it allows you to control the topic and discussion rather than be controlled by it. It's taking policy-crafting one step further — you want to implement solutions that are most favorable to your country, but still be flexible enough to compromise.

**Come up with your best 3 possible solutions to the topics.**

These solutions will help you stand out in committee. They will serve as your brand — delegates will immediately understand what three sub-issues you think are important to address and will know your own expertise in these three possible solutions.

Think about how they would need to be implemented. Take inspiration from the think tank papers and NGO reports you found. Just don't contradict your country policy.

**Find supporting evidence for your ideas.**

The biggest questions that other delegates and your Chair will have is — how do you know your idea will work?

Hopefully, whatever you're proposing already exists in another part of the world — ideally the country you're representing, or where you actually live — and you're just trying to apply that solution to your committee topics.

Remember — you need to sell your solutions, so have strong evidence to suggest that it will work.

**Identify potential allies.**

Look at your country's allies, as well as trading partners and regional neighbors. Also look to the members of the international organizations your country is part of. You're looking for countries who share the same policies on the topics and who will most likely agree with your possible solutions. Your natural allies will serve as a starting point for your caucus bloc.

**Survey the competitive landscape.**

This means two things. First, figure out if your country has enemies, specifically other countries that you cannot sponsor a resolution alongside. But, also figure out what other schools and delegates will be in your committee, particularly delegates who will be competing with you for awards.

This gets especially tricky when your country's natural allies — people you're supposed to work with — are also your fiercest competition in committee.

**Think about how and when you introduce possible solutions to the committee.**

Ideally, you would like to give a speech on each solution you have to propose, but chances are you won't get that much time to speak. You will most likely have to run with your best idea, and then bring up other ideas as they come up in caucus.

PREPARE | STEP 5:

# Bring your toolkit.

You can do all the research you want before the conference, but what matters is how you use it during committee. Having a toolkit is about making your research accessible. It makes your research concrete, which helps you feel prepared. You want to be able to pull out the right tools just when they're needed. Know where they are and how to use them.

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**Create a research binder.**

You've probably printed out a lot of research. Collect it all into a binder. Organize it so it's easy to skim while you're in committee. Use the checklist "15 Things Every Delegate Should Have In Their Research Binder" at the end of this chapter to help you.

**Transform your possible solutions into operative clauses.**

Before the conference even begins, you have the luxury of time to figure out the best way to word your possible solutions. These will most likely change when you get to the conference and have to combine your ideas with other delegates', but this is a good exercise to do before the conference.

**Write a position paper or draft resolutions.**

Most conferences will ask this of you anyway, in which case this is your first opportunity to win an award. Make sure to follow your conferences' directions. You certainly want to write down your policy and possible solutions in summary format on one page using bullet points for easy reference.

**Rehearse with teammates.**

Preparation is more than just learning and remembering information. If you're going to talk about important international issues during a conference, then you want to practice before the conference.

Run possible solutions by more experienced delegates on your team and debate them and practice your speech in front of a mirror or at an after-school mock session.

**Walk through the five stages of committee in your mind.**

The final step in your preparation is to visualize your performance during the conference.

Imagine yourself going through the "five stages of committee" — doing research before the conference, making opening speeches at the beginning of the conference, meeting other delegates during unmoderated caucus, writing resolutions with your caucus bloc, and debating resolutions as a committee. Notice that the "five stages" correspond to "5 Skills Every Delegate Should Learn" — certain skills are more important at specific stages.

If you can see yourself doing all of these things successfully, then you are more likely to be successful.

## PREPARE | CHECKLIST

# 15 Things Every Delegate Should Have In Their Research Binder

## Conference

1. **AWARDS POLICY.** Know what the conference values and what your Chair is looking for.
2. **RULES OF PROCEDURE.** Rules tell you how committee is going to operate.

## Committee

3. **YOUR COMMITTEE'S ACTUAL UN WEBSITE.** You want to understand your committee's mandate and resources.
4. **UN CHARTER.** Know the source of your committee's power.

## Country

5. **CIA FACTBOOK.** You want to know your country's location, neighbors, population size, type of government, type of economy, trade partners, and the international organizations it's a part of.
6. **WIKIPEDIA.** Search for information on your country's history and its recent controversies. There should be articles on your topic, too.

## Topics

7. **BACKGROUND GUIDE.** What your Chair has written about is what he'll focus on in committee.
8. **NEWS ARTICLES.** You want to know the latest news on your topics, as well as your own country.
9. **RESOLUTIONS, TREATIES, AND CONVENTIONS.** These are essential in knowing what has already been done about your topic. You can find past resolutions at the [UN documentation center](#).

## Policies

10. **SPEECHES AND PRESS RELEASES.** Use speeches and press releases from people in the executive branch of your country's current government. Start with the website for your country's Ministry of Foreign Affairs / Department of State.
11. **VOTING RECORD.** Infer from how your country has voted on past resolutions, treaties, and conventions (or whether they were even present).

## Solutions

12. **OP-ED AND BLOG ARTICLES.** These writers are coming from a personal or journalistic perspective and are useful in understanding the reasoning behind their arguments and biases.
13. **THINK TANKS.** Think tanks are paid to come up with solutions to the topics you discuss in Model UN. They are great for potential solutions, although be aware of their biases.
14. **ACADEMIC PAPERS.** Read the abstract and skim the paper for ideas that you can use in committee. These are tough reads but are insightful and rigorously edited. Use Google Scholar to find papers.
15. **YOUR IDEAS.** Include in your binder your position papers, working papers, proposed solutions, notes, thoughts, as well as blank lined paper. This is the most important section of your binder and is what will help you stand out throughout committee.

# DON'T SPEAK. INSPIRE.

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## **Making speeches is not enough.**

This stage is the beginning of committee, when delegates make their first speeches. Most delegates describe the topic, country policy, and possible solutions.

The problem is that these speeches are routine. They provide information that other delegates already know or don't care about. They are informative — not provocative.

If you want to win awards, you want other delegates — and the Chair — to listen when you speak. You want your presence — not just your speeches — to provoke a positive reaction. Speaking does not accomplish this — inspiration does.

## **Inspiration is about making a strong impression so that you are memorable and influential.**

You want to deliver those ideas with confidence and certainty and make a great first impression.

You want to influence others to not only agree with you but to follow your lead and refer back to you.

And if you want to win over others' minds, you have to generate trust from others.

## **You know how it feels when someone impresses you.**

You stop what you're doing to listen, and you think, "This person really knows what they're doing."

In Model UN, winning awards requires inspiring others to support you. You want to be memorable when you make a speech so that the committee and Chairs knows who you are. You want them to know why you're there.

And most importantly, you want them to know why they should join you — and to feel the trust and desire to do so.

