

# QUICK REFERENCE



## IBN SUMMARY

- Position: Ideal / Preferred outcome from position taker's point of view.
- Interests: Motivating Objectives that inform and underlie positions.  
**NEEDS, DESIRES, CONCERNS, FEARS, HOPES**

## NEGOTIATION PROCESS FRAMEWORK:

**Preparation** (purpose: getting ready to effectively engage)

- research, anticipate, consider logistics, identify issues and interests, and think about BATNA/WATNA

**Stage 1—Introduction** (purpose: establishing positive expectations and setting a collaborative tone)

- express positive, future focused expectations, emphasize need to negotiate, consider setting/suggesting ground rules, and get commitment to proceed

**Stage 2—Issues** (purpose: figure out and define what issues need to be solved)

- set a task, listen to stories/perspectives, summarize, and frame the issue(s) – using How/What e.g. “The issues we need to resolve are how to deal with...and what to do about...do you agree?”

**Stage 3—Interests** (purpose: identifying what's important and why)

- ask open questions, reflect interests, reveal interests, summarize common interests

**Stage 4—Solutions** (purpose: reaching agreement that meets interests)

- summarize areas of agreement, use creativity/imagination, develop multiple options, reality test, measure/evaluate emerging options, consider formalizing

## SKILLS:

### Open Questions:

Probing – “What is important about..?” “Please tell me more about..?”

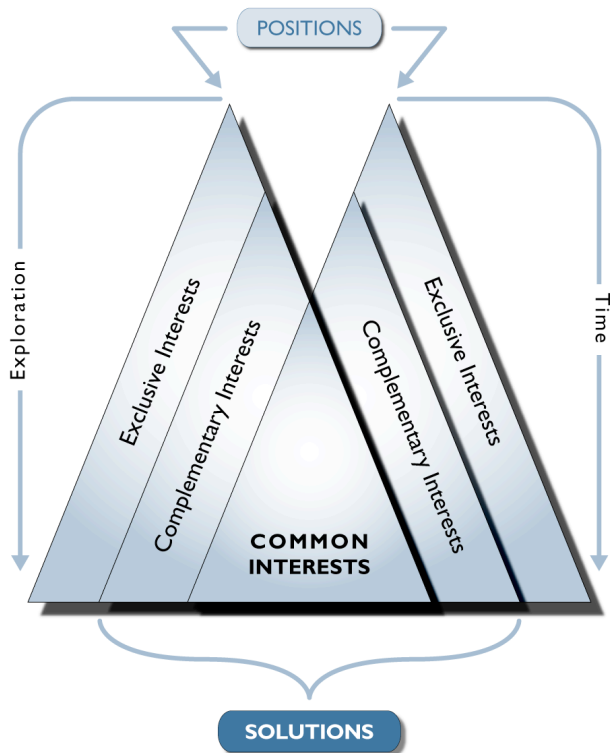
Clarifying – “When you said ‘unworkable’, what does that mean?”

Consequential – “What will happen if..?” “How will that idea affect..?”

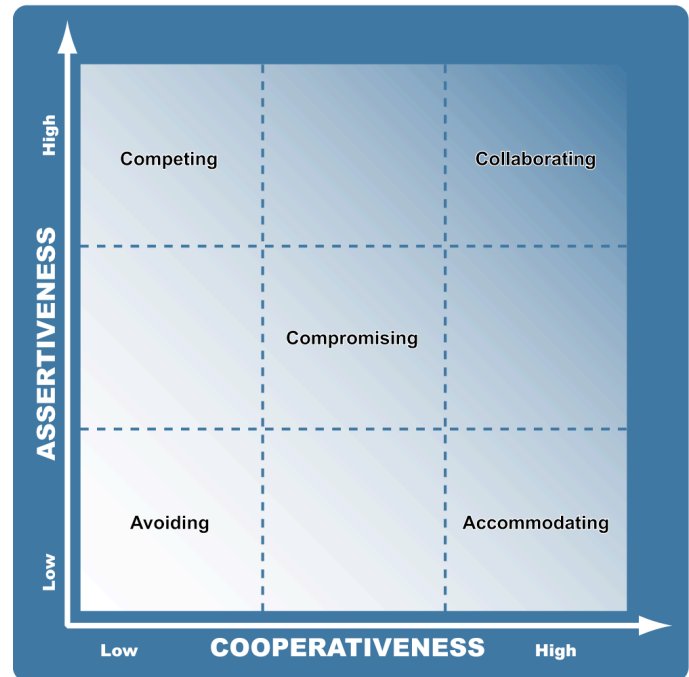
### Reflections:

Restating (feedback what you hear without parroting) – “So you're saying that...”

Paraphrasing (feedback with editing - emphasize an interest, reduce negativity) – “It sounds like you want...”



## CONFLICT HANDLING STYLES



## NEGOTIATION PROCESS

