Negotiation

Worksheet *and* notes

WHAT IS THE OBJECTIVE OF THE NEGOTIATION?

What is the frame?

PHASE 1

The Inner Game
Do I know what I want?

Purpose. Know what you really want

Equanimity. Be centered

Preparation. Think ahead

PHASE 2

Exploring Mutual Benefit
Is the space safe?

Relationship. Build connection

Interests. Seek to understand

Options. Prime creativity

PHASE 3

Leverage and Tactics
Am I playing the right game?

Leverage. Build it, use it

Game. Recognize it

Tactics. Move and counter

Negotiation

Worksheet *and* notes

"The essence of your desire is a feeling."

– Danielle laporte

Mutual Purpose

Scope of Agreement



Rules of Engagement

What Are THEIR Top Interests?

Belonging, Significance, Stability, Novelty, Growth, Contribution, Autonomy

What Are YOUR Top Interests?

Belonging, Significance, Stability, Novelty, Growth, Contribution, Autonomy

What I will GET / What they will GIVE

What I will GIVE / What they will GET

Negotiation

Phase 1: *the inner game*

DO I KNOW WHAT I REALLY WANT?

Before entering negotiations, it is important to identify what you want. You should think about what you want as principles rather than rigid positions. You then want to balance your thinking so that you can approach the negotiation with equanimity. You also want to do research on key information prior to the negotiation.

Purpose. *know what you want*

What do you want?	Why do you want that?	Why do you want THAT?	What do you REALLY, REALLY want? (Interest)

Think in terms of interests (e.g. financial security) and not positions ($100,000). Think about your 3 main interests and write them in the space to the right. Always be aware of your interests during the negotiation process

what are your top interests?

Belonging...a feeling of being accepted and understood

Significance...a feeling of specialness and importance

Stability...a feeling of safety and comfort

Novelty...a feeling of variety and adventure

Growth...a feeling of personal development

Contribution...a feeling that I'm part of something greater

Autonomy...a feeling freedom and control

In the space below, write down your 3 main interests in the negotiation

Interest #1	Reservation Point #1 (if applicable)
Interest #2	Reservation Point #1 (if applicable)
Interest #3	Reservation Point #1 (if applicable)

Negotiation

Phase 1: *the inner game*

Equanimity. *be centered*

Giving & Getting: Is this a fair exchange?

What am I **GIVING**? (for what I'm getting) List the main things you are giving	What am I **GETTING**? (for what I'm giving?) List the main things you are getting

Don't want/avoid something too much. This weakens your ability to negotiate. Reflect: how much to I want this? In the space to the right, put a dot on the continuum. Whatever half the dot is on, brainstorm ideas on the other side until you feel that the pros and cons of the opportunity is equal.

How do I view this opportunity?

I don't want it — **I must have it**

List the pros	List the cons

Negotiation

Phase 1: *the inner game*

Preparation. *think ahead*

Negotiations is often a fast and dynamic process. In preparation, do some pre thinking and research on topics which may come up during the negotiation. Some topics which may deserve some pre-thinking/research include: thinking about what the other side wants, knowing what you have to offer, benchmarking industry norms, some potential negotiation positions and options, etc.

In the space below, jot down your thoughts.

What might the other side want?

Why do they need me?

What are some key benchmarks?	What are some positions/options?

Negotiation

Phase 2: *creatively exploring mutual benefit*

IS THE SPACE SAFE?

Negotiation can be a tremendously creative process which benefits both sides. In order to unlock the creativity, we must create safe and friendly space where interests are shared. Then both sides can collaborate to find creative solutions for mutual benefit.

Relationship. *build connection*

- Make the space safe and friendly.
- Build rapport, talk about commonality, offer compliments, express appreciation.
- Listen and attune to the other person.
- Know also that the negotiation is taking place within an eco-system of relationships.

Think about what you might do or say to create the safe and friendly space.