## **Inspiration leads to influence which will help you become the committee leader.**

At the end of this chapter, you will be able to:

- Feel ready
- Find your flow
- Know what to say
- Stand and deliver
- Influence the room

INSPIRE | STEP 1:

# Feel ready.

Model UN is not only an intellectual sport — it is also an emotional sport. If you have prepared thoroughly, then you should take comfort in knowing you've done all you can before the conference to set yourself up for success. Feel ready and confident, and you will display it and others will sense it, too.

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**Don't worry.**

You may not know who your Chairs are or what the delegates in your committee will be like. But you do know yourself.

You know what you can do — you know you can make that speech that you've prepared. You know who you are and can build rapport with others through common interests.

Everyone's unfamiliar with each other and is hoping someone initiates the friendly introduction — be that person.

**Look forward to the experience.**

When you wake up on the day of the conference, you want to feel good about what you're about to do. Check how you're feeling. A little bit of nervousness — even fear — is normal.

But you want to shift your emotional state to focus on things you're looking forward to — learning a lot, developing your leadership skills, meeting interesting people, and — most importantly — having fun!

**Dress sharp.**

Dress in a way that makes you feel good. You might not feel entirely comfortable in a suit because you're not used to wearing one. But it's a matter of perspective — you wear a suit because you mean business.

Also, people judge you on first impressions — so make it a good one. Dress in Western Business Attire — suits and slacks for men, professional-length skirts and dress shirts for women. Make sure the suit and shirt fit properly. Pick colors that match the intensity of that day's events, like wearing a red power tie on the last full day of the conference — that's when you need to get down to business as you persuade the committee to pass your resolution.

**Relax.**

Review your research one last time before the conference, either on the bus or in your hotel room. Visualize your performance. Then sit back, relax, and get ready to enjoy the awesome Model UN experience you're about to have!

**Get motivated.**

You know how good you can be — and you know you got this. Remind everyone on the team how your team is going to show the world what you guys made of. Do your school's cheer together. Wish each other good luck. It's game time!

INSPIRE | STEP 2:

# Find your flow.

You've envisioned what you're going to do — and now it's time to do it. You want to warm up and find your flow so that you're ready when you get called up to make that speech that you've prepared.

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**Arrive early.**

Get to committee about 15 minutes early. You want time to settle in, which means becoming familiar with your new surroundings. This helps you face your fear — before you have to interact with unfamiliar people.

**Introduce yourself to other delegates.**

You don't have to talk about Model UN just yet with other delegates. Make small talk — find out their names, where they're from, and see if you share similar interests. Talk about the location the conference is at. Find out good places to eat. Talk about sports or recent movies. See if you know the same people. Ask about their Model UN club and compare different experiences.

**Meet the Chair and other dais staff.**

Introduce yourself to the dais staff, too. Ask them about something you know about them from your research. Find a common interest to build rapport.

Remember to not be intimidated by the Chair. After all, the Chair should be running a good committee — for you.

**Choose a strategic place to sit.**

Rule of thumb is not too close to the Chair, but not at the back of the room, and avoid sitting in their blind spots. Try to sit closer to a group of delegates.

If you're in a large room such as a ballroom or gym, try to sit next to the aisle.

If you're in a small room like a boardroom or a classroom arranged in a semi-circle, try to sit in the middle.

If you are already assigned seating, ask the Chair if it's possible to move into an empty seat with a better location after roll call.

**Raise your placard without hesitation.**

Hesitation is a mental block that you need to overcome. It means you're over-thinking and not trusting your instincts.

Try writing out your speech or some bullet points so that when you raise your placard for the first time in committee, you don't have to think as hard about what you want to say.

It gets easier after making that first speech or comment, so make sure you raise your placard early to build up your confidence.

INSPIRE | STEP 3:

# Know what to say.

Your speech should be prepared or at least framed with structure if you're making it up. Know what to say and why you're saying it so that your speech comes across as clear and concise. It makes it easier to be memorable.

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**Prepare an opener.**

Use quotes, statistics, or stories. Openers are intended to draw listeners in. And not enough people use them, meaning you stand out from the start. Just make sure to keep it short, like one or two sentences, because it's not the main point.

**Frame your speeches.**

You should have framed your topics and solutions already. These frameworks carry over to your speeches — you want to mention your key points in an organized and logical manner so it's easier for delegates to understand. You may even want to state at the beginning of the speech the three points you're about to make to catch the delegates' attention.

**Shoot with bullet points.**

You don't have to write out your speech unless there's a specific line you need to say. Bullet points are not only easier to refer to or memorize, but they force you to make up part of your speech on the spot. This will make you sound more conversational. You sound more authentic, which means people are more likely to listen to you.

**Say one thing.**

Most delegates try to say too much in a single speech which causes information overload. Speaking time is typically one minute or less, which is barely enough time to say one thing well. Most delegates try to run through a laundry list of facts or points, but no single thing sticks in the minds of their audience.

Focusing on one idea is a way to pierce through this haze of information. It can be your topic framework, a specific issue, or just saying "I disagree" with another delegate's speech. But when you focus on one idea, you are inviting the committee to focus on this one idea with you. Your challenge is to pick out one idea from the swirling mass of possible things to speak on.

**Push debate forward.**

Most delegates are so fixed on delivering a prepared speech or making sure the committee is aware of a certain fact or statistic. But it misses the point — the committee is having a conversation and you want to keep it moving. Saying something unrelated to what people care about at that moment makes it irrelevant.

The conversation is about what the committee should do about a problem. Focus on this question early on, and as proposals and resolutions develop, shift the conversation to the proposals and resolutions. Instead of just agreeing or disagreeing with something and explaining why, add value by explaining what you think the committee should do about it.



INSPIRE | STEP 4:

# Stand and deliver.

Influence is derived in two ways. The first is through content — what you have to say. The second is through delivery — how you say it. Strong delivery helps inspire others to take action.

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**Show confident body language.**

People see before they hear. Delegates and dais staff will be reading your body language. They notice how you walk to the front of the room and how you stand before them. If you're fidgeting, shaking, flipping through pages, or playing with your hair, people are less likely to take you seriously.

But if you stand up straight, hands resting comfortably at your side or in front, and you're looking at your audience, you look like you mean business and people will listen to you.

If you're sitting at a table, sit up straight, comfortably rest your hands, and look directly at people to convey a sense of purpose.

**Project your voice.**

Speaking is not about volume — it's about projection. Volume is about getting louder, which comes off as yelling and people hate being yelled at. You lose vocal control as you get louder — emphasis and inflection lose their effectiveness.

In contrast, projection is about breath. You have to fill your lungs and "push" out your voice. Breathe deeply and speak from your diaphragm.

**Control your inflection and pace.**

Speeches are about declaratives — you declare something to be true — you're making a point. When you make a point, the beginning of a sentence is accented up, whereas the end of a sentence — where you make your point — is accented down. Slow down your pace to emphasize the main points and speak normally when going over details.

