Chapter #3 – “Focus on Interests, Not Positions”  
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I. For a wise solution reconcile interests, not positions
   A. Interests define the problem
      1.) Interests motivate people
      2.) Interests cause you to decide on a certain position
      3.) For every interest there usually exists several positions that could satisfy it
   B. Behind opposed positions lie shared and compatible interests
      1.) After close examination of the underlying interests, one will recognize that compatible interests do exist
      2.) Shared and differing but complementary interests serve as the building block for wise agreements

II. How do you identify interests?
   A. Ask “Why?”
      1.) Put yourself in the opposition’s shoes, and examine each position they take, and ask why they would take such a position
   B. Ask “Why not?”
      1.) Ask yourself why they do not see eye to eye on the issues, and why they do not agree with your position
   C. Realize that each side has multiple interests
      1.) In every negotiation each side will have many interests
      2.) Do not assume what those interests are
   D. The most powerful interests are basic human needs
      1.) In searching for the interests behind a position, look for those concerns which motivate all people (security, economic well-being, a sense of belonging, recognition, control over one’s life)
      2.) Negotiations will not progress if one side feels that their basic human needs are being threatened
III. Talking about interests

A. Make your interests come alive
   1.) Be specific so that your interests are seen as being credible and having impact
   2.) Do not imply that the other side’s interests are unimportant or illegitimate

B. Acknowledge their interests as part of the problem
   1.) If you want the other side to appreciate your interests, appreciate theirs
   2.) Acknowledge that the other side’s interests are also of concern to you, and that you recognize that they need to be met

C. Put the problem before your answer
   1.) Give your interests and reasoning first and your conclusions and proposals later, if you would like someone to understand and listen to you

D. Look forward, not back
   1.) Don’t argue about the past
   2.) Talk about what you want for the future

E. Be concrete but flexible
   1.) Treat each option you formulate as illustrative
   2.) Think in terms of more than one option

F. Be hard on the problem, soft on the people
   1.) Don’t commit yourself to your position
   2.) Commit yourself to your interests by advocating them
   3.) By pushing hard for your interests, you will stimulate creativity and possibly mutually advantageous solutions
   4.) Give positive support to the human beings on the other side, equal to that which you give to correcting the problem