

THE STRATEGIC COMPASS

Be unconditionally constructive on **Relationship** issues; map, manage and build relationships despite differences

Be precise and explicit on your **Communication** purposes and process; promote learning conversations; balance advocacy with inquiry

Clarify **Interests** (needs, aims, concerns, desires) both yours and others'; consider asking: Why? What else? In what priority?

Invent and consider many possible **Options** for each issue or interest; search for joint gains and possible trades; explicitly separate inventing options from evaluation and commitment

Maximize **Objective Criteria** with data, standards, and fair processes, i.e., what we "ought" to do; use legitimate criteria as "sword" and "shield" to persuade and to protect

If "NO"

Understand each party's walk-away **Alternatives**; develop your BATNA and reality test theirs; discuss BATNAs as choices, not threats

If "YES"

Clarify **Commitments**; test who, what, when and how; agree early on process, later on substance

GOALS & PREPARATION

STRATEGIC OBJECTIVES

We do not agree until the decision:

EFFECTIVE PREPARATION

Map relationships: +/-, deciders, influencers

Draft a set of issues

Zoom out, Zoom in. Plan “set-up”

INTERESTS/NEEDS

Satisfies **Interests/Needs**

- Ours well
- Theirs well or at least acceptably
- Others’ well or at least tolerably

Identify and prioritize ours

Estimate and test theirs and others’

Identify common, differing, and conflicting interests

POSSIBLE OPTIONS

Is the best of all possible **Options**;
identifies and captures value in trades
and possible joint solutions

Identify, build and invent many possible “joint gain” options that could satisfy each side’s interests/needs (even if not their original position)

Look for high gain/low cost trades

OBJECTIVE CRITERIA/STANDARDS

Is supported with objective **Criteria**:
Standards, precedents, clear reasoning
and fair processes

Explore possible objective criteria: Precedents, experience, standard operating procedures, market data, industry practice, etc.

Consider the view of a neutral third party

WALK-AWAY ALTERNATIVES

Exceeds the value of our BATNA
(Best **Alternative** to a Negotiated
Agreement) and theirs, or we say “No”

Identify and improve our Walk-Away BATNA
Estimate theirs and consider ways to make it
less attractive to them

COMMITMENTS

Produces **Commitments** that are
clear, mutually understood, and
operational

Draft a “framework agreement”

Develop aspiration, bottom-line, anchors

Consider current and desired authorities

COMMUNICATION

Promotes a process of efficient,
effective **Communication**; advocacy
and inquiry are balanced and each
informs the other

Prepare the (multi-)meeting strategy. 5Ps:
Purpose, Products, People, Place, Process
Prepare opening/exit, agenda, questions
and information to share, difficult
moments, “going to words”

RELATIONSHIP

Builds the working **Relationships** we
need; hard on the problem and soft on
the people

Describe current and desired working
relationships

Identify causes of the “gap” between the
current and desired states

Draft a plan to close the “gap”: Steps
toward trust, respect, affiliation, autonomy,
appreciation