**Make eye contact.**

Look at people's faces, not down at your paper — you are speaking to people, not at them. Pick three different people in your audience — to your left, right, and center — and rotate between them as you make your speech. Switch to different people when you make a different point. This strategy applies to delegates who move around the room too.

Eye contact can be hard. Beginners can try looking at the back of the room to fake eye-contact, but keep practicing looking into friends' eyes when talking to them to improve.

**Use hand gestures for emphasis.**

Your speech is like a symphony and you are the conductor — use your hands to emphasize the most important points and downplay others. Examples include emphasizing through pointing or making a fist, inviting trust with the palms up, or showing control by pretending to hold a globe in front of you.

INSPIRE | STEP 5:

# Influence the room.

Now that you've made your speech, your next step is to follow-up and cast your influence — inspire others to trust you.

## Channel the Chair.

Watch the Chair for cues on when to push debate forward such as when they “highly smile upon” a motion. Do not irritate the Chair or make unnecessary points or motions. If the Chair looks like he’s having trouble with procedure, make a helpful point of inquiry — but do not embarrass him.

## Influence through notes.

Pass notes early and often to potential allies especially after they’ve made a speech. Notes should be simple — say you liked their speech, you agree with an idea, and ask if they want to meet during the next caucus.

## Appear on the “Facebook Newsfeed.”

Friends are more likely to appear in your Facebook Newsfeed if they comment a lot. The committee’s mind is like a group of Facebook friends and you want to show up in their feed — you want to comment often and say things that stand out.

Always raise your placard for comments (unless you just spoke). It’s okay to keep comments simple, as in whether or not you agree with the speaker and one reason why. Comments are more about maintaining your presence than making an impression. Don’t over-think it.

## Credit others.

Refer to others in your speech and comments. People appreciate it when they know their voice was heard and valued.

Also, show that you like what others said. On Facebook, you hit the “Like” button. In committee, you can nod your head, smile, or genuinely commend the delegate in a comment.

## Motion tactically.

You want motions to either help you become more influential or to influence the committee to move toward a particular direction.

Motion for moderated caucus for more chances to speak. Listen to other people’s speeches for a shift in conversation — is the committee beginning to focus on a particular sub-topic? Then propose a moderated caucus for the purpose of debating a particular sub-topic or solution. Also, if there hasn’t been a moderated caucus in a while, motion for one.

Motion for unmoderated caucus to change up the flow of debate. You’re trying to determine what ideas are percolating in the minds of other delegates — when it’s had some time to brew, you want to motion for an unmoderated caucus to turn those ideas into something real, like a working paper or draft resolution. Again, watch for cues from shifts in conversation, the Chair, timing, and attentiveness of delegates.

# DON'T CAUCUS. CONNECT.

**Caucusing is not enough.**

Caucus seems a bit disorderly with delegates roaming the room trying to find people to work with and by shouting out a bunch of ideas. You've probably been taught to be active during caucus in a similar way, and to especially do so when the Chair walks by.

The problem is that everyone ends up caucusing for themselves. In Model UN, leaders should be building teams — and that means caucusing for more than just themselves.

In order to build a team, you have to do more than caucus — you have to connect.

**Connection is about putting people, ideas, and resources together.**

You want to build rapport with potential allies and understand what they can contribute to the team.

You want to be the thought leader of the ideas in your bloc and also be able to counter against power delegates.

And if you want to win as a team leader, you should know how to manage the resources that are now on your team.

**You know how it feels like when someone makes a connection with you.**

They have either shared with you an emotional currency (generosity in friendship or mutual excitement), an intellectual currency (an interesting idea or common belief), or a resource currency (putting in their effort or time to help).

Good leaders are good managers of people, ideas, and resources. They know how to build their team and they know how to get the most out of each team member while making each connection feel valued.

**Teamwork is powerful. And managing connections will put you in charge of that power.**

At the end of this chapter, you will be able to:

- Frame for allies
- Build rapport
- Pitch the selling points
- Counter power delegates
- Race to bloc arbitrage

## CONNECT | STEP 1:

# Frame for allies.

Award-winning delegates not only frame the topic for natural allies but frame their caucus blocs as well for allies that are resourceful and team players. They wisely select who to build rapport and connections with.

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**Cash in on your soft power.**

You've already built a reserve of soft power by introducing yourself before committee started and by passing notes to others delegates.

Cash in that soft power by reaching out to them during the first unmoderated caucus to confirm if they want to work together.

**Frame the discussion.**

You're framing your team for allies, not rivals. Use the first few caucuses to build rapport and establish connections by focusing the discussion on similar policies and ideas.

Framing the discussion this way will help you identify those allies. Save the debate for later when you have your team set.

**Open Blocs.**

Start opening conversations with delegates around you and in the outskirts of caucus blocs. If the group is already actively discussing something, get one delegate to explain what's going on so you can jump in without being too intrusive.

**Identify your wealth in the three currencies.**

Look within your potential allies for the three currencies that were previously described: people, ideas, and resources.

More specifically, you want to look for people that have generosity, goodwill, and trust and are willing to share those with you. You want to look for ideas that are mutually agreeable and are substantively strong. And you want to look for resourcefulness of each delegate, meaning what type of skills, research, and supplies they can contribute or potentially recruit into the bloc/team.

**Be the coach.**

You're assembling your own sports team and you want the right players in the right positions.

Everyone is valuable and brings some of the three currencies to the team. But will they be team players or power delegates who seek to dominate the bloc? Do they bring something that complements your team?

Don't overlook novices either. Every good team has a solid bench of backups, and in Model UN, these novices bring in votes and horsepower when a lot of easy but time-consuming work (such as typing up draft resolutions) needs to get done.

## CONNECT | STEP 2:

# Build rapport.

Rapport means two people have a sense of commonality, trust, respect, and confidence with each other. A diplomatic delegate uses rapport to turn new connections into reliable teammates.

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**Open the circle to invite others.**

Caucus blocs tend to form as circles, and delegates appreciate being invited into them. You should physically expand the circle or invite a potential ally to join in on the discussion.

**Agree on the easy wins.**

Agree as much as possible without contradicting your policy and without compromising too many of your ideas and solutions. You want the team to come to some quick, easy conclusions in the beginning so that teammates feel they are on the same page and can work together.

These easy wins provide a foundation for the team to move on to the draft resolution. Blocs that try to tackle large, complex, or controversial ideas in the beginning inevitably fall behind over too many arguments.

**Talk less — listen more.**

Building rapport and respect means listening to what others have to say. You want to know what's important to others, what's driving their actions, and what they can offer. Use phrases like "Yes, go on..." "Can you clarify what you mean?" and "Tell me more" to elicit ideas and trust.

