



Pre-Negotiation Worksheet

1		Notification of Negotiation	
Activity		✓	Tips
a	<ul style="list-style-type: none"> <input type="checkbox"/> What is this conflict about? <input type="checkbox"/> What are the underlying causes? <input type="checkbox"/> Why did this issue come up? <input type="checkbox"/> What were the triggers? <input type="checkbox"/> What is the background/history? <input type="checkbox"/> Has this issue come up before? <input type="checkbox"/> Who are the parties involved? <input type="checkbox"/> Why is the other party negotiating with me? 		
2		My Opposite	
Activity		✓	Tips
e	<ul style="list-style-type: none"> <input type="checkbox"/> Who are my opposites? <input type="checkbox"/> What is their position? <ul style="list-style-type: none"> ▪ Is their position rational? <input type="checkbox"/> What are my opposite's interests? <ul style="list-style-type: none"> ▪ How important might each issue be to them? ▪ Do any of their interests coincide with mine? <input type="checkbox"/> What might their aspiration point be? <input type="checkbox"/> What might their reservation point be? <input type="checkbox"/> What might their BATNA be? <ul style="list-style-type: none"> ▪ What does their BATNA mean in terms of their willingness to do a deal with me? ▪ Are they willing to use their BATNA? ▪ Do they have the authority to use their BATNA? <input type="checkbox"/> What is my relationship history with the other party? <ul style="list-style-type: none"> ▪ How might our past relationship affect current talks? ▪ Do I trust them? <input type="checkbox"/> What is the hierarchy within the other side's team? <ul style="list-style-type: none"> ▪ In what order should I approach various parties on the other side? 		



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	<ul style="list-style-type: none"> ▪ What are the patterns of influence and potential tensions? ▪ How might these internal dynamics affect talks? <p><input type="checkbox"/> How might I frame the conflict for my opposite without being offensive or rude?</p> <p><input type="checkbox"/> If we come to agreement, can I verify the actions of the other team?</p>		
3	Venue / Time / Agenda		
	Activity	<input checked="" type="checkbox"/>	Tips
b	<p>Your key concerns – the big picture:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Where should the negotiation take place? <ul style="list-style-type: none"> ▪ Neutral site or participant's home turf. <input type="checkbox"/> When should the negotiation take place? <ul style="list-style-type: none"> ▪ Are there any pending deadlines? <input type="checkbox"/> Who will develop the agenda? <ul style="list-style-type: none"> ▪ Should you consult with your opposite? ▪ Are there any topics off limits? 		
4	My Position / Interest		
	Activity	<input checked="" type="checkbox"/>	Tips
c	<ul style="list-style-type: none"> <input type="checkbox"/> What is my position in this negotiation? <ul style="list-style-type: none"> ▪ What do I want? ▪ Is my position rational? <input type="checkbox"/> What objective benchmarks, criteria, and precedents will support my preferred position? <input type="checkbox"/> What are my interests in this negotiation? <ul style="list-style-type: none"> ▪ Why do I want what I want? ▪ How do they rank in importance? ▪ Are there any shared interests? ▪ Is there written guidance driving your interests? <input type="checkbox"/> What is my aspiration point in the negotiation—the ambitious, but not outrageous, goal that I'd like to reach? <input type="checkbox"/> What is my reservation point—my indifference point between a deal and no deal? 		



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	<ul style="list-style-type: none"> <input type="checkbox"/> Is there a <i>zone of possible agreement</i> (ZOPA)? <input type="checkbox"/> What is my anchor? <input type="checkbox"/> What is my <u>B</u>est <u>A</u>lternative <u>T</u>o a <u>N</u>egotiated <u>A</u>greement or BATNA? <ul style="list-style-type: none"> ▪ How strong is my BATNA? ▪ Am I willing to use my BATNA? ▪ Do I have the authority to use my BATNA? <input type="checkbox"/> What behaviors (insist, evade, comply, settle, cooperate) should I use? <input type="checkbox"/> What tactics should I use in this negotiation (promises, threats, commitments, warnings, emotions, commands, rewards, etc.)? <input type="checkbox"/> What are my strengths—values, skills, and assets—in this negotiation? <input type="checkbox"/> What are my weaknesses and vulnerabilities in this negotiation? <input type="checkbox"/> What lessons can I apply from past negotiations to improve my performance? 		
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5	Starting Points
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	Activity	<input checked="" type="checkbox"/>	Tips
d	<ul style="list-style-type: none"> <input type="checkbox"/> Who should be on my negotiating team? <input type="checkbox"/> Who should be our spokesperson? <input type="checkbox"/> What specific responsibilities should each team member have? <input type="checkbox"/> Do we need to involve any third parties (agents, lawyers, mediators, interpreters, mentors)? <input type="checkbox"/> What authority do I have (or does our team have) to make firm commitments? <input type="checkbox"/> What are the short-term and long-term consequences of this negotiation? <input type="checkbox"/> What's the impact on mission, people and resources? <input type="checkbox"/> What parties, not yet involved in the negotiation, might also benefit from an agreement? <input type="checkbox"/> Have I practiced communicating my message to the other side? <ul style="list-style-type: none"> ▪ How are they likely to respond? 		



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6		Barriers to Negotiation	
Activity		<input checked="" type="checkbox"/>	Tips
f	<ul style="list-style-type: none"> <input type="checkbox"/> Are there cultural issues that need to be considered? <input type="checkbox"/> What potential ethical pitfalls should I keep in mind during the negotiations? <input type="checkbox"/> Can I negotiate without becoming emotional? <input type="checkbox"/> Do I have any preconceived notions about this negotiation? <input type="checkbox"/> Can I keep my non-verbals under control? <input type="checkbox"/> Am I a good listener? <input type="checkbox"/> Do I have any biases? <input type="checkbox"/> What are the personalities of the opposites? <ul style="list-style-type: none"> ▪ Narcissist ▪ Difficult ▪ Cooperative <input type="checkbox"/> 		