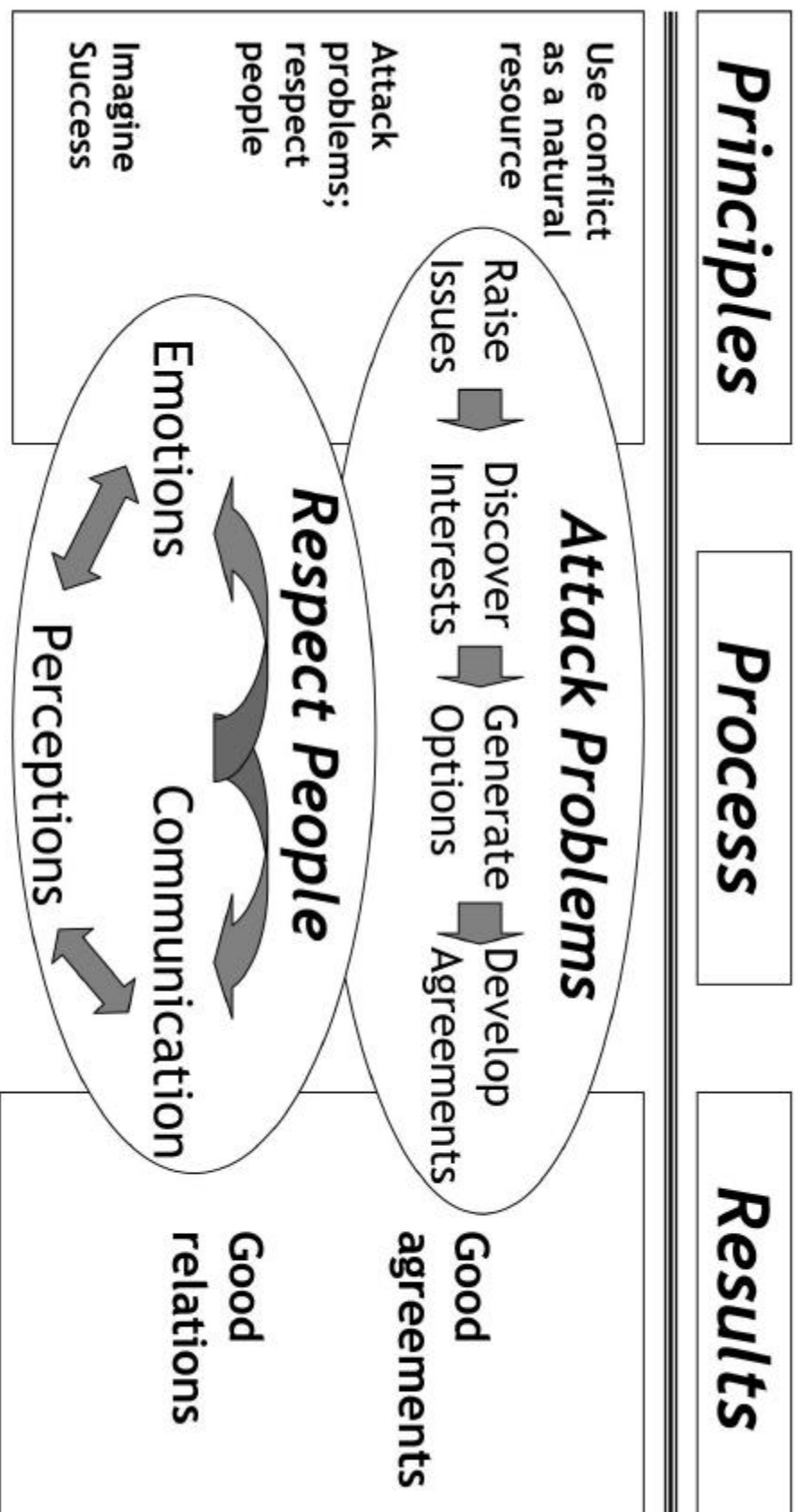


DEFINITIONS

- ISSUES:** Problems to be solved.
- POSITIONS:** Demands or statements of what someone says they will or will not do; one party's solution.
- INTERESTS:** Underlying needs, concerns, hopes, fears.
- OPTIONS:** Possible, often creative agreements or pieces of an agreement; options are not commitments.
- STANDARDS:** Customary, objective and widely accepted criteria for handling similar situations.
- BATNA:** Best Alternative To a Negotiated Agreement (a way to satisfy your interests if the negotiation fails).

Map of Cooperative Problem-Solving



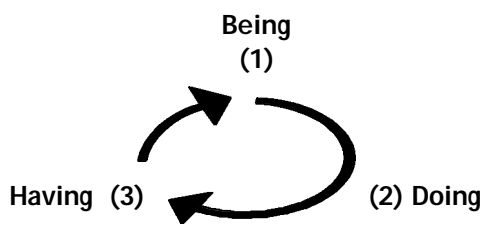


Figure A

VS.

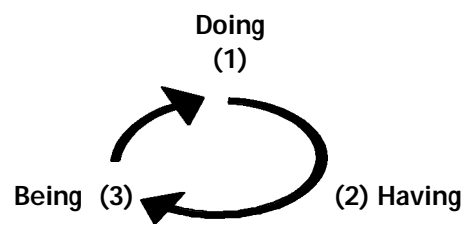


Figure B

CHARACTERISTICS OF A PEACEMAKER

1. Approachable
2. Balanced
3. Believable
4. Brings out the best in others
5. Calm
6. A coach
7. Competent
8. Confident
9. Courageous
10. Courteous
11. Decisive
12. Determined
13. Empathetic
14. Empowers others
15. Encouraging
16. Ethical
17. Fair
18. Forward-looking
19. Friendly
20. Gives good example
21. Good listener
22. Has vision
23. Honest
24. Motivates others
25. Objective
26. Practical
27. Respects others
28. Respects self
29. Safe to talk to
30. Sees all sides
31. Shows confidence in others
32. Sympathetic
33. Takes action
34. Thoughtful
35. Trustworthy
36. Understanding
37. Wise