Power delegates believe that dominating the conversation makes them look like they're leading the caucus bloc — that's why they speak up when the chair walks by. In reality, you look more like a leader when other delegates are talking to you — they want you to listen because they seek your leadership.

**Use cushioning statements.**

Cushioning statements include some praise but may imply some concern. You use cushioning statements to allow others to feel heard and respected, to gain confidence in you, and when they want someone to open up their thoughts to them. You can also use them when you don't necessarily agree with an idea or to help improve an idea without shooting down anyone's confidence.

Examples include: "I understand, but..." "I'm glad you asked," "Interesting point," "That's a legitimate concern" "I see why you would disagree" "I haven't heard that argument made yet" "That's a good idea, and I would add..."

**Connect beyond Model UN.**

Winning delegates have a secret to building connections — they don't always talk about Model UN. People have names besides the country they're representing and they have interests outside of Model UN.

In any situation in life, you build rapport with a person by getting to know them — who they are, what they like, what their aspirations are.

At the end of the day, Model UN is really about the friends you meet along the way.

## CONNECT | STEP 3:

# Pitch the selling points.

Once you've found the right people to work with, it's time to play salesperson and persuade them with your ideas so that they know you can offer good ideas and solutions — and they know they should follow you.

**Frame the sales pitch.**

In order to get buy-in, present your solutions in the context of how they relate to other people's ideas and how these related ideas can be the foundation of the team's draft resolution.

You've already heard what other people had to say, which means you know which ideas they will more likely agree with and accept it as a major operative clause. Also, point out how much your bloc agrees on specifics.

**Demonstrate thought leadership.**

Thought leadership generates respect. You can do that by either providing good ideas or by adding value to others' ideas.

You want to sell to the rest of your team why your ideas should become major clauses in the draft resolution. And you want to be the consultant of the group by constantly injecting value-added suggestions — you can offer improvement to an idea, expand upon an idea, or repeat what someone said in a different way.

**Focus on actions.**

The selling points of a draft resolution are its solutions, not its policies. Focus the discussion on the actions your group wants to take rather than on the nuances of each others' policies.

**Collaborate.**

Collaborating — combining ideas for mutual gains — is better than compromising because both sides get what they want without having to give up something in the process.

To create a culture of collaboration early on, you can give credit to people who brought up good ideas or relate someone's idea with another concept that someone else had brought up.

**Persuade.**

Persuasion is getting someone to adopt an idea through social influence rather than through logical reasoning (convincing). People don't want to be socially outcast and tend to go with the group majority, so use the majority to your advantage.

For example, you can use the Diffusion of Authority technique — first persuade the teammates who are more likely to agree with you and then use them as a group to persuade the people who were less agreeable with you. You can also use the Leading Questions technique — ask rhetorical or leading questions to a teammate who will answer favorably for you in front of someone else.

CONNECT | STEP 4:

# Counter power delegates.

You will encounter aggressive power delegates whose goal is to dominate the committee by controlling the conversation, shutting down ideas, and not playing nice. You have to know how to counter their techniques and weaken their power.

## Chair the bloc.

You can prevent a power delegate from dominating the conversation by “chairing the bloc.”

Cut the power delegate off by empowering others — you ask someone else a question or ask someone else their opinion on what was just said. Make it random and be sure to get different allies involved. Don’t ask for a round robin — you want to be in control of who gets to speak. If you get interrupted while speaking, say “as I was saying” after the interrupter finishes a sentence to get yourself back into the conversation.

## Divide the attention.

You can prevent a power delegate from controlling all the attention or save your bloc from having to continually listen to him/her by dividing a bloc in half.

Walk into the middle of the bloc, turn toward a section of delegates, and start a new conversation with them. The caucus bloc is now split into two and the power delegate will have to psychologically seek your approval in order to get your half of the bloc’s attention back.

## Associate lower value to the power delegate.

Counter the power delegate’s ideas by showing how it has low value. Bring up how someone else already said what the power delegate said or how the ideas have already been applied in real life and don’t work. Mention how the power delegate’s ideas don’t align with the goals of your caucus bloc.

## Cast the stripping line.

Ask power delegates to repeat or clarify their questions or ideas before answering them to make it seem like they were initially confusing. This tactic is also effective when the power delegate is animated; it makes him/her look like he’s trying too hard.

## Defend with a “poison pill” veto.

The “poison pill” is a tactic that lawyers use to defend their company from hostile takeovers by making consent difficult. In Model UN, it refers to the inherent veto that sponsors have against any amendments or forced mergers by power delegates.

Once a draft resolution is approved and the sponsors are locked in, now all sponsors must agree in order for any amendment or merging to be friendly and automatically passed. Any sponsor, however, can disagree and effectively veto it; the amendment becomes unfriendly and has to be voted upon separately. This makes the resolution a lot less favorable for the power delegate since he could not hijack ownership of its major clauses.

CONNECT | STEP 5:

# Race to bloc arbitration.

Bloc arbitration means assigning the right ideas, tasks, and resources to the right people. And starting the draft resolution sooner than later yields numerous first-to-market advantages: first to present and get amended, poison pill security, and first to be voted on.

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**Be first to imperfection.**

Get a sense of when you've found your team, i.e. when you've found people you can work with personality-wise and you don't disagree with each other's ideas or country policies.

Then you can be the first to imperfection — your team would be first and getting started on the actual writing of the draft resolution, which will lead to the aforementioned first-to-market advantages.

**Return the conversation to action.**

The glue to your bloc will be the actions it plans to take — focus on those. It's time to start compiling all the primary ideas and solutions that you've all suggested could work in a draft resolution. Let the different leaders within the bloc articulate their ideas so that they can be turned into operative clauses.

Don't debate the nuances of policy or get unfocused on details. There will be time later to figure out the details and the controversial clauses.

**Start using the three currencies.**

Determine who should be contributing ideas, effort, and generosity within the team and with other teams.

Generally, the thought leaders should direct the written work for the major clauses. Newer delegates might help out with the typing. Some delegates will help sell or defend the bloc. And everyone will share generosity by referring to each other and backing each other up in their speeches and comments.

**Don't insist on writing the resolution.**

Ask a non-power delegate if they would like to write the resolution. But if no one else is or seems willing, then just start writing a resolution.

Power delegates think they have to write the resolution to win awards, but that's not true — it's more important to be the driving force and thought leader on your team, which doesn't have to include literally writing the resolution.

**Start branding by bloc.**

Start referring to the bloc by "the draft resolution that (insert your country) is working on with x, y, and z countries" so that everyone else in committee are aware of your set of solutions and perhaps more important, who to talk to if they are interested in contributing or negotiating. Branding also helps you stand out to the Chair.



