

ADR: Alternative Dispute Resolution is the general term that includes conflict management, mediation, arbitration, and other processes that are alternative to the judicial system.

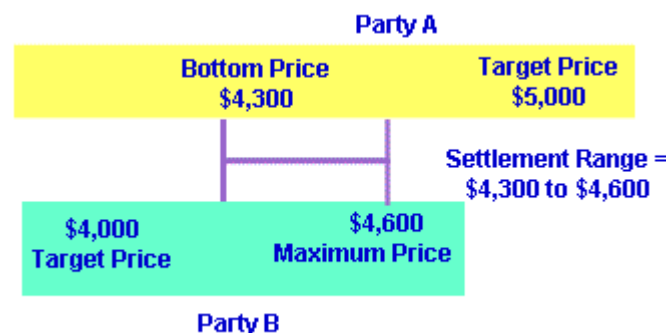
Adjudication: settlements within the legal system before a judge or jury.

Arbitration: a form of binding or non-binding third party decision-making where the arbitrator decides the outcome.

BATNA: Best Alternative to a Negotiated Agreement. Negotiators can more realistically assess their options when they know the range of possible outcomes that may result from the situation being negotiated. If no other outcome is better than what one can achieve through negotiation, then bargaining in good faith to achieve a solution during a negotiation is the optimal strategy. If many other alternatives are superior to the one achieved through negotiation, then other alternatives may need to be examined. Negotiators also are encouraged to know their **WATNA** or Worst Alternative to a Negotiated Agreement.

Bargaining: a means of reaching agreement or settlement through give and take, often synonymous with negotiation. Generally, the distinction that bargaining refers to business contexts, usually involving money, and negotiation refers to all other contexts.

Bargaining range/Settlement range: in a single issue negotiation, the range of overlap in solutions where both parties would prefer a settlement to no settlement. For example, Party A has a car to sell and is asking \$5,000, but will actually be satisfied with as little as \$4,300. Party B wishes to purchase the car and has an initial desire to pay no more than \$4,000, but is willing to pay as much as \$4,600.



Beltlines/Hitting below the belt: a metaphorical name for tactics which are perceived as unfair or intended to harm another person, as in hitting below the belt in boxing.

Bottom line: the point in bargaining or negotiation where no additional concessions can be made.

Buyer's remorse: a feeling after an agreement is consummated that a person could have negotiated a better outcome. The term is often used as a metaphor for car purchasers who discover a friend "got a better deal" on a similar vehicle.

Competition/Competitive conflict systems: a win/lose, power-over, aggressive, style which focuses on self-interest.

Conciliation: a more informal negotiation or third-party intervention process with focus on relationship maintenance. Generally, a resolution is completed before the issue escalates to a formal process.

Coercion: achieving compliance through force.

Cooperation: working jointly or collectively with others.

Face-saving: Face-saving refers to tactics and strategies which permit persons in conflict to maintain a positive image of self or to forgo embarrassment.

Goals: the desired outcome.

Interests/Interest-Based: interests are needs which drive desires in conflict situations.

Issue: identifiable and specific, usually concrete, concerns that must be addressed to manage a conflict.

Mediation: a process where a third-party neutral assists parties with a dispute to come to a mutually acceptable resolution.

Move: the implementation of a tactic.

Multiple settlement options: generation of a list of possible solutions or settlements within a negotiation.

Open-ended questions: questions that call for elaborated responses (as opposed to close-ended questions such as true/false or yes/no).

Power: the ability to influence others.

Reframe: restating a narrow or positional comment into a larger, more general, more negotiable frame. When people present their position in a negotiation, they often state the position within a very narrow frame, for example: "I have to have this product delivered by five o'clock today or I will cancel all my orders with your company." The frame of the statement is very narrow. To reframe the position, one might say: "Having timely delivery is very important to you" or "You need your products as soon as possible." Moving from a small frame, one that is typically very difficult to satisfy as only one action is possible, into a larger frame where many possible solutions may exist makes a successful negotiation more possible.

Restorative Practices: an overall philosophy of restoring relationships where harm has been done. There are many processes within this philosophy such as Peace Circles, Peer Mediation, Victim/Offender Mediation and Family Group Conferencing, to name a few.

Stakeholder: any person who has a valid interest in the outcome of a decision.

Target point: in bargaining, the most desirable outcome.

Triggering event: a behavior that initiates expression of a conflict episode.

Win-lose conflict: competitive conflicts where one person's gain necessitates another person's loss.

Win-win conflict: a cooperative or collaborative conflict where mutual gains occur.

Resource:

Conflict Resolution Website. Glossary, <http://www.cios.org/encyclopedia/conflict/index.htm>. Accessed 04 October 2019.