

Negotiation Planning

Interests and Issues	<p>What are the key issues? What are my interests for each? Theirs? Whose side is time on?</p> <p><i>I see your point. . . Looks like that is a big concern for you.</i></p>
Communications and Commitment	<p>Write down the questions you need to ask; plan the opening. Who can commit? What commitments can you make now? Go slow . . . What needs to be done to implement? Who controls the next implementation steps, e.g. the draft?</p> <p><i>Yes, and . . . Good point . . . Please help me understand . . .</i></p>
Legitimacy/Standards	<p>Is there a standard, like fair and reasonable pricing, that sounds credible? Have you practiced the arguments to support your position? What will be their arguments and suggested standard? Are there external “critics” like bosses involved that need persuading?</p> <p><i>It seems fair to me because . . . What would you do if you were in my shoes?</i></p>
Options, Objectives, and Opening	<p>What do you aspire to? What will you be content with? What can you live with? What will be the first thing you say?</p> <p><i>Good point . . . What if? What would happen if? How could we make it better? That’s a possibility . . .</i></p>
Best Alternative to Negotiated Agreement (BATNA)	<p>What will be your best alternative or course of action if you can’t reach agreement? Can you improve your BATNA by enlisting help from others? What is their BATNA? Can you change their perception of their BATNA?</p> <p><i>How do you see this playing out if we can’t agree?</i></p>
Relationships and Resistance Points	<p>Is there a continuing relationship concern? Does the other side have a history of using dirty tricks? On key issues, at what point do you really need to go slow, e.g. your soft “bottom line”? Practice saying “no.”</p> <p><i>I’m sorry . . . I didn’t make myself clear</i></p>
Emotion: Issues?	<p>Can you use appreciation, affiliation, autonomy, status?</p>
Methods and Tactics	<p>Do we need to talk about team roles, controls of the agenda/document, meeting location, having resources available, where to sit at the table, and signaling time outs? Do we want “authority” – decision makers -- present?</p>

INTERESTS		
Mine	Theirs	
<i>Don't Argue Step to Their Side</i>		
COMMUNICATION/QUESTIONS		
<i>Express Appreciation, Respect Status and Autonomy. Show Affiliation. Don't React . . . Go to the Balcony</i>		
LEGITIMACY/STANDARDS		
<i>Don't Push . . . Build Them a Golden Bridge</i>		
BEST ALTERNATIVE TO NEGOTIATION AGREEMENT (BATNA)		
<u>Mine</u>	<u>Theirs</u>	
<i>Don't Escalate Use Power to Educate</i>		
OPTIONS		
<u>Aspire to</u>	<u>Content With</u>	<u>Live With</u>
<i>Don't Reject . . . Reframe</i>		