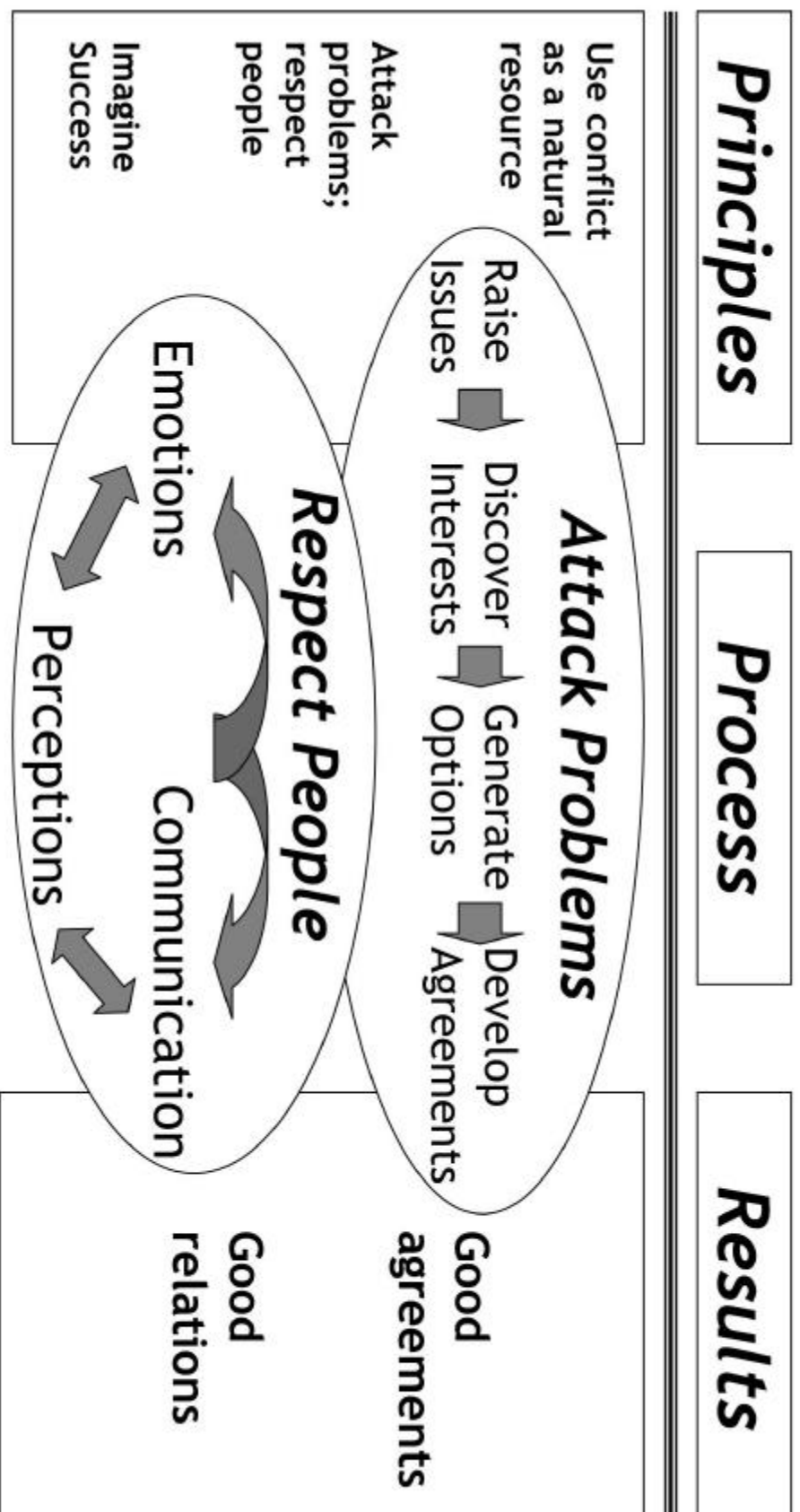


DEFINITIONS

- 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



Rules for Brainstorming

- ❖ Quantity, not quality (“wild and crazy” is OK)
- ❖ One idea at a time
- ❖ Build on others’ ideas
- ❖ “Pass” until everyone is finished
- ❖ No “killer phrases”