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

- **Principles**: Use conflict as a natural resource
- **Process**: Raise issues, interests, options
- **Results**: Develop agreements, good relations

**Emotions**
- Respect People
- Perceptions
- Communication

**Respect**
- Imagine Success
- Attack problems; respect people

**Cooperative Problem-Solving**

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