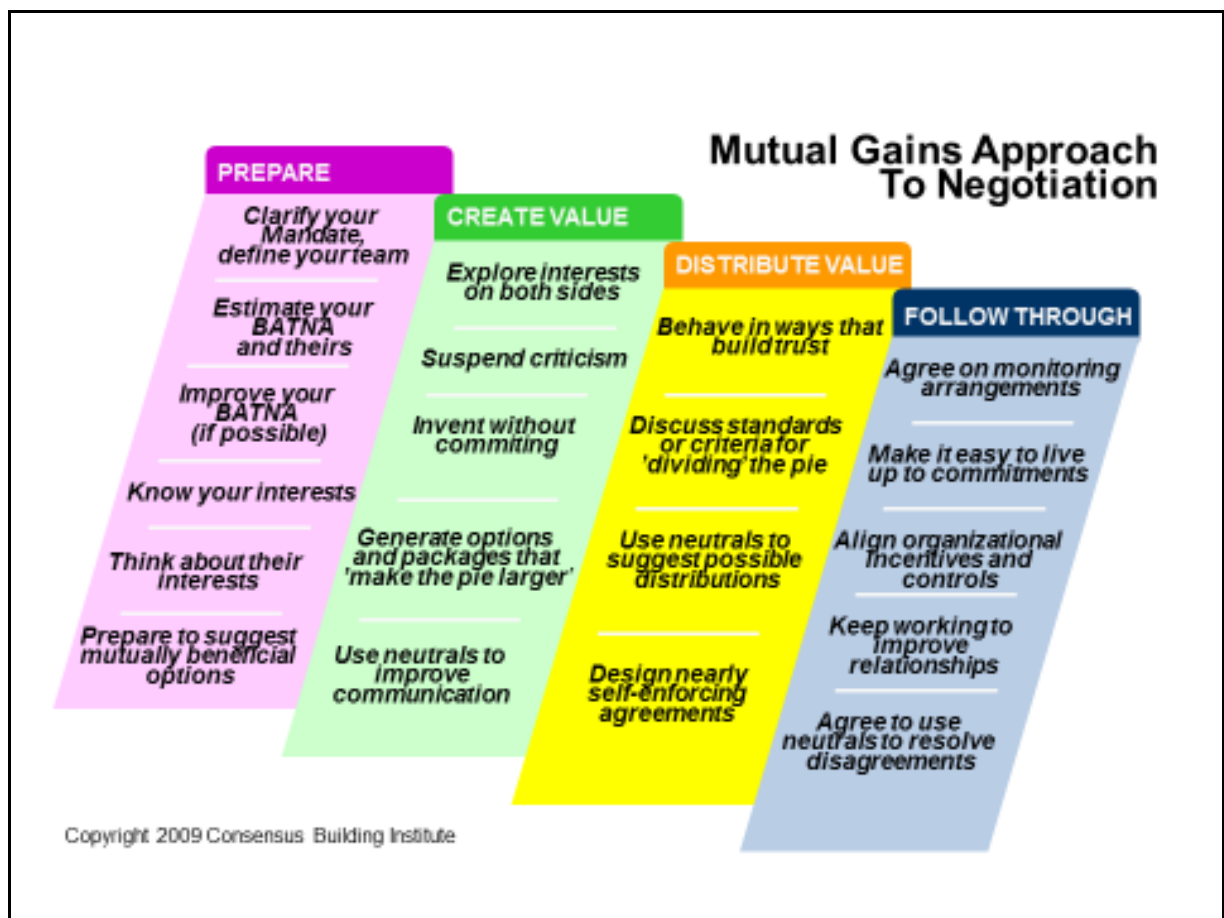


## The negotiation process

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'By identifying the common phases of a negotiation, you are in a position to do better than before because you know what is going on when you negotiate. You know where you are going.'

*The New Negotiating Edge*, Kennedy. G. (1998)




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## **MGA Step 1: PREPARE**

1. Clarify your mandate, define the team
2. Estimate your / TOP's BATNA
3. Improve your BATNA
4. Know your interests, think about theirs
5. Prepare mutually beneficial options

## **MGA Step 2: CREATE VALUE**

1. Explore interests on both sides
2. Suspend criticism
3. Invent without committing
4. Generate options to expand the pie
5. Use neutrals to improve communication

## **MGA Step 3: DISTRIBUTE VALUE**

1. Build trust
2. Discuss criteria for dividing the pie
3. Use neutrals to suggest possible distributions
4. Design nearly self-enforcing agreements

## **MGA Step 4: FOLLOW THROUGH**

1. Agree on monitoring arrangements
2. Make it easy to live up to commitments
3. Align organizational incentives and controls
4. Keep working to improve relationships
5. Agree to use neutrals to solve disagreements