

## APPENDIX A

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### Negotiation Prep Worksheet

(Downloadable and PDF versions of this worksheet can be found at [www.askforit.org](http://www.askforit.org).)

#### DECIDE WHAT YOU WANT

What is your ideal job?
When were you happiest in your work or at home? Why? 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—not isolated*

*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—in your field or among the public at large*

*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

Athletic

Hobbies and free time
Self-improvement
Material
Philanthropic
Political
Just fun
<b>LONG TERM GOALS</b>
Personal
Financial
Athletic
Hobbies and free time
Self-improvement
Material
Philanthropic

Political
Just fun

### FACTOR IN FAIRNESS

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

### 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

Is there linkage (will 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?
<b>IDENTIFY SOURCES OF THE INFORMATION YOU NEED</b>
Web sites
Trade publications
Business press (local and national)
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?
<p>What are the other side's:</p> <p><i>Interests</i></p> <p><i>Concerns</i></p> <p><i>Priorities over the issues</i></p> <p><i>Likely target(s)</i></p> <p><i>Likely BATNA</i></p>
<p>How do decisions get made?</p> <p><i>Who has influence over the decision-making process?</i></p> <p><i>Relevant policies, procedures, precedents</i></p> <p><i>Internal political issues that may influence outcome</i></p>
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?

ASSESS 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 organization's culture, processes, history
Flexibility (re: timing, scheduling, etc.)
Alternatives (another offer?)
Strong BATNA
Weak BATNA on other side of table
Preparation
What sets you apart from your peers?
Why does the other side need you?

<b>BOOST YOUR BARGAINING POWER</b>
Improve your credentials
Improve your BATNA (get another offer?)
Make yourself indispensable
Think creatively about ways to help your organization
<i>Can you give something up?</i>
<i>Can you do something extra?</i>
<b>ESTABLISH YOUR NEGOTIATION PARAMETERS</b>
Rank your goals in order of their priority—most important to least important
List your underlying interests
What else would you like (not vital but desirable)?
BATNA—your best alternative or fall-back position if you fail to reach an agreement
Reservation value (RV), your bottom line, the minimum you'll accept or the most you'll concede (or pay)
Target or aspiration value (TV or AV). What would you love to get? Remember to aim high.

**MAKE STRATEGIC DECISIONS**

<b>APPROACH</b>
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?
<b>MODE OF COMMUNICATION (PROS AND CONS)</b>
Face-to-face
Telephone
E-mail
Letter
<b>TIMING</b>
How much time do you need to prepare?
When will your bargaining power be highest?
When is the best time for the other side?
<b>LOCATION</b>
Find a location that will be free of distractions.
Choose 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?

How will you put the negotiation on hold if you realize you've asked at the wrong time?

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

### CHOOSE YOUR TACTICS

#### OFFERS AND CONCESSIONS

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

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

<p>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.</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p>
<p>Develop phrases to put the ball back in the other court.</p>
<p>Identify a proposal from the other side that's close enough to your target for you to offer to split the difference.</p>
<p><b>WIN/WIN</b></p>
<p>Ways to initiate the negotiation that convey a cooperative approach</p>
<p>Descriptions of your interests (not positions)</p>
<p>Questions that will allow you to identify their basic interests</p>
<p>Information to share that will illustrate your interests and perspective</p>
<p>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.</p>
<p>Techniques and phrases that you can use to deescalate conflict</p>
<p>Methods for generating creative solutions that address both sides' interests</p>

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
<b>STYLE</b>
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**

<p>Role-play</p> <p><i>Choose a partner</i></p> <p><i>Schedule a time</i></p> <p><i>Find a room</i></p> <p><i>Rehearse and repeat</i></p>
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. Know when to walk away.