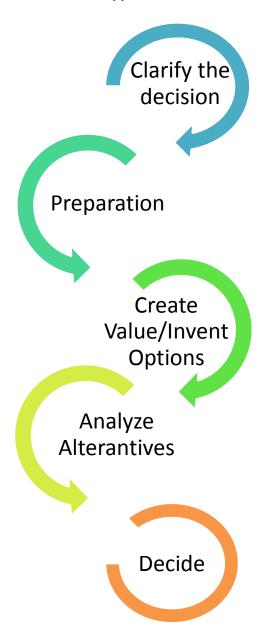
Mutual Gains Approach to Negotiation

The mutual gains approach to negotiation is a framework for improving negotiation results. At the core of the mutual gains technique are five steps for negotiating better outcomes while protecting relationships and reputation. A central tenet of the approach is that a vast majority of negotiations in the real world involve parties who have more than one goal or concern in mind and more than one issue that can be addressed in the agreement they reach. The model allows participants to improve their chances of creating an agreement superior to existing alternatives.

The Mutual Gains approach relies on the following steps:



Clarify your mandate.

- What is the focus and objective?
- Who are the decision makers?
- Confirm timeframe

Prepare by understanding interests and alternatives.

- Estimate Best Alternative to Negotiated Agreements (BATNA) — yours and theirs
- Know your own interests and think about their interests
- Improve your BATNA (if possible)
- Prepare to suggest mutually beneficial options

Create value by inventing options.

- Suspend criticism
- Invent options without committing; integrate differences
- Imagine the future with these options to explore the outcomes
- Bundle options into multiple packages (alternatives)

Analyze Alternatives.

- Look for blind spots, and 'predictable surprises'
- Imagine the future with each alternative to explore the outcomes
- Look for alternatives that maximize value; meet interests
- Behave in ways that build trust
- Keep at least two packages in play

Deciding.

- Identify standards/criteria that all parties support
- · Agree on packages that meet interests and maximize value
- Keep working to improve relationships