

The Harvard Program on Negotiation’s ‘SEVEN ELEMENTS OF SUCCESSFUL NEGOTIATION’

CREATING MORE VALUE FOR PARTIES

1. INTERESTS

(Needs, concerns, hopes and fears that motivate parties to negotiate)

Ours	Theirs	Absent Parties?

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2. ALTERNATIVES

(List things you might do to satisfy your interests, which DO NOT require the agreement of the other party. Identify your BATNA: your BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT.)

Your alternatives

Ways to improve your BATNA

Their alternatives

Ways to weaken their BATNA

3. OPTIONS

(Brainstorm possible agreements or ways to satisfy the parties' interests)

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4. CRITERIA

(List all the standards or benchmarks by which you can determine the fairness of an option or outcome)

5. COMMUNICATION

Information to Gather

(What do we want to listen for or learn?)

Information to Share

(What information or messages do we want others to hear?)

Concrete Steps

(How can we improve communication?)

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6. RELATIONSHIP

The Current Dynamic

A Preferred Dynamic

List the strategies or actions that may improve the relationship?

7. COMMITMENTS

What are possible products of the next meeting?

Examples such as:

- **Exchange of views?**
- **List of options?**
- **Framework agreement?**
- **Firm, signed deal?**

What process or agenda is likely to lead to the desired product?