

Principled negotiation



- People** separate people from problems
- Interests** focus on interests, not on positions
- Options** create and discuss lots of possibilities before deciding what to do
- Criteria** insist on an objective standard of fairness

7 deadly sins for negotiators

1. Criticising other people
2. Being driven by personal views, hunches and unexamined opinions
3. Imposing solutions on others
4. Not listening to other people's ideas, needs and concerns
5. Having no BATNA
6. Engaging in "tug-of-war" positional bargaining
7. Focusing on victory

7 golden rules

1. Separate people from problems
2. Work for mutual benefit using facts and objective data
3. View them as fellow problem-solvers
4. Collectively generate ideas, solutions, choices and options
5. Listen, probe, check understanding and summarise often
6. Know in advance what you'll do instead if you really can't agree (BATNA)
7. Focus on interests and a wise outcome, not on positions

7 professional tips

1. Don't defend your ideas - invite criticism
2. Avoid statements. Ask questions instead
3. Don't attack *positions* - look behind them for *interests*
4. Never ask them to accept/reject an idea - ask them what's **wrong** with it
5. Use constructive language, and put yourself in their shoes (creative visualisation)
6. Before you start plan carefully, and hone your BATNA into something that's a **real** option for you and for anyone you represent
7. Build them a 'golden bridge' - and don't take all the credit for a successful outcome!

BATNA

Your **B**est **A**lternative
To **N**egotiated
Agreement - i.e. what
you'll do instead if you
can't agree!

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