

Chapter 12 Planning Worksheets

Step One – From Your Company’s Point of View — Looking at the negotiations from your company’s point of view, how would you answer these questions?

Goals

- What business goals are you trying to achieve?

- How does the anticipated agreement meet those goals

Motivations

- What are your interests or motivations at the bargaining table? (This should support your business goals.)

- What motivations are you comfortable revealing? Which ones will you not reveal?

Expectations

- List any expectations you have for this negotiation, such as an expectation that price will be an issue, or that you will be negotiating with purchasing.

Chapter 12 Planning Worksheets

Alternatives

- What alternative methods or paths do you have to meet your company's business goals?

- How realistic are your alternatives?

Tradeoffs

- What would you be willing to give to the customer?

- What would you be willing to receive in exchange?

Leverage

- What do you have that is positive?

- What do you have that is negative?

- What do you have that is normative?

Chapter 12 Planning Worksheets

Strategy

- What approach should you take and why?

- Are there any meetings that you know of now that may require a specific strategy just for that meeting?

Tactics (remember to ask yourself, will this tactic get you closer to your stated goals?)

- What tactics will you use to further your strategy and goals?

- Which tactics will you avoid?

My Negotiation Team

- Who do I need to check in with during this negotiation? How should we all stay in the loop?

- Who could I bounce questions off of?

Chapter 12 Planning Worksheets

Step Two – From Your Counterpart’s Point of View – Looking at the negotiations from your counterpart’s point of view, how would you answer these questions?

Goals

- What business goals do you think they are they trying to achieve?

- How does the anticipated agreement meet their goals?

Motivations

- What are their interests or motivations at the bargaining table?

- What hidden motivations might they have?

Expectations

- List any expectations you think that they might have for this negotiation.

- What do I need to tell them about these expectations?

Chapter 12 Planning Worksheets

Common Ground

- From your perspective, what concerns, needs, wants might you and your counterpart share from the agreement. (For example, you both may want to flexibility, but how you both define flexibility could be at odds.)

Negotiating Money (please refer to the charts in Chapter 4)

- What is the highest price that the market might bear for your product?

- Where is their discomfort zone?

Alternatives

- What alternative methods or paths do they have to meet their business goals?

- How realistic are their alternatives?

Tradeoffs

- What do you think that they would most likely be willing to offer you as a tradeoff?

Chapter 12 Planning Worksheets

- What do you think about that tradeoff?

Leverage

- What do they have that is positive?

- What do they have that is negative?

Strategy

- What approach will they most likely take?

Tactics

- What tactics will they likely use?

- How will you avoid falling into the trap their tactics might create?

Their Negotiation Team

- Who is a part of their team?

