



PREPARATION FOR NEGOTIATION

Establish Your Negotiation Parameters

Rank your goals in order of priority – most important to least important:

- 1.
- 2.
- 3.

List your underlying interests:

What else would you like (not vital but desirable)?



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Establish Your Negotiation Parameters

What's your *BATNA* – your best alternative or fall-back position if you fail to reach an agreement?

What's your *Reservation Value* – your bottom line, the minimum you'll accept or the most you'll concede (or pay)?

What's your *Target* or *Aspiration Value*? What would you love to get? Remember to aim high!



PREPARATION FOR NEGOTIATION

Do Your Homework - Size Up The Situation

Number of issues:

Number of parties:

Nature of your relationship:

Will the contract be binding?

Costs and benefits of delay:



PREPARATION FOR NEGOTIATION

Identify Sources Of Information That You Need

Trade publications:

Business press:

Professional associations:

Websites:



PREPARATION FOR NEGOTIATION

Identify Sources Of Information That You Need

Supervisors or managers:

Mentors:

Colleagues:

Networks:

Friends:



PREPARATION FOR NEGOTIATION

Find Out What You Can About The Other Side

How well is the organization doing?

What are the organization's short-and long-term plans?

What are the other side's: *Interests, Concerns, Priorities over the issues, Likely target(s), Likely BATNA?*



PREPARATION FOR NEGOTIATION

Find Out What You Can About The Other Side

How do decisions get made? *Who has influence over the decision-making process? Relevant policies, procedures, precedents? Internal political issues that may influence outcomes?*

What common goals do you share with the other side?

Where do your interests conflict with those of the other side?

What problems might prevent them from giving you what you want?



PREPARATION FOR NEGOTIATION

Assess Your Bargaining Power

Education and Training:

Special skills and unique strengths:

Work history:

Depth of knowledge and expertise:

Years of experience:



PREPARATION FOR NEGOTIATION

Assess Your Bargaining Power

Social or interpersonal skills:

Leadership or team-building abilities:

Internal alliances (if you're employed):

Knowledge of the organization's culture, processes, history:



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Assess Your Bargaining Power

Demonstrated performance excellence:

Reputation in your field:

Awards won:

Important outside contacts:

Support of a powerful mentor:



PREPARATION FOR NEGOTIATION

Assess Your Bargaining Power

Alternatives (another offer?):

Strong BATNA:

Weak BATNA (on other side of table):

What sets you apart from your peers?

Why does the other side need you?



PREPARATION FOR NEGOTIATION

Boost your bargaining power

Improve your credentials.

Improve your BATNA (get another offer?).

Make yourself indispensable.

Think creatively about ways to help your organization.

Can you give something up?

Can you do something extra?



PREPARATION FOR NEGOTIATION

MAKE STRATEGIC DECISIONS

Approach

Competitive (single-issue negotiation, relationship will not continue):

Cooperative (Multi-issue negotiation or one that involves a long-term relationship):

What information will you reveal (and in what order) and what will you conceal?



PREPARATION FOR NEGOTIATION

MAKE STRATEGIC DECISIONS

Mode Of Communication (With Pros And Cons)

Face-to-face:

Telephone:

Email:

Letter:



PREPARATION FOR NEGOTIATION

MAKE STRATEGIC DECISIONS

Timing

How much time do you need to prepare?

When will your bargaining power be highest?

When is the best time for the other side?



PREPARATION FOR NEGOTIATION

MAKE STRATEGIC DECISIONS

Location

Find a location that will be free of distraction.

Choose a room that promotes cooperative discussion.

Decide whether a whiteboard, flip-chart or projector would be useful.



PREPARATION FOR NEGOTIATION

MAKE STRATEGIC DECISIONS

Opening

Should you make the first offer?

How much information do you have about the other side's Reservation Value?

Can you anchor the negotiation and influence the other side's estimation of your Reservation Value if you go first?

How can you “punt” if the other side wants you to go first and you don't want to?

How will you put the negotiation on hold if you realize this is the wrong time?

Estimate the number of rounds the negotiation is likely to go.



PREPARATION FOR NEGOTIATION

CHOOSE YOUR TACTICS

Offers and Concessions

Decide on a first offer that anchors the negotiation above your target.

Choose counteroffers that position your target halfway between each of their offers and yours.

Plan to concede less in each round, and to use the amount you concede in each round to influence their perception of your Reservation Value.

Develop phrases to put the ball back in the other court.

Identify a proposal from the other side that's close enough to your target for you to offer to split the difference.



PREPARATION FOR NEGOTIATION

CHOOSE YOUR TACTICS

Win/Win

Ways to initiate the negotiation that convey a cooperative approach:

Descriptions of your interests (not positions):

Questions that will allow you to identify their basic interests:

Information to share that will illustrate your interests and perspective:



PREPARATION FOR NEGOTIATION

CHOOSE YOUR TACTICS

Win/Win

Identify pairs of issues that you can logroll – lower priority items that you'd be willing to trade in return for things you want more.

Techniques and phrases that you can use to de-escalate conflict:

Methods for generating creative solutions that address concerns of both sides:

Ways to move the other side away from defending his or her position and over to problem:

Comments, actions or gestures that will build trust and promote the alliance:



PREPARATION FOR NEGOTIATION

CHOOSE YOUR TACTICS

Style

Nonverbal behavior that reinforces your cooperative approach:

Phrases that suggest a “let’s work together” attitude:

Positive ways to frame your argument:



PREPARATION FOR NEGOTIATION

GET READY

Role-play:

- *Choose a partner*

- *Schedule a time*

- *Rehearse and repeat*

Figure out what will put you in an upbeat, positive mood beforehand.

Choose incentives to reward yourself after it's over.



PREPARATION FOR NEGOTIATION

STAY CALM AND CLOSE THE DEAL

Compose constructive responses to roadblocks.

Plan strategies to delay or take a break if necessary.

Consider ways to get the negotiation back on track or slow it down if it loses focus or veers toward impasse.

Imagine ways to prevent yourself from compromising in the heat of the moment.

Develop questions to ask if you don't understand their resistance to giving you what you want:

- *Are they worried about how they will justify the agreement to others?*
- *Is there not enough in it for them?*
- *Are they afraid to set a new precedent that will influence future negotiations with others?*
- *Is your negotiation a low priority for them?*
- *Are they waiting for more information to see how other issues resolve themselves?*

Keep your BATNA in mind. Know when to walk away.