

DON'T BARGAIN OVER POSITIONS - NEGOTIATE ON THE MERITS
(adopted from *Getting to Yes*, Fisher and Ury)

Soft	Hard	Principled
Participants are friends	Participants are adversaries	Participants are problem solvers
The goal is agreement	The goal is victory	The goal is a reasoned outcome
Make concessions to cultivate the relationship	Demand concessions as a condition of relationship	Separate the people from the problem
Be soft on the people	Be hard on the problem	Be people soft, problem hard
Trust others	Distrust others	Proceed without regard to trust
Change your position easily	Dig into your position	Focus on interests, not positions
Make offers	Make threats	Explore interests
Disclose your bottom line	Mislead as to your bottom line	Avoid having a bottom line
Accept one-sided losses to reach agreement	Demand one-sided gains as the price of agreement	Create options for mutual gain
Search for the answer they will accept	Search for the answer you will accept	Develop multiple options to choose from and decide
Insist on agreement	Insist on your position	Insist on objective criteria
Avoid a contest of will	Win a contest of will	Reach a result independent of will
Yield to pressure	Apply pressure	Yield to principle, not pressure