# DON'T WRITE. EMPOWER.

## **Writing resolutions is not enough.**

Most caucus blocs devolve into chaos as soon as they start to write resolutions. Everyone tries to get their ideas in — and sometimes do so at the expense of others. The end product is typically a poorly-written, disorganized resolution.

This process is ineffective and misses the point. Resolution writing is a chance for your bloc to work as a team — and your biggest opportunity to show leadership. Leading a collaborative process to draft a properly-written and well-organized resolution is the hallmark of an award-winning delegate.

In order to lead this collaboration, you have to do more than write — you have to empower.

## **Empowerment is getting your team to achieve a common goal — writing a strong resolution together.**

You want to be able to frame the resolution so that it incorporates the right ideas.

You want to develop a good end product by managing the process and delegating ownership to others.

And if you want to win, you need to show the Chair and other delegates that you were the one leading all the collaboration.

## **You know how it feels to be empowered as part of a team.**

If you've ever been part of a sports team, a musical group, or a class project, you know how it feels to succeed as a team. You feel like you and your teammates are working towards the same goal together.

You feel like teammates value your contributions — emotional investment. Your suggestions are taken seriously — intellectual investment. And you are putting in as much time and effort as everyone else on your team — resource investment.

In Model UN, you want to evoke this feeling of teamwork by empowering your teammates to invest themselves and the three currencies — emotional, intellectual, and resources — into the resolution writing process.

## **Empowerment helps you lead your team — and it demonstrates leadership to the rest of the committee.**

At the end of this chapter, you will be able to:

- Frame the resolution
- Manage collaboration
- Share ownership
- Submit as a team
- Present as a team

EMPOWER | STEP 1:

# Frame the resolution.

Framing the resolution makes the document easy to read, understand, and be referred to. It makes it look cleaner and stronger — and it makes your bloc look united.

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## Know what a strong resolution looks like.

Before you lead your team to write a resolution, you should know what a strong resolution looks like. A strong resolution is intuitive, well-organized, and written properly. Another delegate or the Chair can easily understand what it's trying to accomplish. The most important operative clauses are first. Operative clauses are simple and grammatically correct.

## Understand the purpose of a resolution.

A resolution is your committee's way of making a statement regarding a topic. A strong resolution is similar to a strong speech — it has focus, is well-organized, and is written in a way that people can easily understand.

In a speech, you describe your country's policy — in a resolution, you set policy. A speech has multiple sentences and paragraphs — a resolution is actually one long sentence.

## Simplify operative clauses.

Many delegates write operative clauses that have sub-operatives with their own sub-operatives. These clauses are difficult to understand — you do not need to solve the topic in one operative clause. Instead, break up complex ideas into separate clauses.

## Find your hedgehog.

A hedgehog knows how to do one thing well — curl up into a ball so that predators can't eat it. In Model UN, finding your hedgehog means writing a resolution that is focused. Most resolutions address many issues. Your resolution can do this, too, but you want stand out by focusing on one particular issue.

Frame your resolution by grouping together operative clauses that address the same parts of the topic. And the most important clauses of your resolution — the "hedgehog clauses" — should be first.

## Use a formula for preambulatory clauses.

Using a standard formula on the preambulatory clauses (preams) will free up your team's time on the more important part of your resolution — the operative clauses.

Preams typically start by recalling previous resolutions on the topic. Then, they move on to a review of the current situation. Preams usually end by explaining what gives the committee the right to take action — the Security Council, for example, is often "Acting under Chapter VI of the Charter of the United Nations." Logically, the specific preams you write should reflect the specific issues your resolution will address.

Although preams can be formulaic, there is one way to make them stand out. If your committee had a guest speaker, like a university professor or NGO representative, acknowledge those people in your preams. It's a nice little touch that a good Chair should notice.

EMPOWER | STEP 2:

# Manage collaboration.

You have to manage the resolution writing process if you want the resolution to turn out the way you expect it to. You have to see yourself as more than just a collaborator — you are the manager of the collaborative process.

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## See yourself as the project manager.

Project managers are the ones who plan, execute, and close a project — in this case a draft resolution. Being a manager means breaking up the project — the resolution — into various parts and asking specific people to get certain parts written by a set time.

Remember, you want your teammates to invest themselves and their emotional, intellectual, and resource currencies into the project. This makes them more likely to support it. If someone dominates all the writing, then their teammates are uninvested and more likely to abandon the team to join another resolution.

## Set a vision for the resolution.

Communicate the hedgehog of your resolution. Frame the resolution according to the main ideas that your team discussed during caucus. Everyone needs to understand what will make this resolution stand out.

Setting a vision also means setting a timeline for when to finish the resolution. For example, this could be by the end of the next unmoderated caucus or by the end of the committee session. Sometimes, certain major operative clauses need to be written first so that others can build around it.

## Staff it out.

Maximize collaboration by dividing your team appropriately. Make sure that the teammates who contributed the resolution's main ideas get to write them into the operative clauses.

Then divide your team into groups according to the resolution's framework — you want to match collaborators by similar interests and expertise so that they can pour their energy into something their country really cares about.

## Assign yourself the hedgehog clauses.

The hedgehog clauses are the most important parts of the resolution. When you present the resolution to others, the hedgehog clauses will be the first things they'll see and probably the first things you'll explain. You want to make sure they're written properly. Work with others on them, but you should take the lead on the hedgehog clauses.

## Get novices involved.

Less experienced delegates may want to be more involved but may not know how to be active in the resolution writing process. Reach out to them and get them involved.

You can assign the header and the perambulatory clauses to them to write. You can direct them to the contributor who is leading a certain clause that is similar to their ideas. You can also suggest that they write a supporting clause — one that makes the resolution better but isn't necessarily a main point.

## EMPOWER | STEP 3:

# Share ownership.

Although you may be managing the process, make sure every collaborator in the bloc knows that they are responsible for — and feel — ownership of the resolution. Success will come only if everyone is held accountable to the final product and feels empowered to contribute to it.

**Communicate often.**

This is easier said than done. Check in with each group regularly. Be supportive of each other's contributions. If one teammate cuts off another teammate during discussion, make sure to give the affronted teammate a chance to speak. Make sure to read non-verbal cues, too. If someone looks like they're not involved, talk to them about it — otherwise you risk losing them as a teammate, a sponsor, and a vote for your resolution.

**Manage emotions.**

Emotions run high during the resolution writing process, especially when it comes to ownership of different ideas and operative clauses. Calm teammates down and give them perspective — remind them you are working as a team.

Teammates will often write similar operative clauses — but everyone wants their operative clause to be included in the resolution. Preferably, you want to combine similar operative clauses — but only do this so long as each delegate feels ownership of that clause. If this is not possible, then just include each delegate's clause and group them together in the same part of the resolution. It's more important to empower your team than to write redundant operative clauses.

