

Preparing for a negotiation: a systematic approach

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Preparation Checklist

1. Analyse the environment: country, market, company, regulatory restrictions, cultural expectations etc
2. Estimate BATNAs - yours and TOP's
3. Know your own INTERESTS, assess TOP's and prepare mutually beneficial OPTIONS
4. Decide on CRITERIA to support your proposals
5. Assess where your power lies; develop strategies to enhance it

Use the following worksheets to help you **prepare systematically** for your negotiation.

This checklist and the accompanying worksheets are based on ideas presented in ***Getting ready to negotiate: a step by step guide to preparing for any negotiation***, Fisher and Ertel (1995); ***Negotiation***, Harvard Business Essentials (2003); ***Power and Influence***, Kotter, (1985); ***Essentials of negotiation***, Lewicki, Saunders, Minton (1997); ***The Negotiating Edge***, Kennedy (2003); ***Built to Win***, Movius and Susskind (2009)

1. Analyse the environment**Done**

What key information do you need about the country, market, TOP before you begin negotiations?

How will other parties, particularly the government and regulatory bodies, affect the negotiation?

What is your relationship and history with TOP? How will that relationship affect the discussions?

How do people negotiate in that particular culture? What are their expectations?

What do you hope to accomplish as a result of the negotiations? What outcomes are you and key stakeholders within your organisation aiming to achieve? What is your mandate? What decisions are you empowered to make?

Who will be on your team? Will multiple interests be represented? Have you clarified the roles that each person will play during the negotiation process?

2a. Determine and improve your BATNA**Done**

What are the possible alternatives to a negotiated agreement?	Pros	Cons
1.		
2.		
3.		
Which would be the best alternative and why?		
How could you improve your BATNA?		

2b. Assess TOP's BATNA**Done**

What could they do to satisfy their interests if you fail to reach an agreement?	Pros	Cons
1.		
2.		
3.		
What would you do in their shoes? Which alternatives look best?		
How could you make their BATNA seem less attractive?		

3. Know your interests, assess TOP's and prepare options**Done**

My interests What do I care about?	Possible options	Their interests What do they care about?
Issue 1.		
Issue 2.		
Issue 3		
Issue 4		
Issue 5		

4. Decide on criteria to support your proposals

Done

What criteria can we cite to persuade them our proposals are fair?

How could we create objective criteria if none exist?

5. Assess power and develop strategies to enhance it

Done

What kind of power do you possess? How can you enhance it?

What kind of power does TOP possess? How will they try to exploit their power?

Legitimate	Comes from having a recognised position or authority. Limited to the areas where it is recognised or valid.
Reward	Able to give something TOP that wants or withhold something they want or expect.
Coercive	Able to inflict punishment / generate fear if wishes /demands are not met.
Expert	The most acceptable type of power. Gained through experience or knowledge.
Referent	These people have attributes which other people admire or wish to emulate.
Connection	Who you know, the network you are able to draw on.
Information	You have good information sources which gives you access to the latest information that nobody else gets.