Tips

1. GO TO THE BALCONY
   - Stop to think
   - Look: Keep your eyes on the prize
   - Identify the stakeholders
   - Listen to yourself: reactions, emotions

2. STEP TO THEIR SIDE
   - Put yourself in their shoes
   - Listen more than you talk
   - Acknowledge their point
   - Use trust-building measures

3. FOCUS ON INTERESTS
   - Probe behind positions
   - Ask "Why?" "Why not?"
   - Replace "But" with "Yes And"
   - Use a Positive No

4. INVENT OPTIONS
   - Invent before you judge
   - Ask advice, ask "What if?"
   - Make a Yes-able proposal

5. USE OBJECTIVE CRITERIA
   - Prepare independent standards (e.g. market value, precedent)
   - Put reasons first, price later

6. DEVELOP YOUR BATNA
   - Best Alternative To a Negotiated Agreement
   - Develop yours, estimate theirs

7. BUILD A GOLDEN BRIDGE
   - Satisfy unmet needs
   - Build on their ideas
   - Imagine their victory speech

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