**Give constructive feedback.**

Tell teammates what you like about the clauses they're writing, but don't tell them exactly what to write (unless they ask). Instead, offer suggestions for improvement. You want to empower them to write down their own ideas.

**Resolve disputes by finding common ground.**

Your team will most likely argue over what ideas to include in the resolution and how to word specific operative clauses. It's your job as project manager to resolve these disputes.

One way to resolve such disputes is to find common ground. Delegates may disagree over ideas and wording, but if they agree on the goal behind a specific operative clause, then that can serve as a basis for compromise.

**Teach your team.**

Inevitably, you will encounter a less experienced delegate in your caucus bloc who proposes an idea that the committee cannot do. Instead of simply dismissing the idea and shutting it down, you should transform this delegate's initial idea into something the committee can do.

Ask this delegate to describe the goal behind the idea. As long as it does not contradict your policy or existing ideas in the draft resolution, offer feasible alternatives that reach the goal. Remember — you want to empower other delegates and get them to support you. See this moment as a teaching opportunity.

## EMPOWER | STEP 4:

# Submit as a team.

Conclude the collaborative process by bringing all the ideas and all the contributors back together. You want to make sure everything makes sense and that all the sponsors agree that the draft resolution is ready to be submitted.

**Read the operative clauses aloud first.**

This is a way to double check that there's nothing in the resolution that your teammates object to. It's also a final way of giving your team a sense of ownership — everyone gets to hear what others in the bloc wrote.

**Don't fight over the sponsor list.**

The order in which sponsors are listed should not matter to a good Chair. The real leaders of the resolution should be apparent during the resolution writing process and through speeches after the resolution has been submitted. If people make a fuss over this, just put the sponsor list in alphabetical order.

**Bottleneck the final approval.**

Make sure you're the one to finish the resolution. It doesn't matter if someone else is actually writing the resolution — the resolution is not done without your imprimatur as the team leader. You are the authority on the resolution and you have to give it one final read over before it gets submitted to the Chair.

While this may seem selfish, you are actually providing quality assurance — you are ensuring that the final product will make you and the team proud to present.

**“Pre-sell” your resolution to other delegates.**

The number of sponsors on a resolution tends to correlate with the likeliness it has to pass in voting bloc. Therefore, you will want to “pre-sell” your resolution to delegates as it nears finishing so that it will show strength when it gets presented.

Ask delegates from outside your team to read it over. Invite delegates who will be “friendly” — those with country policies and ideas don't contradict yours or your team's. Avoid power delegates who will most likely disrupt your team's resolution or untrustworthy delegates who could use their sponsorship to “poison pill veto” your own friendly amendments.

Try to sign other delegates on as sponsors before submitting the resolution. If other delegates want to make small changes here or there, then make them so long as it doesn't conflict with your country policy and no one on your team objects.

**Try to be the first team to submit a resolution.**

Being first helps you later during voting bloc, as committees normally vote on resolutions in the order they're submitted to the Chair.

Regardless of whether you are first, submit the resolution as a team. Whether it's a paper copy or on a USB key, hold onto the resolution yourself or give it to a younger teammate — make it an honor — and walk up to the dais as a group to present the resolution. However, you should be the one making the motion to approach the Chair — it signifies bloc leadership.

## EMPOWER | STEP 5:

# Present as a team.

The last step to empowerment is perhaps the most crucial in the eyes of the empowered. This is not only a chance for the primary collaborators of the draft resolution to pitch their solutions but also an opportunity to gain recognition from the Chair and other delegates. Make sure they are represented during the presentation of the draft resolution.

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**Find out how the conference presents resolutions.**

If the conference does “formal caucus” — delegates go up to present the draft resolution and then take questions — then you want to know how many sponsors are allowed to present so you can decide or negotiate who gets to do it.

If the Chair reads the operative clauses for the committee or only asks for grammatical corrections, then motion for a moderated caucus on the draft resolution so that sponsors can “present” it through a series of comments.

**Develop talking points.**

Whether or not your committee has a formal caucus, at some point you and your team need to make speeches that effectively introduce the resolution to committee. This is an opportunity to highlight its strengths and the reasons it should pass.

You can either talk about its absolute strengths — what makes the ideas work — or you can point out its relative strengths — what makes it better than other resolutions and ideas that have been discussed.

**Turn honest questions into votes and/or sponsors.**

Whether it’s part of a formal caucus or during unmoderated caucus, other delegates will ask questions about your resolution. There are mainly two types of questions delegates will ask.

One type is an honest question — a delegate genuinely wants to understand something you’ve written. What they’re really wondering is if it is line with their country policy — should they vote for the resolution? In this case, try to show that your resolution compliments their policy. Then ask them to vote for it — or to sign on as a sponsor.

**Defend your resolution against aggressive questions.**

Another type of question is criticism disguised as a question. Some delegates — particularly power delegates — will ask questions as a way to criticize your resolution in front of the committee.

Don’t simply avoid or dismiss their question — that undermines the legitimacy of your resolution. You need to recognize when these questions are asked and defend your resolution with your talking points, facts, comparisons, and logical arguments.

**Test for market feedback.**

Your draft resolution likely isn’t perfect and perhaps may not have enough votes to guarantee passage. Use this presentation as an opportunity to hear and understand what concerns other delegates have with your resolution so that you can make it better. Take note of constructive criticisms.

# DON'T DEBATE. NEGOTIATE.

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**Debate is not enough.**

Delegates think once various resolutions have been formally introduced that they should be debating the merits of each, highlighting strengths and point out flaws.

The problem is that debate means arguing with delegates who are not going to vote for your resolution anyway. While this is a good public speaking exercise, it's a waste of time if your goal is to pass your resolution.

If you want to win in terms of getting your draft resolution passed, you need to do more than debate — you need to negotiate.

**Negotiation is about making deals to persuade enough delegates to guarantee passage of your resolution.**

You need to know what you want — what your team wants to gain and what it cannot give away.

You have to identify and persuade blocs of delegates why it is in their interest to vote for the draft resolution.

And if you want your draft resolution to pass, you need to drive negotiations and prevent it from failing.

**You know how it feels when someone persuades you.**

You say “yes” or agree to something because you are comfortable with it. You genuinely like the idea and believe in it — or you decide to be persuaded simply because it's your friend or someone you like and trust.

In Model UN, you will use a combination of substantive persuasion and personal persuasion in order to get delegates to vote for your draft resolution — you will negotiate with them on both intellect and personality.

**Negotiation will help you persuade delegates to pass your resolution.**

At the end of this chapter, you will be able to:

- Know what you want
- Be a smart dealmaker
- Scale for efficiency
- Drive merger negotiations
- Ensure success

## NEGOTIATE | STEP 1:

# Know what you want.

Before you can negotiate, you need to know what your team wants to gain and what it cannot give away.

