

INTEREST-BASED NEGOTIATION

Fisher & Ury's "Principled Negotiation" (from 'Getting to Yes')

PROBLEM Positional Bargaining: Which Game Should You Play		SOLUTION Change the Game: Negotiate on Interests
SOFT POSITION	HARD POSITION	INTEREST-BASED <i>"Principled Negotiation"</i>
Participants are friends.	Participants are adversaries	Participants are problem-solvers.
The goal is agreement.	The goal is victory.	The goal is a wise outcome.
Make concessions to maintain the relationship.	Demand concessions as a condition of the relationship.	<i>Separate the people from the problem.</i>
Be soft on the people and the problem.	Be hard on the problem and the people.	Be soft on the people, hard on the problem.
Trust others (at any cost).	Distrust others (always).	Realistic appraisal of and attempt to develop trust.
Change your position easily.	Dig in to your position.	<i>Focus on interests, not positions.</i>
Make quick offers.	Make threats.	State and explore interests.
Accept one-sided losses to reach agreement.	Demand one-sided gains (mislead re: bottom line).	Avoid a rigid "bottom-line" and be open to alternatives.
Search for the single answer: the one they will accept.	Search for the single answer: the one you will accept.	<i>Invent options for mutual gain: decide later.</i>
Insist on agreement.	Insist on your way.	<i>Insist on using mutually agreed-upon criteria.</i>
Try to avoid a contest of will.	Try to win a contest of will.	Proceed independent of will.