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).
Cooperative Problem-Solving Map of

Results
Process
Principles

Respect People

Good Agreements

Perceptions

Communication

Emotions

Good Relations

Attack Problems

Issues

Resource

Attacks

as a natural use of conflict

Interests

Generate Develop

Discover Options

Good Agreements

Imagine

People

Respect

Success
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”