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**Don't leave your resolution to chance.**

Determine how many votes you need to pass your resolution. This lets you know how many more votes you need to garner on top of the existing number of sponsors.

**Identify likely voters.**

Make a mental list of delegates outside of your team who might be willing to vote for your resolution. Start with delegates who like you personally and move on to delegates who share similar policies and ideas that are not the primary sponsors of another resolution.

At the same time, avoid delegates who are not likely to vote for your resolution — specifically power delegates.

**Add as many sponsors as you can manage.**

This might seem counter-intuitive — shouldn't sponsors be the delegates involved in writing the resolution? But if someone sponsors a resolution, they are almost guaranteed to vote for it. That means the best way to ensure passage of your resolution is to add more sponsors.

If anyone is going to vote for your resolution anyway, try to add them as sponsors. But don't add sponsors unless all of the current sponsors agree — too many sponsors may be difficult to manage. And no one gets added as a sponsor unless you agree.

**Be willing to amend your resolution.**

Try to win votes of delegates who have small problems with the resolution by offering to amend the resolution so long as it does not contradict other operative clauses or your teammates' interests.

Just because other delegates have a problem or objection doesn't mean you should dismiss them. Offer to write the amendment for them in order to gain their vote — this is an easy win. If you can, try to get the other sponsors on board, submit a friendly amendment, and make that delegate also a sponsor of the resolution — it was, after all, their idea that is now part of the resolution.

**Don't take your team for granted.**

Run possible agreements by your team as you add new sponsors, modify operative clauses, and possibly merge resolutions.

Check that your teammates' country policies allow them to work with new sponsors. Don't leave them out when making amendments, especially if it affects an operative clause they feel ownership over. Make sure they are part of merger discussions.

Don't forget: you got to where you are because of your team.



## NEGOTIATE | STEP 2:

# Be a smart dealmaker.

Now that you're ready to negotiate, it's time to start making deals — to start persuading others through reasoning and personality. But you also have to be a smart dealmaker — you need to know who to use your persuasion on.

**Focus first on delegates who like you personally.**

They may not be on your team, but hopefully you built some rapport with them during caucus. Unless your resolution contradicts their country policy, delegates are likely to vote for your resolution if they like you.

**Give them a reason to vote.**

Even if delegates like you personally, they still need a reason to justify voting for your resolution. Figure out what's important to them, like a particular part of the topic. Then highlight how the resolution addresses this (assuming you have an operative clause that does).

You're trying to show that the resolution compliments their interests and does not contradict their country policy.

**Make friendly amendments.**

Delegates often want to make a small change that does not impact the rest of your resolution, like modifying wording or adding a simple operative clause.

In this case, offer to submit their suggestion as a friendly amendment if they agree to be added as a sponsor — after all, they made a contribution to the resolution.

**Overcome objections.**

Your resolution might have a particular operative clause that other delegates have problems with. However, they are most likely objecting to the clauses' wording, rather than the idea behind the clause.

In this case, clarify the idea behind the operative clause and offer to change its wording. If delegates agree with the idea, then you can offer to amend the clause's wording in order to obtain their vote.

**Minimize time with difficult delegates.**

It's one thing if delegates bring up objections to your resolution or want to make suggestions. But some delegates just want to fight. They want to put down your resolution and boast about theirs. Even if you debate them successfully, they're not going to change their mind — they just want to feel important.

The only time you want to debate is if it's in front of other delegates. You won't change the minds of difficult delegates, but you might convince other delegates who are watching to vote for your resolution.

Otherwise, you want to minimize your time with these kinds of delegates and focus on others who are likely to vote for your resolution. Remember, you're not trying to have a debate — you want to negotiate towards your goal of passing your resolution.

## NEGOTIATE | STEP 3:

# Scale for efficiency.

Negotiating with individual delegates is fine to begin with, but at some point, you want to go for the big wins — you want to scale your negotiation in order to earn votes from entire caucus blocs.

## Market your resolution as a team.

Give your team talking points with which to make speeches and approach other delegates or even entire caucus blocs. Highlight your hedgehog clauses and distinguish your resolution from others'. Back each other up by going in pairs so that you have more negotiating power. Check in with each other to know how negotiations went — duplicate success elsewhere and help each other re-strategize when negotiations do not work out.

One caveat to marketing as a team: if anyone wants to be added on as a sponsor, make sure they run it by you first. Being efficient in adding sponsors may not necessarily make it effective if they could cause issues within the bloc.

## Approach caucus bloc leaders.

You're more effective if you can get entire caucus blocs to vote for your resolution instead of one delegate at a time. It's an application of the Pareto Principle (also called "80/20 rule") — the least amount of effort you need to achieve your goals.

Approach caucus bloc leaders and negotiate with them. If you can earn their vote, you can use them to convince the rest of their caucus bloc to vote for you as well. Make sure to show respect and not interrupt their bloc when they are busy.

## Don't forget delegates at the back of the room.

They probably haven't been too involved, but a vote is still a vote. Their votes can help you pass your resolution. Like other delegates, they might vote for your resolution if they like you. Unlike other delegates, they may not even need a good reason.

You can even offer to make them a sponsor — this meets their interests, too — despite not doing anything, they can tell their advisor they're on a resolution! Try to get them to vote for your resolution, just don't try too hard — you know they aren't.

## Make speeches that highlight successful deals.

As you add sponsors and make amendments, let other delegates know. If you have many sponsors, emphasize how your resolution represents the voice of the committee. The committee wants a resolution to pass, and when they realize your team is working hard to make your resolution passable, they are more likely to work with you.

One caveat: if you made a "secret" deal with a delegate — like if they sponsored another resolution, but they like yours better — don't announce that to the committee.

## Reach the "tipping point."

Ironically, as your resolution gains support and becomes more likely to pass (it reaches its "tipping point"), it actually becomes easier to persuade other delegates to vote for your resolution. When people recognize a winner, they want to be a part of it — so let them.

## NEGOTIATE | STEP 4:

# Drive merger negotiations.

Mergers between resolutions are fairly common but are probably the most complicated negotiations you'll encounter in committee. When it happens, you want your bloc to be the one driving the merger negotiations — you're incorporating their document into yours, not the other way around.

## Understand the reasons behind mergers.

One reason is that two blocs have similar ideas and can create a better resolution — and one that is more likely to pass — by merging. Another reason is the Chair thinks the two drafts are similar enough on their ideas and will force a merger in order to simplify the number of resolutions or to save time.

If your resolution is similar to others', you actually want to approach other groups and bring up the possibility of merging.

## Seize mergers to show leadership.

Negotiating successful mergers of resolution is a sign of an award-winning delegate. It takes considerable skill to balance the various interests of other delegates who have invested significant time into writing and promoting their own resolutions. Use mergers as opportunities to win.

