

Principled Negotiationⁱ

1. Don't have a position! Don't start with a solution!
2. Begin with exploration of the problem
3. Separate the people from the problem
4. Invent options
5. Use objective criteria – fair standards – “principled negotiation”
6. Develop your “Best Alternative to a Negotiated Agreement” (BATNA). Make it easy to walk away...
7. What if you can't? :

Difficult Negotiationsⁱⁱ

1. Don't be forced to react; buy time to think by reviewing discussion.
2. Don't cause them to reject or react, disarm them by acknowledging their point, agreeing without conceding or offer an apology
3. Don't reject their demand, reframe it.
Ask problem solving questions
Approach rigid demands by ignoring the message, reinterpreting it or testing it
Attacks can also be ignored or reframed onto the problem by using “we”.
Tricks can be exposed by making reasonable requests and asking clarifying questions
The negotiation can be slowed by negotiating about the process
4. Make it easy for them to say yes.
Ask for their ideas and constructive criticism.
Don't assume fixed pie and don't rush for a settlement
5. Make it hard to say no.
Educate him about the costs of not agreeing.
Ask reality testing questions, warn not threaten and demonstrate your BATNA.

ⁱ Fisher, R. Ury, W & Patton, B , *Getting to Yes*,(2nd ed), Random House, London, 1992.

ⁱⁱ Ury, W., *Getting Past No: Negotiating your way from confrontation to cooperation* (revised), Bantam Books, New York, 1993.