

NEGOTIATION PREP WORKSHEET

Decide what you want

- ☐ What's your ideal job?
- ☐ When were you happiest in your work or at home? How are things different now?
- ☐ Is there something that you love but have stopped doing?
- ☐ Whom do you admire or envy? Why?
- ☐ Are you good at something that you never get to do?
- ☐ What drives you crazy or could be better?
- ☐ What will you regret if you never do?
- ☐ What do you need to feel happy? Are any of these missing from your life?
 - Stimulating, challenging work
 - Likable colleagues
 - Feeling that you're part of a team
 - Power and responsibility
 - Autonomy
 - Flexibility
 - Clear evidence that your work is respected
 - Freedom to be creative
 - Feeling that you're making a contribution/doing something worthwhile
 - Potential for widespread recognition
 - Opportunities to learn new things
 - Rewarding friendships
 - A stable, happy private life
- ☐ Who are your role models?
- ☐ What would you want if you were certain you could get it?

Short-term goals

- ☐ Personal
- ☐ Financial
- ☐ Health
- ☐ Hobbies
- ☐ Self Improvement
- ☐ Material
- ☐ Philanthropic
- ☐ Political
- ☐ Just fun

Long-term goals

- ☐ Personal
- ☐ Financial
- ☐ Health
- ☐ Hobbies
- ☐ Self Improvement
- ☐ Material
- ☐ Philanthropic
- ☐ Political
- ☐ Just fun

Factor in fairness

- ☐ Are you being paid what you're worth?
- ☐ Have you been promoted to the level you deserve?
- ☐ Does your title describe your level of responsibility and authority?
- ☐ Are you progressing in your career at a brisk pace?
- ☐ Are you being given assignments that use all your talents?
- ☐ Are you doing work commensurate with your abilities?
- ☐ Do you feel recognized for the full scope of your contribution?
- ☐ Are you doing more than your share of the household chores?

Do your homework

Size up the situation you're dealing with

- ☐ Number of issues.
- ☐ Number of parties.
- ☐ Nature of your relationship.
- ☐ Will the contract be binding?
- ☐ Costs and benefits of delay.
- ☐ Is there "linkage"? (Will the outcome affect negotiations with others?) If so, who will be affected and how?
- ☐ Will the process and/or outcome be public or private?
- ☐ Behavioral norms for negotiation in this situation.
- ☐ Are there precedents for what you're asking?

Identify sources of information you need

- ☐ Websites
- ☐ Trade publications
- ☐ Business press
- ☐ Professional associations
- ☐ Mentors
- ☐ Supervisor or manager
- ☐ Networks
- ☐ Colleagues
- ☐ Friends

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

Assessing your bargaining power

- ☐ Education
- ☐ Training
- ☐ Special skills, unique strengths
- ☐ Work history
- ☐ Depth of knowledge or expertise
- ☐ Years of experience
- ☐ Demonstrated performance excellence
- ☐ Reputation in your field
- ☐ Awards won
- ☐ Important outside contacts
- ☐ Support of a powerful mentor
- ☐ Social or interpersonal skills
- ☐ Leadership or team-building abilities
- ☐ Internal alliances (if you're employed)
- ☐ Knowledge of the organizations culture, processes, history
- ☐ Flexibility (re: timing, scheduling, etc.)
- ☐ Alternatives (another offer?)
- ☐ Strong BATNA
- ☐ Weak BATNA on other of table
- ☐ Preparation
- ☐ What sets you apart from your peers?
- ☐ Why does the other side need you?

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?

Make strategic decisions

Approach

- ☐ Competitive (single-issue negotiation, relationship will not continue).
- ☐ Cooperative (multi-issue negotiation or ones that involves longterm relationship).
- ☐ What information will you reveal (and in what order) and what will you conceal?

Mode of communication

- ☐ Face to face
- ☐ Telephone
- ☐ Email
- ☐ Letter

Timing

- ☐ How much time do you need to prepare?
- ☐ When will your bargaining power be highest?
- ☐ What is the best time for the other side?

Location

- ☐ Find a location that will be free of distractions.
- ☐ Chose a room setup that promotes cooperative discussion
- ☐ Decide whether aids such as a whiteboard, flip chart, blackboard, or projector would be useful.

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 estimates 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?
- ☐ Estimate the number of rounds the negotiation is likely to go.

Choose the Tactics

Offers and concessions

- ☐ Decide on a first offer that anchors the negotiation above your target.
- ☐ Choose counter offers that will 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 on 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 to offer to split the difference.

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.
- ☐ Identify pairs of issues that you think you can logroll—lower priority items you'd be willing to trade in return for things you want more.
- ☐ Techniques and phrases that you can use to deescalate conflict.
- ☐ Methods for generating creative solutions that address both sides' interests.
- ☐ Ways to move the other side away from defending his or her position and over to problem solving.
- ☐ Comments, actions or gestures that will build trust and promote the alliance.

Style

- ☐ Mannerisms that will help you present yourself as “relentlessly pleasant.”
- ☐ Nonverbal behavior that will reinforce your cooperative approach.
- ☐ Phrases that suggest a “let's work together” attitude.
- ☐ Positive ways to frame your argument.

Get Ready

Roleplay

- ☐ Choose a partner.
- ☐ Schedule a time.
- ☐ Find a room.
- ☐ Rehearse and repeat.
- ☐ Figure out what will put you in an upbeat, positive mood beforehand.
- ☐ Choose incentives to reward yourself with after it's over.

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 if it loses focus or veers toward impasse.
- ☐ Imagine ways to prevent yourself from compromising in the heat of the moment.
- ☐ Design open-ended questions to slow things down and get the other side to clarify its point of view.
- ☐ Develop questions to ask if you don't understand why they're resisting 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 or to see how other issues resolve themselves?

Keep your BATNA in mind and know when to walk away!