

PREPARATION FOR NEGOTIATION WORKSHEET

A. What are your visions for the future?

Keep the opportunities for long-term benefits in sight. Dream about the possibilities that could become real if negotiations are successful. What do you aspire to? Be prepared to share your vision with others.

My vision is... _____

B. What are your concerns and interests?

Think about *what* you want. Not how much of it, but what is it you really care about? Begin to take stock of what you need, and what you hope to gain by negotiating. Think about the large things like contributions to society, your standing with others in your organization or outside your organization. Think about fairness and equity; establishing a good working relationship with the other side; your problem-solving style. Be prepared to share your interests with others.

| My Important Interest (what I really care about) | My Underlying Interests (why I care about them) |
|--|---|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

C. What options might meet your interests, solve your concerns, and be acceptable to the other parties?

Undertake a brainstorming process to consider a range of alternatives that meet your interests. Be imaginative. Also consider alternatives that may work for others. If you can keep others happy while satisfying your needs, they may be willing to reciprocate. Also think about options you want to avoid, those that would be sufficiently harmful to them that you could stymie negotiations just by suggesting them.

| Options to Achieve My Interests |
|---------------------------------|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |

D. What are your comparative advantages in the negotiation?

Each side comes to the table with different strengths. Try to understand those differences and devise ways to use them to the advantage of all parties. Are you time-rich but money-poor and vice versa? Figure out ways that you can exploit these differences in beneficial ways.

| My Comparative Advantages |
|----------------------------------|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |

E. What are your alternatives to the proposed negotiation?

Once negotiations get going, it's easy to fall in love with making a deal, so it's important for negotiators to keep their alternatives in mind. The better your alternatives the more you can expect from the negotiation. Do more than simply articulate alternatives, make them real. Act on them so that you can invoke them when needed. Think about your alternatives to negotiation in three ways:

- BATNA: Best Alternative to a Negotiated Agreement
- WATNA: Worst Alternative to a Negotiated Agreement
- MLATNA: Most Likely Alternative to a Negotiated Agreement

| My Alternatives to Negotiation (BATNAs, WATNAs, and MLATNAs) |
|---|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |