**Handout**

**Elements of Win-Win Negotiation**

(Based on “*Getting to Yes*” by Roger Fisher and William Ury, 1981)

***“Getting to YES”*** *is the basic book dealing with* ***win-win*** *negotiation. Written by Roger Fisher (professor and Director of the Harvard Negotiation Project) and William Ury (negotiation / mediation consultant and director of the Negotiation Network at Harvard University & Associate Director of the Harvard Negotiation Project). This book has become a negotiation reference standard and is an international best seller: over 2 million copies in 20 different languages. The very short description below provides an overview of the main approach.*

**Re-Framing Positions to Interests**

Reframing, like paraphrasing, is another way to respond to a hostile speaker to let her/him know that you understand what they are saying. However, unlike paraphrasing, which simply repeats back what has been said, reframing is a way of changing directions. When faced with hostility, it is natural to push back. However, rather than opposing your opponent’s anger in a security context, it may be helpful to re-direct aggression into a non-threatening discussion of their underlying needs. At its best, reframing can elicit a more cooperative, problem-solving approach to address the concerns and *interests* rather than the *positions* of an attacker.

**POSITION -** A position is one specific solution to a problem, usually stated as a demand in an attempt to resolve a conflict. Often the positions of people in conflict are mutually exclusive because each person is attempting to address only his or her own needs. Positions often arise out of impulses that seem to demand immediate reaction. Common motives for becoming positional are the desire to be taken seriously, fear, revenge and unmet expectations from the past.

**INTEREST** - Interests are often closely connected to an individual’s values and priorities. These values and priorities can often be identified through an individual’s expression of their underlying wants, needs, fears, hopes and/or concerns. In expressing their interests, parties in dispute often discover that they share many more values and concerns than they assumed while in their positional stance and they are subsequently much less likely to perceive one another in purely adversarial terms.

**NEEDS -** Underlying the basic human interests, which often arise in disputes are the almost universal needs for power, approval, justice, inclusion, identity and security, and respect. What is useful in this is that our needs as human beings are usually the same, even though our interests may tend to move in different areas, and our spoken positions may be completely different (see diagram below).

While a judgmental reaction to another’s position often leads to no movement and frustration, a curious attitude allows us to uncover the interest(s) from which the position of the other person stems. When NGO personnel learn to speak in terms of their underlying interests, they adopt a much more flexible approach to conflict and reduce the chances of misunderstanding. You can also defuse potential aggression by assertively articulating your own interests rather than aggressively pushing your position.

In reframing the listener takes a statement that is framed, or seen from a perspective of a position that makes it difficult to redirect anger, and reframes it, or looks at it from a new perspective which might allow the discussion to move forward. Reframing is a powerful tool. It can demonstrate that you understand the other person’s interests and turn a potentially destructive comment into a constructive problem-solving comment.

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When speaking to an angry, aggressive person, reframing hears the demanding and accusatory statements and then reframes by tentatively stating the underlying interests. Instead of stating what they say they don’t want, the listener focuses on naming what it sounds like they need.

**Reframing may also involve:**

• changing the emphasis from differences to common ground

• changing the emphasis from negative to positive

• changing the emphasis from the specific to the general or vice-versa

**FORMULA TO BEGIN:**

It is important to you that...

It sounds like is important to you…

So you value…

**EXAMPLES:**

*Statement*: An angry person approaches an NGO worker preparing to evacuate and says: “If you leave here this time, there’ll be trouble- that equipment was intended for us and we’re not letting you take off with it.”

*Interest:* Ongoing use of equipment; loyalty to local population

*Reframe:* “It sounds like you’re really concerned about the loss of the equipment to get your work done. Maybe we could talk together about how to address your concerns.”

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*Statement*: “Working here is so depressing. Nobody thanks me for my contributions. I have no way of knowing if I’m even doing an adequate job or not.”

*Interest:* Acknowledgment or being valued

*Reframe:* “So, receiving feedback and acknowledgment is important for you? In what ways would it be helpful to you to hear feedback?”

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*Statement*: “You’re always checking up on me. It bugs me that you don’t believe I’m working.”

*Interest*: Trust

*Reframe:* “So, you’d really like me to trust you...”