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| **1. CLARIFY Interests, Issues & Positions** | **2. PLAN the process** | **3. CREATE Options** | **4. CHOOSE Issues/Options** | **5. IMPLEMENT the Agreement** |
| **Our Interests** (Interests: The need, aspiration or fear that motivates you.)  | **Their Interests -** If their motivation is identified early on, their issues will be seen more clearly and it will be easier to generate options to address those issues.  | Who should go to the meeting? Who has decision-making authority? Who will speak for each side? What will be discussed in order of priority? What is the agenda? What information will be shared? What information will not be shared? When will we meet? When do we plan to finish (deadlines)? Where will we meet? How – Tone of meeting (Formal or Informal) | Be creative – Generate new options. Brainstorm creative options to satisfy interests and issues. | Viability | Options/Issues we agree on: | What is the agreement? Develop an Implementation Plan to address: - Who will do what - By When - How will it be done? |
| **Our Issues** (Issues: Something that should be included in the final agreement.) What issues need to be resolved? (e.g. Price, Delivery, etc.). Generate Options in advance. | **Their Issues:** Anticipate needs as these may lead to issues.  |
| **Measures of Success:** How will you know the negotiation was successful? (Identify key indicators to measure the performance/success of the negotiation.) |
| **Options/Issues we cannot agree on**. Identify deal breakers, our concessions and issues we'll still keep negotiating for. |
| **Our Position** (Position: A Statement of what you want from the other party.) Identify deal breakers. Identify option we can live with though not necessarily our first choice. | **Their Position:** See beyond their position to identify underlying issues which, if adequately addressed, may change their position. | **Best Alternative to a Negotiated Agreement (BATNA) -** It is important to calculate both parties BATNA prior to beginning the negotiation and as circumstances change. | **Our Interests** | **Their Resources** |
| Our Agreement: What is our next best alternative? | Their Agreement |
| **Worst Alternative to a Negotiated Agreement(WATNA) -** This is a measure of the risk that you and the other negotiator bring to the process. What is the worst thing that can happen if we can't reach an agreement? | **Our Resources** | **Their Interests** |
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