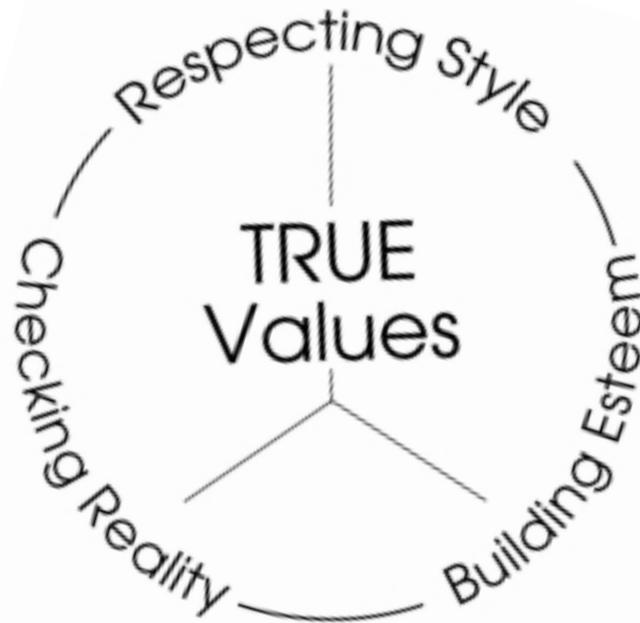
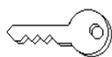


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# Behaviors That Build Trust and Communication





# Key Concepts

TERM

DEFINITION

EXAMPLE

"WHAT"

Issue =

Problem, area of concern or difference; an unsettled point, topic or situation. Issues are topics to be resolved and should be stated in open-ended, non-positional ways.

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Unilateral  
"HOW"

~~Position\*~~ =

A point of view; a stand, a unilateral proposal, a posture; demand for acceptance of one satisfier or a premature proposed solution.

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"WHY"

Interest(s) =

"WHY" an issue is raised or is important. The underlying reason for bringing up an issue or problem. Interests tend to be powerful motivators. An interest may be a strong desire, a need, a worry, a fear or a concern.

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"HOW"

Satisfier(s) =

Ways to satisfy an interest. A solution. Most interests can be satisfied by a variety of solutions.

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Criteria =

Ways to determine which satisfiers are acceptable. Standards for evaluating how well a specific satisfier will resolve an issue and meet the interests of all parties.

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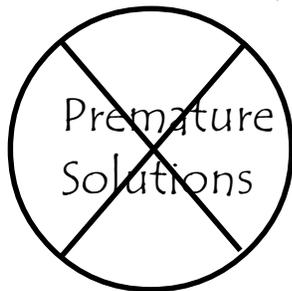


Taking positions tends to quickly antagonize and polarize the other party, as does proposing your preferred satisfier at the start of discussions.

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## A Simple Tool to RESOLVE\* Issues Collaboratively

1. Identify the issue.
2. Resist immediate impulses to figure out what to do.



== Positions which  
usually spark  
conflict

### 2.5 Establish ground rules

3. Clarify your interests and those of others who are affected.

Interests = Powerful Motivators

An interest may be a strong desire, a need, a worry, a fear, or a concern underlying an issue or proposed course of action.

4. Brainstorm ways to satisfy your interests and those of others who are affected.
5. Determine mutually-acceptable solutions (using jointly-developed criteria).

\* This page is a simplified version of an interest-based process entitled RESOLVE, developed by Agreement Dynamics, Inc.

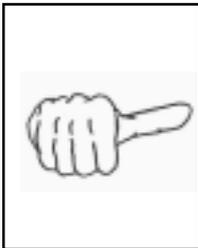
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# Group Decision Making: Reaching Consensus



A – I enthusiastically support the proposed decision; I believe it reflects the group’s best effort.

B – I find the proposed decision wholly acceptable.



C – I can live with the decision, but I’m not enthusiastic about it.

D – I don’t really like the proposed decision, but I won’t stand in the way of its adoption if the rest of the group supports it. I’d like my concerns known. However, once the decision is made I will support it.



E – I do not agree with the proposed decision and I feel strong resistance to its adoption.

F – I do not believe the group has come together at all behind any proposed decision. We need more discussion and work before any decision is adopted.

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## How It Works

*Group members each select one of the six options to indicate their feelings regarding a proposed decision.*

*Consensus is attained by any combinations of A–D selections. (Concerns of those selecting the “D” option should be noted and discussed before decision is adopted, but even those who choose option “D” must agree to give the decision 100% support.)*

*No one can block a proposed decision by selection of either option E or F, unless they propose another solution or decision that takes into account the interests of all parties. They must also state their specific objections about a proposed decision when they select option E or F.*