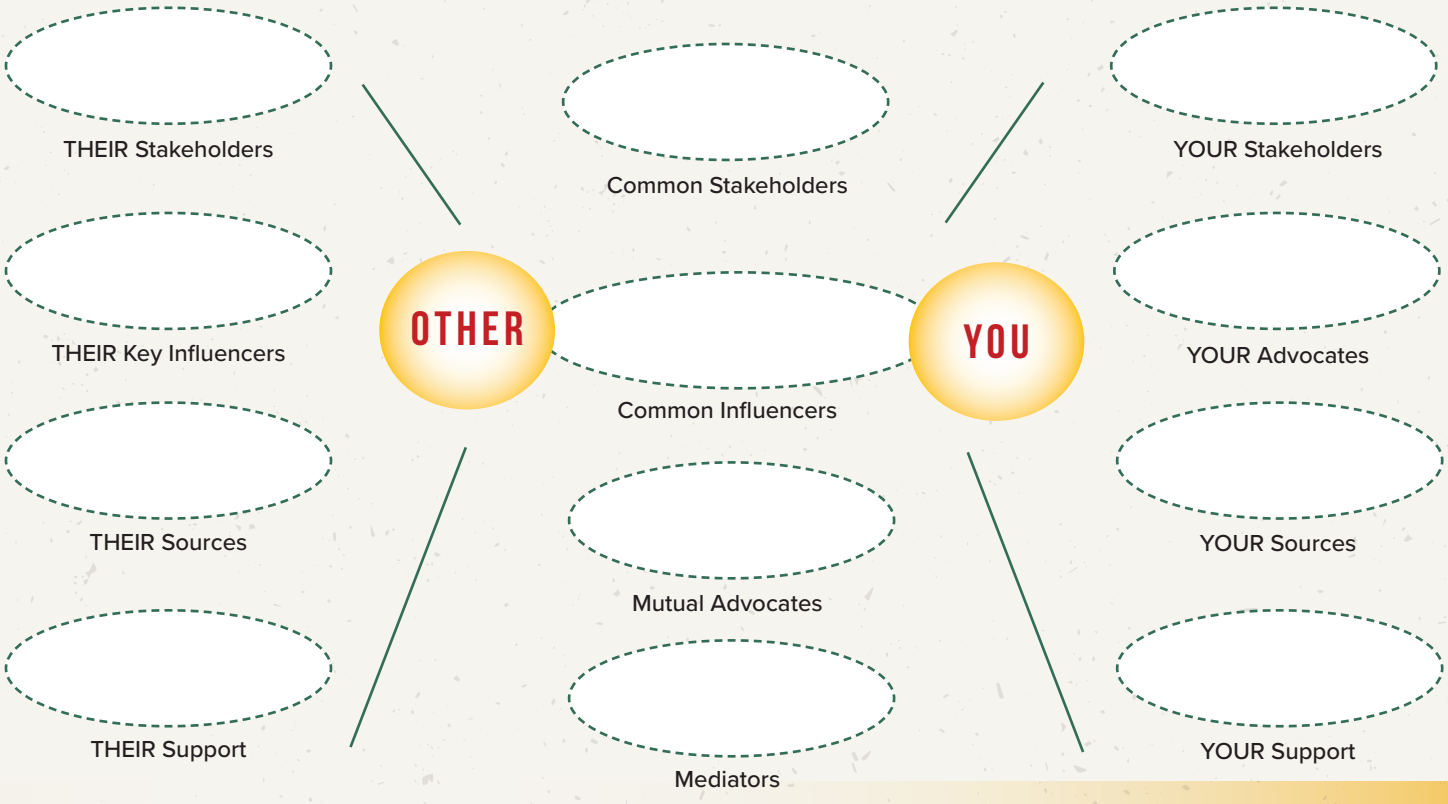
What commonalities do you share?

What are you grateful for in the other?

What do you admire about the other?

How will I attune to the other person?

Know also that the negotiation is taking place within an ecosystem of relationships. In the space below, identify key relationships and stakeholders which may influence the process and outcomes.



Negotiation

Phase 2: *creatively exploring mutual benefit*

Interests. *seek to understand*

- Ask questions to understand the other side's interests.
- In the space below, think about what questions you might ask to understand the other's interests.

1. _____
2. _____
3. _____
4. _____

- Express empathy for the other side's situation (use "mirroring language").
- In the space below summarize their main interests. Communicate your understanding of their interests.

What are **your main interests?**	What are **their main interests?** (incl. emotions, pressures, fears, goals, how they like to make decisions, etc.)



