

## **METHODS TO CHANGE THE GAME TO COLLABORATION**

1. Spend enough time!—listen to the Other-don't avoid—do negotiate.
2. "Name" the distributive strategy or tactics or language of the Other (talk about the potential for joint gains and elegant solutions).
3. Negotiate over the process before the substance. Offer and then develop first steps based on the principles which should decide elements of settlement. Agree to cease destructive acts during the negotiation.
4. Propose a brainstorming phase with the Other.
5. Separate off a brainstorming team (or teams) to work separately.
6. Take a recess (i.e. "go to the balcony", Ury), for each side to calm down and to consider matters without distracting emotions.
7. Engage in sidebar discussions or delegate issues to sidebar discussions.
8. Review the facts you both have. Consider seeking new facts. Consider joint data gathering.
9. Change the players or the interactions of certain players; add in new players.
10. Take up agenda items that have common interests.
11. If there is just one issue, fractionate it into smaller ones. Or— introduce new issues such as time horizons and long term relationships. (Negotiation over just one issue prevents developing a "package" with high gain/low cost tradeoffs for each party.)
12. Consider a third party intervention.
13. Use a "one text" method (possibly via a third party) in which all sides successively add to all the points everyone agrees to, with a view toward creating many points of agreement.
14. Extend the time horizon.
15. Take responsibility for faults (mea culpa)—apologize.