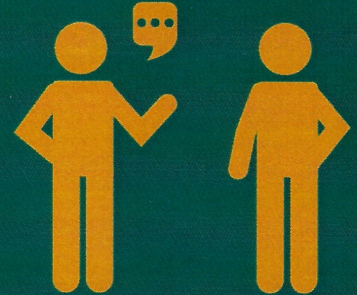


ROADMAP TO COLLABORATIVE RESOLUTION



STEP 1: Establish Ground Rules

- Be polite, patient, honest
- Listen actively
- Don't interrupt
- Focus on the future; avoid discussing the past
- Focus on solutions; avoid blame
- Speak only for yourself, use "I" not "you"



STEP 2: Discard Positions; Identify Interests

	You	Me
Problem: taking positions:	• "I want the orange"	• "I want the orange"
Interest: ask "why?"	• Orange peel candy	• Mimosas
Winning Solution:	• Get the peel	• Get the juice

Arguing positions limits options & may result in agreements that fail to satisfy actual interests.

STEP 3: Address Temporary Issues

STEP 4: Gather & Exchange Information

- Financial
- Requested
- Relevant

STEP 5: Brainstorm Options

- Environment: open, casual, relaxed, creative
- Participants: entire team
- Pace: fast; no self-evaluating; no judging
- Process: no bad idea; outside-the-box; off-the-wall ideas lead to helpful ones



STEP 6: Evaluate Options

- How well do they meet your interests?
- What's the cost/benefit to each of you?
- BATNA (best alternative to negotiated agreement)
- WATNA (worst alternative to negotiated agreement)
- Step into other's shoes; would you be happy if you were he?



STEP 7: Select Options

You decide, not some judge who doesn't know you or share your values.

