

NEGOTIATION PREP WORKSHEET

ASK FOR IT by Linda Babcock and Sara Laschever

DECIDE WHAT YOU WANT

What's your ideal job?

When were you happiest at work or at home? Why? How are things different now?

Is there something that you love but have stopped doing?

Whom do you admire or envy? Why?

Are you good at something that you never get to do?

What drives you crazy or could be better?

What will you regret if you never do?

What do you need to feel happy? Are any of these missing from your life?

Stimulating, challenging work

Likeable colleagues

Feeling that you're part of a team—not isolated

Power and responsibility

Autonomy

Flexibility

Clear evidence that your work is respected

Freedom to be creative

Feeling that you're making a contribution/doing something worthwhile

Potential for wide-spread recognition—in field or among the public at large

Opportunities to learn new things

Rewarding friendships

A stable, happy private life

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CLARIFY YOUR GOALS

Short term
Personal
Financial
Athletic
Hobbies and free time
Self-improvement
Material
Philanthropic
Political
Just fun
Long term
Personal
Financial
Athletic
Hobbies and free time
Self-improvement

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Material
Philanthropic
Political
Just fun
Who are your role models?
What would you want if you were certain you could get it?

FACTOR IN FAIRNESS

Are you being paid what you're worth?	Are you being given assignments that use all your talents?
Have you been promoted to the level you deserve?	Are you doing work commensurate with your abilities?
Does your title describe your level of responsibility and authority?	Do you feel recognized for the full scope of your contribution?
Are you progressing in your career at a brisk pace?	Are you doing more than your share of the household chores?

DO YOUR HOMEWORK

Size up the situation
Number of issues
Number of parties

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Nature of your relationship
Will the contract be binding?
Costs and benefits of delay
Is there linkage (will outcome affect negotiations with others)? If so, who will be affected and how?
Will the process and/or outcome be public or private?
Behavioral norms for negotiation in this situation
Are there precedents for what you're asking?
Identify sources of the information you need
Websites
Trade publications
Business press (local and national)
Professional associations
Mentors
Supervisor or manager
Networks

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Colleagues
Friends
Find out what you can about the other side
How well is the organization doing?
What are the organization's short- and long-term plans?
What are the other side's: <i>Interests</i> <i>Concerns</i> <i>Priorities over the issues</i> <i>Likely target(s)</i> <i>Likely BATNA</i>
How do decisions get made? <i>Who has influence over the decision-making process?</i> <i>Relevant policies, procedures, precedents</i> <i>Internal political issues that may influence outcome</i>
What common goals do you share with the other side?
Where do your interests conflict with those of the other side?

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What problems might prevent them from giving you what you want?
Assess your bargaining power
Education
Training
Special skills, unique strengths
Work history
Depth of knowledge or expertise
Years of experience
Demonstrated performance excellence
Reputation in your field
Awards won
Important outside contacts
Support of a powerful mentor
Social or interpersonal skills
Leadership or team-building abilities
Internal alliances (if you're employed)

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Knowledge of the organization's culture, processes, history
Flexibility (re: timing, scheduling, etc.)
Alternatives (another offer?)
Strong BATNA
Weak BATNA on other side of table
Preparation
What sets you apart from your peers?
Why does the other side need you?
Boost your bargaining power
Improve your credentials
Improve your BATNA (get another offer?)
Make yourself indispensable
Think creatively about ways to help your organization <i>Can you give something up?</i> <i>Can you do something extra?</i>

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Establish your negotiation parameters
Rank your goals in order of their priority—most important to least important
List your underlying interests
What else would you like (not vital but desirable)?
BATNA—your best alternative or fall-back position if you fail to reach an agreement
Reservation value (RV), your bottom-line, the minimum you'll accept or the most you'll concede (or pay)
Target or aspiration value (TV or AV). What would you love to get? Remember to aim high.

MAKE STRATEGIC DECISIONS

Approach
Competitive (single-issue negotiation, relationship will not continue)
Cooperative (multi-issue negotiation or one that involves a long-term relationship)
What information will you reveal (and in what order) and what will you conceal?
Mode of communication (pros and cons)
Face-to-face
Telephone

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Email
Letter
Timing
How much time do you need to prepare?
When will your bargaining power be highest?
When is the best time for the other side?

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Location

Find a location that will be free of distractions

Choose a room set-up that promotes cooperative discussion

Decide whether aids such as a white-board, flip-chart, blackboard, or projector would be useful

Opening

Should you make the first offer?

How much information do you have about the other side's reservation value?

Can you anchor the negotiation and influence the other side's estimates of your reservation value if you go first?

How can you "punt" if the other side wants you to go first and you don't want to?

Estimate the number of rounds the negotiation is likely to go

CHOOSE YOUR TACTICS

Offers and concessions

Decide on a first offer that anchors the negotiation above your target.

Choose counter-offers that will position your target half-way between each of their offers and yours.

Plan to concede less in each round, and to use the amount you concede on each round to

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influence their perception of your reservation value.

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Develop phrases to put the ball back in the other court.

Identify a proposal from the other side that's close enough to your target for you to offer to split the difference.

Identify pairs of issues that you think you can logroll—lower priority items you'd be willing to trade in return for things you want more

Win/Win

Ways to initiate the negotiation that convey a cooperative approach

Descriptions of your interests (not positions)

Questions that will allow you to identify their basic interests

Information to share that will illustrate your interests and perspective

Techniques and phrases that you can use to deescalate conflict

Methods for generating creative solutions that address both sides' interests

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Ways to move the other side away from defending his or her position and over to problem-solving

Comments, actions, or gestures that will build trust and promote the alliance

Style

Mannerisms that will help you present yourself as "relentlessly pleasant"?

Non-verbal behavior that will reinforce your cooperative approach

Phrases that suggest a "let's work together" attitude

Positive ways to frame your argument

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GET READY

Role-play

Choose a partner

Schedule a time

Find a room

Rehearse and repeat

Figure out what will put you in an upbeat, positive mood beforehand

Choose incentives to reward yourself with after it's over

STAY CALM AND CLOSE THE DEAL

Compose constructive responses to roadblocks

Think of positive comebacks if things aren't going your way

Plan strategies to delay or take a break if necessary

Consider ways to get the negotiation back on track if it loses focus or veers toward impasse

Imagine ways to prevent yourself from compromising in the heat of the moment

Design open-ended questions to slow things down and get the other side to clarify its point-of-view

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Develop questions to ask if you don't understand why they're resisting giving you what you want

Are they worried about how they will justify the agreement to others?

Is there not enough in it for them?

Are they afraid to set a new precedent that will influence future negotiations with others?

Is your negotiation a low priority for them?

Are they waiting for more information or to see how other issues resolve themselves?

Keep your BATNA in mind. Don't accept something worse than your BATNA just to get an agreement. Know when to walk away.

Notes