Elliott #25

## 

## DECISION-MAKING "MAP"

	DEMAND	OFFER (+)	THREAT (-)
	The decision desired by us	The consequences of making the decision	The consequences of not making the decision
WHO?	Who is to make the decision?	Who benefits if the decision is made?	Who gets hurt if the decision is not made?
WHAT?	Exactly what decision is desired?	If the decision is made, what benefits can be expected? -what costs?	If the decision is not made, owhat risks? -what potential benefits?
when?	By what time does the decision have to be made?	When, if ever, will whe benefits of making the decision occur?	How soon will the consequences of not making the decision be felt?
WHY?	What makes this a right, proper, and lawful desision?	What makes theso consequences fair and legitimate?	What makes these consequences fair and legitimate?

"Every feature of an influence problem nam be located somewhere on this schematic map. The nature of a given problem can be discovered through estimating how the presumed adversary would answer the above questions."

This map is from Roger Fisher's "International Conflict for Beginners," Harper/69. Herman Kahn's NYIBR is titled "Yesable propositions for negotiators."