

OMBUDS OFFICE

Harvard Medical School
Harvard Dental School
Harvard School of Public Health



Elements of Principled Negotiations (Adapted from *Getting to Yes*, R. Fisher and W. Ury)

Position:

A demand. Answers the question “**what** do you want?”

Interests:

The values, fears, aspirations, etc. motivating or underlying a position.
Answers the question “**why** do you want what you want?”

Options:

Potential elements of an agreement that are obtainable and responsive to interests.

BATNA/ Best Alternative to a Negotiated Agreement:

The alternatives that can address interests without any involvement of the other party. (Example: You seek a raise from your boss. Your BATNA may be another job offer you’ve received elsewhere with better pay.)
The stronger your BATNA the more power you have—to happily walk away or to use strategically to gain in the negotiation.

Objective Criteria:

Industry standards, external criteria, laws, precedents, etc. that customarily define fairness or legitimacy.

Relationship:

The state of connection between negotiators. Consideration of which relationships matter; how each is now, how you want it to be, what you can do at low cost and low risk to strengthen connections.

Communication:

Ways of entering into a productive negotiation: with genuine curiosity, listening to understand and speaking to be understood; speaking with a clear purpose.

Commitment:

Promises made to build or finalize an agreement.



HMS/HSDM/HSPH OMBUDS OFFICE

Melissa Brodrick, Ombudsperson, melissa_brodrick@hms.harvard.edu

164 Longwood Avenue, Boston, Massachusetts 02115

617-432-4040 (Ombuds line) 617-432-4041 (office line)