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
TO WRITE OR NOT TO WRITE

WRITE IT DOWN WHEN:
- THE ISSUES ARE COMPLEX
- THE SOLUTION IS COMPLEX
- MANY PARTIES ARE INVOLVED
- POLICIES OR PROCEDURES ARE CHANGED

DON’T WRITE IT DOWN WHEN:
- ISSUES AND SOLUTIONS ARE SIMPLE
- FEW PEOPLE ARE INVOLVED
- IT WILL BE SEEN AS “DOCUMENTATION” – A PRELUDE TO ADVERSARIAL ACTION
WHAT SHOULD BE IN A GOOD WRITTEN AGREEMENT

- Be specific
- Be clear about dates and deadlines
- Be balanced
- Be positive and realistic