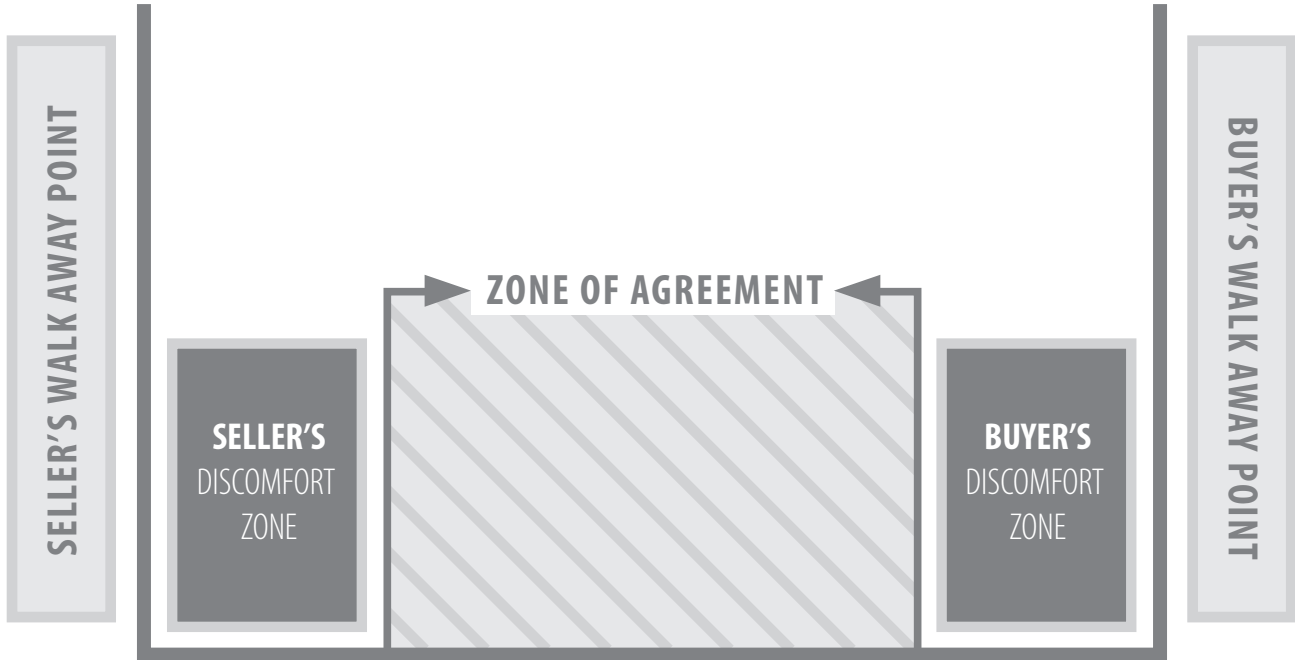
Chapter 12 Planning Worksheets

Step Three – Continue to Track the Negotiations.

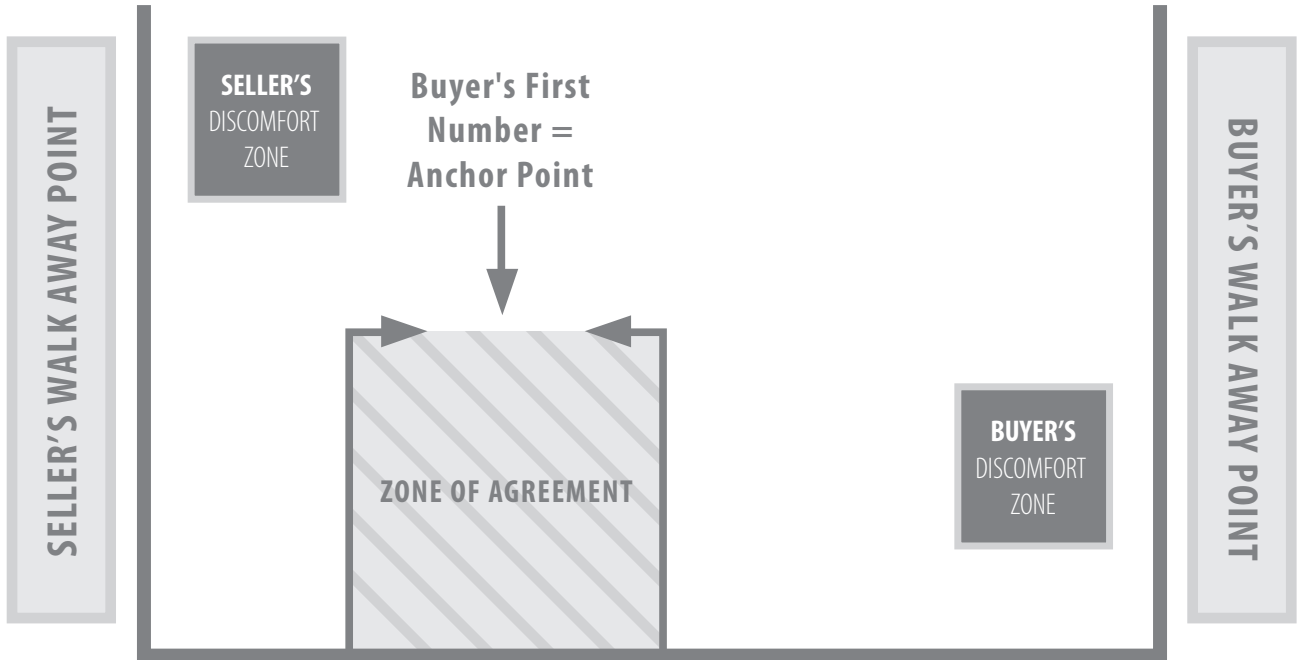
Negotiations are not static, so it is important to continue to track the progress of the negotiations against your company's business goals and against the value of the overall deal for both tangible and intangible terms.

