

**Understand  
interests**

**Explore  
options**

Promote  
**legitimacy**  
through external  
standards that  
we can agree on

**Obtain a  
commitment**

Maintain a constructive relationship  
Promote two-way communication – balance enquiry & advocacy

Have a best alternative to negotiated agreement (BATNA)  
– walking away is always a bad idea, it is destructive of relationship