

TOOL 3

NEGOTIATION PROCESS MAP

You've seen this map in Chapter 3, but I'm including it here so it is at hand as you work through the other tools. As you look at the map, ask yourself:

"Where am I most likely to get stuck? (What will my counterpart say or do to throw me off track?) "

What can I do at those moments? (What does it sound like?)"

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ESTABLISH			EXPLORE			INVENT			DECIDE			CAPTURE					
A shared opportunity, problem or decision			Reactions to existing proposals			Options to create gains or bridge differences			Arguments (What makes this fair?)				Summarize what has been agreed				
Key issues to discuss			Interests and priorities				Packages across issues				Closing trades, concessions				Define measures and milestones		
go. me	Agenda: goals for meeting; timing;			Areas of flexibility (If I might you?)			Contingent commitments			In the event of an impasse: Do we walk away? Compromise? Bring in a third party?			Inform others affected by the decision				
Who a	constraints Who approves (or can veto) our outcome?			New issues (add, fractionate)										How can we do this better next time?			
	* LISTEN MORE THAN TALK * * MONITOR TIME AND AGENDA *																

* MONITOR TIME AND AGENDA * ACT WITH INTEGRITY *