

A RANDOM LIST OF BASIC POINTS IN THE CLASS

- Prepare as much as possible before a negotiation—the power of information is one that can be leveraged by the young and by women—try to figure out what the interests of all the sides are.
- There are many sources of power in a negotiation, not just authority which most people associate with the (Machiavellian) concept of "power." The powers of information and expertise, moral authority, commitment, elegant solution, etc. are all ones that "unpowerful" negotiators can use.
- Never meet hostility with hostility.
- One of a manager's major duties is to be a complaint handler a lot of the time.
- Respect is always something one can offer in a negotiation, to make it at least a little integrative.
- Every human interaction is a negotiation.
- The concept of the elegant solution—I will search them out!
- Let the complainant hold/control the complaint, wherever possible. (But it is not always possible.)
- Options (including the option of BATNA) permit people to feel better and act more rationally. Thinking up alternative options is in itself a source of power (or empowerment).
- Prepare, Prepare, Prepare.
- Negotiate on Interests not Positions.
- Understand your own interests, skills, habits, preferences, etc., as well as those of the Others. Effectiveness requires this.
- Even when you think you know the outcome, negotiation itself holds many valuable attributes including:
 - generation of creative solutions, potential mutual gain, relationship building, additional personal experience, etc.
- In order to be an effective negotiator, different circumstances may require a variety of styles and strategies, and/or different sources of power. You may change strategies when you see that of the Other.
- People vary in their preference for conflict resolution as well as their sources of satisfaction.

- People are more likely to think you are an effective negotiator if you are collaborative.
- We are all a lot worse at judging when someone is lying than we think we are.
- There are a number of special ways to handle an aggressive, competitive negotiator.
- Coalitions can be extremely powerful, but they require constant attention.
- PIE letters and other written accounts can be very effective as a complainant, a complaint handler, and a mediator.
- Remember the LAST TASK! (Each must think the settlement to be the best possible under the circumstances.)
- Watch out for pot holes as a complaint handler (i.e. talking about yourself, taking the situation away from the complainant)! Staying silent is the safest way to be.
- As a mediator, be sure you have the facts before you mediate and then work towards a PROCESS not a solution.
- I think my favorite may just be a little nugget. It's the idea of signaling with bids. As a seller, if I drop my asking price by 4, then 3, then 2, I'm signaling that I'm approaching the end of my range. Dropping in equal amounts doesn't provide that signal. I really like that idea.
- Before mediating a conflict, try to meet separately with the various parties, especially in a "relationship" conflict.
- Concentrate on interests rather than positions.
- You can *always* offer respect.
- The best tactic in distributive negotiation (or one of them, anyway), is to sow doubt in the Other about their position.
- There are no purely distributive or purely integrative negotiations. So in a negotiation that looks distributive, I can search for interests to satisfy. And in a negotiation that looks integrative, I still need to protect my interests on the distributive aspects.
- Be careful in triads.
- I'm very competitive. Very.
- But I'm also capable of generating elegant solutions.
- Study the interests and position of the Other. (Part of prepare, prepare, prepare.)

- Insufferably Obnoxious Negotiators are virtually always unprepared. Bridge his gap of unpreparedness with our information.
- In a conflict management system, *people should be offered options*. I assume that holds true for me as a conflict manager as well (i.e., I need to remember to offer people options.)
- Negotiating by computer is inefficient.
- Culture matters.
- Be prepared for surprises in negotiation (like a very wide range).
- Always speak well of my classmates (assuming it's the truth).
- Absolutely, positively prepare as much as possible before negotiations begin.
- Negotiations begin now, (or soon as an Other or an issue are identified.)
- Understanding where Other is coming from is the basis of effectiveness in any strategy.
- Always know your BATNA.
- Know yourself—who you are, how you come across, where your major negotiating strengths are.
- Prepare, prepare. Who are stakeholders? Their i's?
- My interests/O's (rights)
- My power/O's power . p/pone deadlines!
- Tangible/intangible—you can almost always give respect to make even distributive a little integrative.
- Importance of previous negotiation.
- Info—you have more power than you know.
- Is this an emergency?
- Options! SYSTEMS APPROACH
- If due process is going to lead to discipline be as sure as you can!
- Cooperative does not equal effective or ineffective. Strategy does not equal style. Competitive also does not equal effective or ineffective.
- Last Task. (Darn it. What is it? No problem. Look earlier on the list.)