A. Get Ready – Decide What You Want

1. WHAT ARE YOUR OBJECTIVES?
   - What is your desired outcome? Specify it in terms of dollars, quantities, terms, etc
   - What is your cutoff point? (What is the most you will pay/accept?)

2. WHAT ARE HIS/HER/THEIR OBJECTIVES?
   - What is their desired outcome? Remember to try to view the world as they see it.

3. IS IT A NEGOTIATION? (refer to matrix on last page.)
   - Are there two or more parties?
   - Do the parties have incompatible desired outcomes?
   - Can each party block the other from obtaining its desired outcome(s)?
   - Are the parties relatively equal in power?
   - Is there something to trade? What?

B. Identify Obstacles and Acceptable Alternatives

4. WHAT CAN YOU DISCOVER?
   What can/will you do to try to find out as early as possible where your opponents stand?

5. IS THERE ANY COMMON GROUND?
   List below any areas of common ground/mutual interest.
6. IS THERE A POSSIBLE WIN/WIN?
   What, from your perspective, might be any win/win areas:

7. CAN YOU SEE POSSIBLY ACCEPTABLE ALTERNATIVES?
   What new alternatives can you brainstorm that might be brought to the table?

8. THINK ABOUT A CONTINGENCY PLAN.
   • Are there external constraints that would impede bargaining such as geography, time, legal considerations, competitive information, etc? If so, how can you handle?
   • What is the most likely package you will be offered? What/Why?
   • What will be your response (public / private) to the above?
   • What other conceivable moves could the other party make?
   • What would be your response to the above moves?

9. WHAT ARE THE SHORT-TERM/LONG-TERM CONSEQUENCES FOR YOU?
   • Short-Term:
   • Long-Term:
C. Manage The Negotiating Environment and Agenda

10. WHO WILL NEGOTIATE? An individual or a team?
   If an individual, who?

   If it is a team, clearly specify the decision-making authority role of each member.

   Team leader: _______________________________ Leadership style: _______________________________
   Member 1: _______________________________ Role: _______________________________
   Member 2: _______________________________ Role: _______________________________
   Member 3: _______________________________ Role: _______________________________

11. WHAT WILL YOU TALK ABOUT?
   Specify your agenda for bargaining; indicate what you will discuss and your preferred order to discuss them.

12. HOW FLEXIBLE ARE YOU PREPARED TO BE ON THE AGENDA?
   • Do you have a flexible agenda? Yes _ | No
   • Is there anything you can do to make it more flexible?

13. WHERE WILL YOU NEGOTIATE?
   Your territory: Their territory: Neutral territory:
   Where exactly and what can/will you do to assure it works for you?

14. WHEN WILL YOU NEGOTIATE? Specify any time pressures/deadlines faced

D. Manage The Transaction ... And Yourself

15. WHAT WILL YOUR INITIAL OFFER BE?
   • What will your initial offer be?

   • What do you consider this: High ball, Low ball; Last Best? Why

   • What, if any, are points that you’re willing to compromise on?
16. **WHAT KIND OF BARGAINER WILL YOU BE?** (Refer to your Negotiating Style Assessment & Shell’s matrix.)
   - What is your natural style?
   - What do you think is his/her/their’s?
   - What style can you possible adopt (if necessary)?

17. **WHAT VERBAL NEGOTIATION TACTICS ARE YOU PREPARED TO USE?**
   Choose which of the following you will use ... and under what circumstances:
   - Promises
   - Normative appeals
   - Threats
   - Commitments
   - Recommendations
   - Self-disclosures
   - Warnings
   - Questions
   - Commands
   - Rewards
   - Punishments

18. **HOW WILL YOU FRAME THE INTERACTION?** (Refer to “Principles & Approaches” document.)
   What can you do to put/keep this negotiation in a mutually effective frame?

19. **ANTICIPATE IF YOU AGREE.**
   - What is the degree of ambiguity in the settlement?
   - What is the degree of formality in the settlement?
   - What is the duration of the contract? Are there renewable options?

20. **ANTICIPATE IF YOU DISAGREE.**
   - What is your action plan?
   - Will you use any of the following: Mediation; Arbitration; Final offer arbitration
     Specify who.
Although there are an endless number of situations where two or more parties must engage with each other to achieve an outcome, not all of those situations call for negotiation. We have defined negotiation as “a process by which two parties communicate with each other in order to reach an outcome on which they mutually agree.” The key word is “mutual” and with a moment of reflection one can see that not all outcomes must be mutually agreed to. In any organization that has a power hierarchy, for example, some roles are vested with the power of command, and while agreement might be desirable, compliance might be all that is required.

Negotiation, therefore, -- i.e communication to achieve a mutually agreeable outcome -- as the necessary strategy is a function of power. It is also a function of time and mutual trust.

The interplay of power, time and trust is illustrated below, with the consequent suggested strategy.

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