Options. *priming creativity*

- Once the safe and friendly space has been established and the both sides understand each other's interests... the two sides can begin to creatively explore mutually beneficial positions. To facilitate the creativity, consider limiting assumptions you and the other person may be making. What would it mean to challenge those assumptions?
- In the space below, identify some assumptions which may be challenged.

1. _____
2. _____
3. _____
4. _____

- After challenging limiting assumptions, both sides should generate some potential (priming) positions which may satisfy the interests of both parties. Express priming positions tentatively (as opposed to definitively).
- In the space below, think about some potential priming positions.

Position 1 | Position 2 | Position 3 | Position 4

Negotiation

Phase 3: *employing leverage and tactics*

AM I PLAYING THE RIGHT GAME?

During a negotiation, a dynamic will emerge. It can often hinge on the relative leverage that you have relative to the other parties. The dynamic is usually characterized by a "cooperative" tone or a "competitive" tone. Based on the tone, there are tactics that are appropriate for each.

Leverage. *build it, use it*

- Establish your value and be ready to leave the social encounter.
- Who has more options? Who needs whom more?

In the space below, think about why you are indispensable and why you can leave the social encounter.

What is my case for being indispensable?	Why am I prepared to leave?

In the space below evaluate your leverage, and consider how you might increase your leverage.

THEIR Leverage		YOUR Leverage
They can cause more benefit or pain	⟷	I can cause more benefit or pain
Other people can do what I do	⟷	I bring a unique skill
They have more options	⟷	I have more options
They are not attached to a specific outcome	⟷	I am not attached to a specific outcome



Negotiation

Phase 3: *employing leverage and tactics*

Game. *recognize it*

- It is generally preferred to engage in a cooperative negotiation because of the opportunity to create additional value for both sides.
- As an opening posture, be tentatively cooperative.

In the space below, evaluate the context for a cooperative versus competitive negotiation.

	Tendency to "Cooperative" Negotiation		Tendency to "Competitive" Negotiation
Relationship Horizon	Long term	⟷	Short term
Trust Level	High	⟷	Low
Common Interest	High	⟷	Low
(Your) Relative Bargaining Power	High	⟷	Low

	Cooperative	Competitive
Initial Framing	Define issue in terms of common interest.	Define issue in terms of self interest.
Communication Style	"All cards on the table." More disclosure the better.	"Close to the vest" Reveal as little as possible while gathering information about the other side.
General Strategy	Define common interest. Explore creative possibilities.	Leverage bargaining strength, keep other off balance.

Negotiation

Phase 3: *employing leverage and tactics*

Tactics. *move and counter*

- If the other side reciprocates cooperation, then maintain the cooperative posture. Otherwise, adopt a competitive posture.

COOPERATIVE TACTICS

- **Establish areas of agreement**–begin by finding areas of agreement and common interests
- **Define a common issue to solve–** "I think we both have an interest in..."
- **Liking–**making a personal plea, using personal influence, using someone who has influence with the other party
- **Risk mitigation**–proposing something on a trial basis, pilot programs
- **Advice seeking**–"If you were in my position, how would you approach this issue?"

GENERAL TACTICS

- **Appeal to Self-Interest–**this is what you get, this is what you'll lose out on
- **Scarcity**–if we don't do this now, we'll lose the opportunity
- **Social proof**–enlisting support of others, showing successful examples from other sources, in job negotiation, get a second offer which confirms market value
- **Reciprocity**–quid pro quo, mutual concession)
- **Framing–**providing options and choice
- **Commitment / Consistency**
- **Authority**–using experts, rules, laws, regulations to support your position

COMPETITIVE TACTICS

- **Scarcity–**"I have someone else who wants it"
- **Take-it or Leave it–**"I'll give you a day to think about it"
- **Padding**–introducing issues you don't care about in order to negotiate them away
- **Low-ball offer–**anchoring effect on the range of the negotiation
- **Preconditioning–**"I only have $20,000 in the budget"
- **Silence–**people hate silence and may give a better offer
- **New issue / new facts / new rules–** "Have you also considered...?"
- **Nibbling–**"Oh by the way"

Potential Cooperative Tactics	Potential General Tactics	Potential Competitive Tactics