One final note, whenever possible start all conversations with shared interests or common ground. It doesn't matter whether the conversation is about money or delivery schedules or personalities, start conversations with what your company and your counterpart's company wants from the business relationship. I've used this technique with great success as a mediator and as an attorney representing my clients at the bargaining table. It works because it forces both of you to focus on the positive attributes and not solely on the negative.

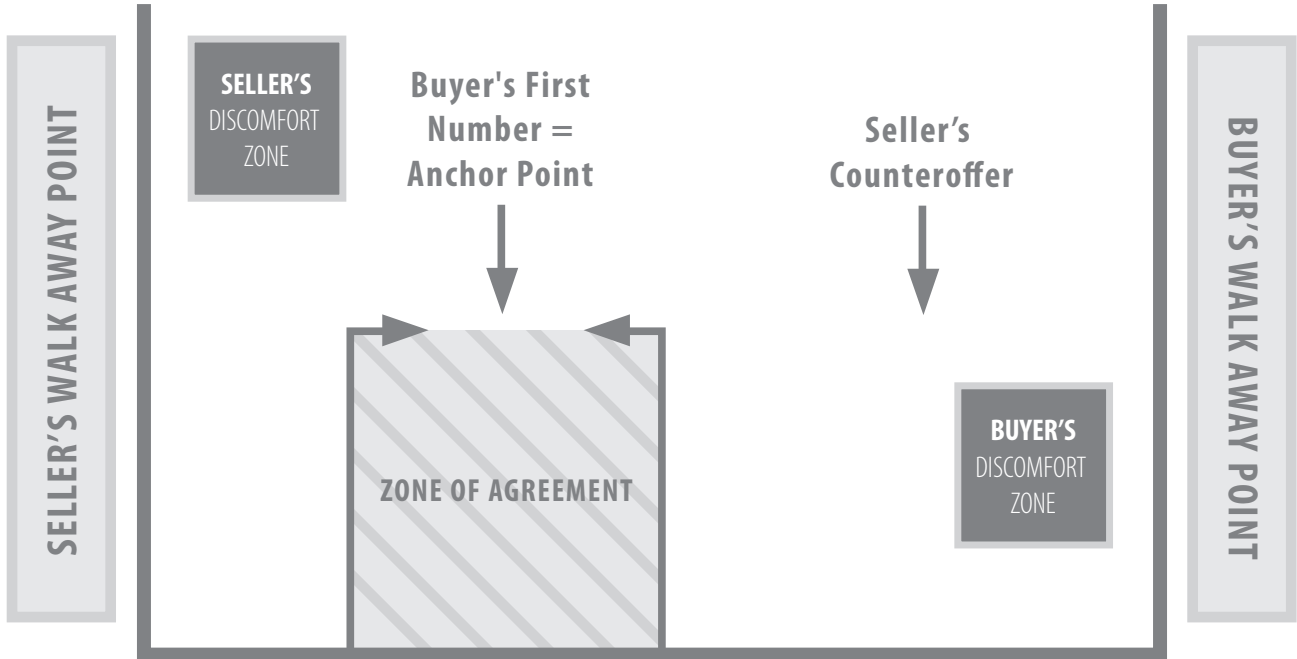
NEGOTIATING MONEY



NEGOTIATION ANCHORS



COUNTEROFFER



FINAL NUMBER

