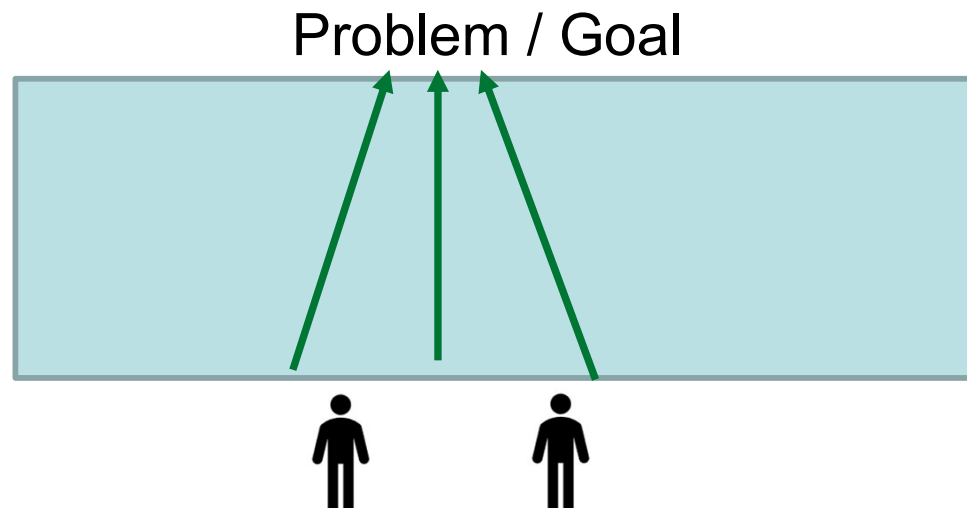
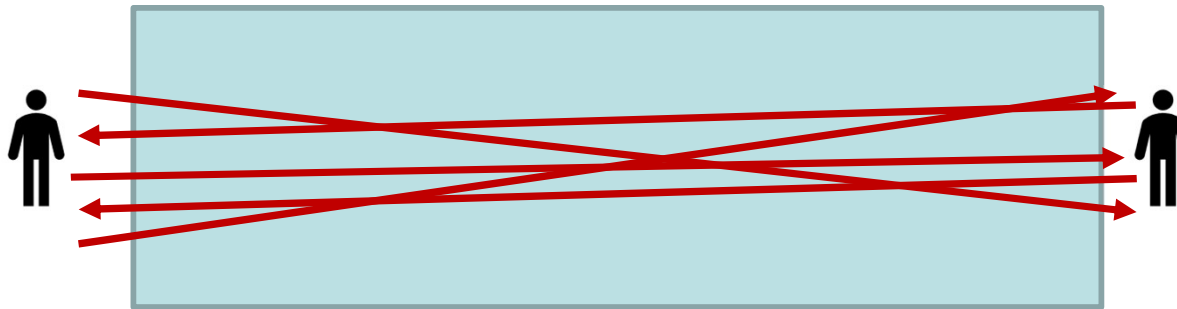


The Seven Elements: *Relationship*

- *Definition*
 - The overall quality of interactions and level of trust between negotiators
- *Measure of a good outcome:*
 - The process used today improves our ability to negotiate tomorrow
- *Note*
 - Having a good working relationship does not mean we always agree



The Seven Elements: *Relationship*



The Seven Elements: *Commitment*

- *Definition*
 - An agreement about what each party will or will not do
- *Measure of a good outcome:*
 - Each negotiator is clear on process and substance
 - Terms are operational and complete
- *Note*
 - There are many possible degrees of commitment – invest in micro-agreements on your way to a final commitment