It also impresses (good) chairs, especially in large committees, if they realize that they don't have to read through multiple resolutions with similar ideas. Most chairs would like to read one, big resolution — so long as it's well-organized. Chairs want the committee to pass a resolution — and having a large number of sponsors is a strong sign that it will.

## Remember the core team.

You managed the resolution writing process so that your team would feel a sense of ownership. As you drive merger discussions, don't betray this or else you lose your standing as a team leader.

Merging resolutions is a constant balance. You want to merge resolutions so long as you don't give up critical ideas — or ownership over them — in your original resolution. You can't merge with resolutions whose ideas contradict your original resolutions' ideas. And you can't merge with a resolution that will cut out too many of your key ideas and contributors.

## Merge on interests, not positions.

In order to coax a merger out of a bloc — or accept your fate in a forced merger — you want to negotiate on interests instead of positions. You don't want either group to worry about losing their personal influence, so you shift the focus on influence through ideas. Emphasize similar ideas and similar goals. Don't put down their ideas and leaders. Win over the new bloc through leadership rather than alienation.

## Use unfriendly amendments for controversial clauses.

You don't have to compromise and merge the entire resolution. Carve out the controversial clauses that the two blocs disagree on and have those be voted upon separately as unfriendly amendments. This will prevent an impasse on the merger or prevent the resolution not getting enough votes only because of one clause within it.

## NEGOTIATE | STEP 5:

# Ensure success.

You're at the last mile — the draft resolution and any of its amendments are now ready to be voted upon in voting bloc. Make sure you use the right tactics to ensure it is protected from any last-minute threats to failure.

**Unite during the last unmoderated caucus.**

You want to use this last unmoderated caucus to ensure that your bloc will vote similarly for different resolutions. This unity will give you leverage in case you want to trade votes — convincing an entire bloc to vote for yours is a lot easier when you can control whether or not your bloc votes for theirs.

**Re-order resolutions.**

Resolutions are voted upon in the order they were submitted and presented, but you can motion to re-order them for voting bloc. You will want to do this in order to get your resolution to pass first. Passed resolutions tend to determine if a contradictory resolution can pass and tend to override clauses in similar resolutions.

**Follow through on agreements by using nonverbal cues.**

You and others have most likely negotiated last minute agreements that depend on what takes place during voting bloc. For example, you may or may not want your team to vote for the next resolution depending on how that resolution's sponsors vote for your team's resolution. Since voting bloc is silent, use a nonverbal cue — making eye contact or a nod of the head — to signal to your team whether or not they should vote for the next resolution.

**Divide the question.**

You might want to divide the question in a way that omits a controversial clause so that the rest of the resolution passes. In this case, make your intentions clear as part of your motion — both to explain it to the Chair and to signal other delegates what you are doing and why they should now vote for it.

If another delegate divides the question, then give nonverbal cues to your team to not let it pass so that it doesn't ruin the resolution.

**Hit the hidden reset buttons.**

If the committee does not pass a resolution (or any) for whatever reason and the Chairs and delegates actually want to pass a resolution, then you can hit several hidden reset buttons.

First, it might be possible to re-enter the topic in order to make more negotiations and produce a resolution that will pass.

If every resolution fails, you can motion to vote again but divide out certain clauses.

And if a resolution failed from too many abstentions but had zero 'no' votes, you can try to motion to divide the house — to force all abstentions to vote only either 'yes' or 'no.'

Of course, the next topic (or next conference) is also a reset button. Stay diplomatic with those who didn't vote for you — they might for this new topic. Refresh yourself, improve on your strategy, or pick new allies. Get ready to do it again.

# CONCLUSION: DON'T WIN. BRAND.

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## **A Best Delegate does more than just win — they brand.**

Award-winning delegates don't just walk away with a gavel or a certificate. They walk away with a brand — and with new friends.

Your brand will help you in the long run. The award-winning delegate is not just trying to win an award at one conference — he or she wants to win awards — and friends — throughout their Model UN career.

It's important to know how to win awards — how to prepare, inspire, connect, empower, and negotiate. More importantly, it's essential to do so through leadership with respect and influence — to be branded with a positive reputation.

Your reputation as a delegate grows with every conference. If you perform well at one conference — regardless of whether you win an award — other delegates will take note.

And if you interacted with other delegates cordially and diplomatically, they will want to work with you again.

## **Create your brand.**

Award-winning delegates create their brand before a conference even starts. They reflect on their performance whether or not they won an award at the last one. What went right? What went wrong? How can I improve? Should I do this committee again — or even specialize in it?

Brands are defined not just by what you broadcast to others, but by how others shape your own interaction. Seek mentorship from experienced delegates you trust. Look for leadership opportunities to help you grow as a delegate. Practice with the best so you can be your best at the conference.

And brands are only powerful if others know — and care — about you. You want to meet people in between session and after committee ends — and try to make friends with them. Exchange phone numbers, email addresses, or Facebook friend requests. Stay in touch through social media — find out who else is going to your next conference. The Model UN community is valuable because of the lifelong friendships it creates — make sure you're engaged in it.

## **The mission of Best Delegate is to help you use Model UN to make a difference.**

A delegate represents something greater than himself or herself, whether that be a country, an organization, or an idea. A delegate speaks and debates on behalf of other people. A delegate fights for others; a delegate is selfless.

A delegate makes a difference.

You don't need a piece of wood or sheet of paper to define your Model UN experience. What you learn — and the friends you make along the way — are more important.

We want you to be able to use Model UN to get into college, find jobs, and apply to grad school.

We want you to find your passions, become a leader of tomorrow, and change the world.

We want you to make a difference.

Good luck and have fun!

# Resources

Visit [bestdelegate.com](https://bestdelegate.com) for additional resources and updates on accompanying materials for this guide. Email us for workshops at [info@bestdelegate.com](mailto:info@bestdelegate.com).

# Authors & Editors

**RYAN VILLANUEVA** was a gavel-winning delegate for the Yale MUN travel team and Secretary-General of the Yale SCSY college conference. He also served as Secretary-General of the Mission Viejo High School MUN conference and as an intern and workshop presenter at UNA-USA.

**KEVIN FELIX CHAN** was head delegate for the UCLA MUN travel team and Secretary-General of the UCLA LAMUN college conference. He also served as Secretary-General for the UNA-USA MUN conference in New York and for the Rowland High School MUN conference.

**SARAH LAMBINO** was the lead event planner for UNA-USA's Global Classrooms Model UN conferences and organized MUN conferences in New York, Los Angeles, Chicago, Houston, and Boston. She also served as Secretary-General of the Washington State MUN high school conference.

**PARSA SOBHANI** was twice Secretary-General for the UCLA BruinMUN high school conference. He also served as Secretary-General for UNA-USA's Global Classrooms Los Angeles conference three times and was Secretary-General for the University High School MUN program.