

I. COOPERATION KEYS

Purposive Action that maps and sequences clear aims for...

- **Specific Meetings**
"These are the issues we might cover in order of priority."
- **Key Interactions**
"What clear message should that decision influencer hear?"
- **Overall Process**
"For the best decision next week, who do we involve today?"

Shared Frames of Reference for

- **Issues and Roles** that are mutually acceptable
"We're here to help each other with several shared concerns."
- **"Third Story" Openings**
Describe the situation as a third party might:
 - common facts and shared interests where they exist
 - objective points of agreement and disagreement
- **Relative Priorities**
"You need to feel heard; I need to make a decision."

Mutual Learning

- **Inquire into *Their Story*** – understand *before* persuading
- **Share/"Make Testable" *Your Story*** - *before* persuading
- **Explore the Ladder** – experience and frames of reference:
The values, interests, standards, feelings, personal examples and objectives *beneath* conclusions

Joint Problem-Solving

- **"In The Circle"**
 - **Interests:** *"Here's what I'm trying to achieve and why..."*
"Your offer focuses on price - what else is important?"
 - **Options:** *"What would be wrong with...?"*
"That's one option, let's look at others before deciding."
 - **Standards:** *"Where does that number come from?"*
"Past precedent seems to suggest..."

And if Difficult Tactics & Behaviors persist... →

II. DIFFICULT TACTICS Management

1. Recognize – pause, do not react, self-regulate

- **Be aware** of whether/how you react
 - **Breathe** rhythmically and smoothly
 - **Diagnose** why the other side is using these tactics/approach? Strategic? In reaction to your/others' actions? Their limited repertoire?
-

2. Reframe

- **Reframe** positions, demands, objections, attacks as:
Statements of Interest
"Your position seems to value margins above cash flow."
or **Possible Options**
"That's one possibility, let's consider others before deciding."
or a **Search for Criteria**
"What is the precedent you are using here?"
 - **Reframe** using both **Advocacy** and **Inquiry**
-

3. Name and Change the Game – 3 Steps

- 1) **Identify *unhelpful behaviors***
"When we anchor on conflicting positions..."
 - 2) **Describe any negative *consequences***
"...we risk missing other important interests..."
 - 3) **Propose more helpful *shared behaviors***
"... so let's consider other options before deciding."
-

4. Change the Process (or Players)

- **Reset the process:** issues, sequence, timing, formal vs. informal, roles, overall architecture/design,
 - **Add, remove, change or go around players:** decision makers, influencers, stakeholders – **on their side or yours**
-

5. Go to your BATNA/Reality test their BATNA

- **Know your/their BATNA** – improve your BATNA, consider worsening their BATNA
 - **Frame your choice** as a cost/benefit analysis they can understand, not as a threat
-

Leave the door open to Cooperation, now or later...