

## A CRITICAL SHIFT IN NEGOTIATIONS APPROACH

Taking a purposeful approach to negotiations, rather than a combative one, requires a shift in mind-set.

From	To
What do you want?	Why do you want it?
Will you accept/give up?	What are some different possible ways we might resolve this?
How about we just split it?	By what criteria/legitimate process can we evaluate (and defend) the best answer?
Saying, "I understand"	Showing I understand
Thinking my strength comes from knowing I am right, anchoring well, and effectively using threats	Thinking my strength comes from being open to learning and persuasion, being skilled at figuring out their motivations, and being extremely creative