

THE STRATEGIC COMPASS

Be unconditionally constructive on
Relationship management

Balance Advocacy with
Inquiry in Communication

Focus on Interests not
positions; ask: Why?
What else? Priorities?

Explore many possible
Options; separate inventing
from deciding

Test and build **Criteria**
with data and objective
standards

if "NO"

Alternatives
build your
walk-away,
weaken theirs

if "YES"

Commitment
early on process,
late on substance

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MEASURE SUCCESS

Satisfies **Interests**

- Ours well
 - Theirs well or at least acceptably
 - Others' well or at least tolerably
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Exceeds our BATNA (Best **Alternative** to a Negotiated Agreement) *and* theirs

Is a no waste solution: Best of the many possible **Options**

Builds **Criteria**; feels fair; refers to objective standards

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

The process plans and promotes efficient, effective **Communication**

The process appreciates and builds desirable working **Relationships**