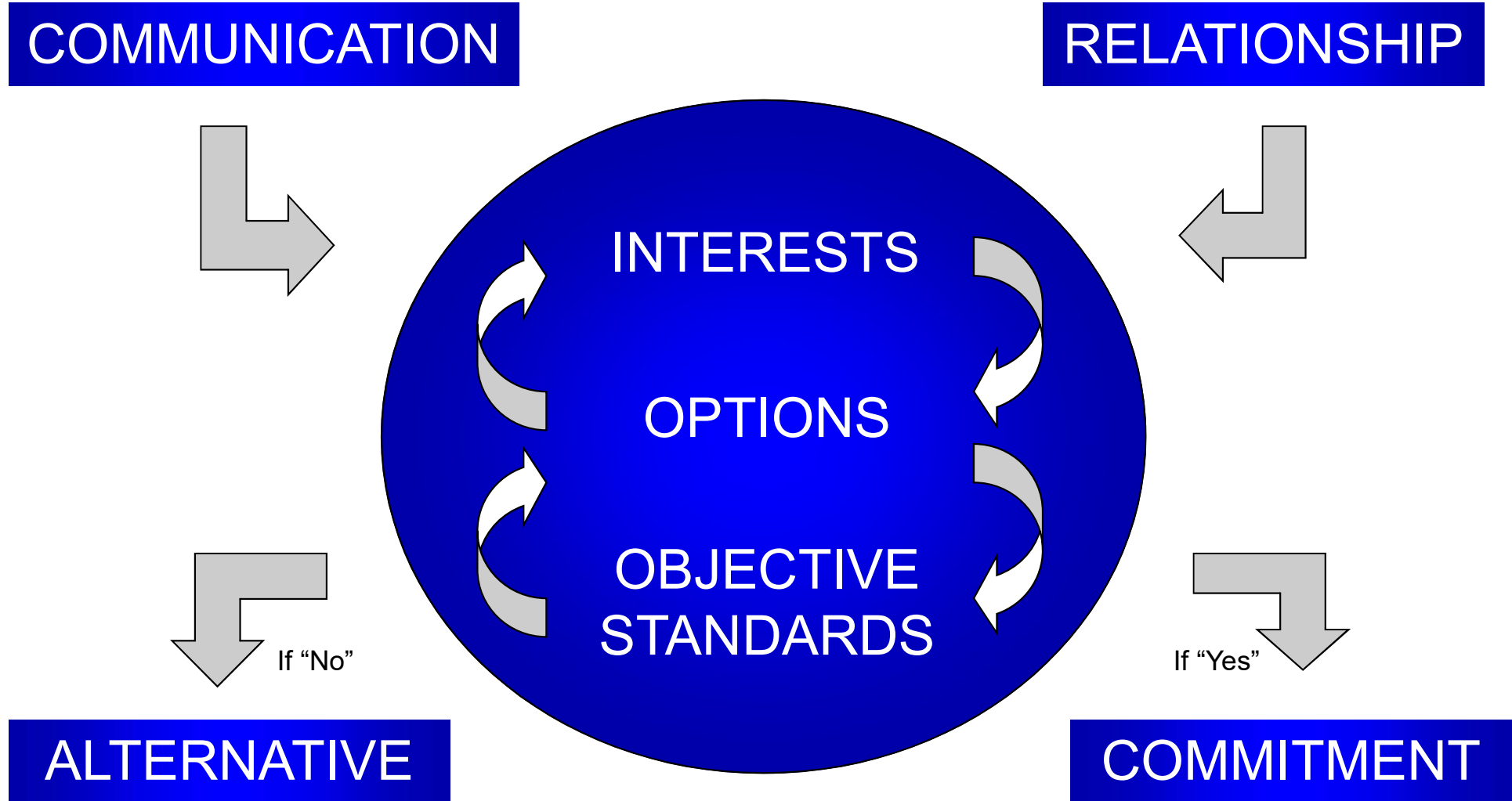
Define Success in Advance

An optimal agreement is one that:

- Meets many of both sides' **Interests**
- Is the best of many creative **Options**
- Is supported by **Objective Standards** that are viewed as fair by both sides
- Is better than each party's **Alternatives**
- Builds trust by investing in the **Relationship**
- Seeks understanding on both sides through clear **Communication**
- Ensures each side shares an understanding of what they will do together based on shared **Commitment**



A Framework for Success



Preparing to Negotiate

PARTIES/POSITIONS: Who are the people involved and what are they demanding?

Us:

Them:

INTERESTS: What motivates each side to negotiate: their goals, hopes, fears, needs

Our Interests:

Their Interests:

OPTIONS: What everyone could do together to meet their interests.

ALTERNATIVES: What each side could do on their own to meet their interests.

What we would do if no agreement::

What they would do if no agreement::

ID your BATNA:

ID their BATNA:

OBJECTIVE STANDARDS: Standards of fairness recognized by the negotiators.

Industry standards, precedents, company policies, laws, expert opinions, etc...

RELATIONSHIP: The quality of the negotiators' interactions and level of trust.

Describe current relationship:

Describe future ideal relationship:

COMMUNICATION: What and how messages are sent and received.

Questions to ask (inquiry):

Messages to send (advocacy):

COMMITMENT: How everyone will negotiate and what the result will look like.

Plan to explicitly discuss process: Meeting agenda ID attendees & roles
Length and number of meetings
Ground rules and guidelines

Plan to explicitly discuss outcomes: Expected outcomes Dispute resolution
Agreement structure



Going Forward: Continuing the Learning Process

- Practice, Practice, Practice
- Negotiate with yourself to prepare for your negotiations early, often and consistently
- Read and re-read “Getting To Yes” and see bibliography in the back of this manual for suggested titles on basic and advanced negotiation topics
- Prepare with your colleagues in groups
- Consult an expert for advice/suggestions in difficult situations



About MWI

MWI achieves success for our clients by maximizing their capacity to collaborate, find solutions to difficult disputes and communicate effectively. Since 1994, MWI has provided thousands of individual and corporate clients with negotiation consulting and training, mediation services, and mediation training.

Negotiation and Mediation Training Programs:

- Effective Negotiation Skills
- Dealing with Difficult People
- Getting Past No
- Manager as Negotiator
- Mediation Skills Training

Dispute Resolution Services

- Commercial and Workplace Mediation Services
- Facilitation Services
- Organizational Ombuds Services
- Divorce Mediation Services
- Dispute Management System Design

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