

**Alternatives** - Ways to meet your interests away from the table; does not require cooperation of current negotiation partner.

Preparing with Alternatives:

- Identify your BATNA
- Improve your BATNA, if possible
- Estimate the other party's BATNA (watch assumptions)

Your Alternatives	Their Alternatives

What can you do to improve you BATNA?

**Interests** - Needs, desires, concerns that you are trying to satisfy through negotiation

Preparing with interests:

- Identify and prioritize your own interests (needs, desires, concerns)
- Predict their likely interests & priorities (watch assumptions; consider how to test/confirm your predictions)
- Consider how to learn more about their interests
- Identify possible shared and/or competing interests

<b>Your Interests</b>	<b>Their Interests</b>

How can you learn more about their interests?

**Options** - Possible elements of an agreement in this negotiation

Preparing with options:

- Generate possible options for meeting both parties' interests
- Look for options that capitalize on similarities (mutual interests, shared goals)
- Look for options that trade on differences (priorities, predictions, risk preferences, time preferences, etc.)
- Beware of the "fixed-pie bias"
- Consider adding issues to increase trade possibilities
- Consider how to enlist your counterpart(s) in generating options

List all of the possible options you can:

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What can you do to improve your options?

**Objective Criteria** - External standards, criteria or norms that you can use to select among the options

Preparing with objective criteria:

- Research relevant standards or criteria to help justify your options or proposals
- Identify the standards that they might consider relevant
- Watch for egocentrism bias

Options	Criteria you see as relevant	Criteria they may see as relevant

What can you do to counteract the egocentrism bias?

**Relationships** - The interpersonal connections at stake

Preparing with the element of relationship

- Map out the relevant relationships both at and away from the table
- Identify current and preferred relationships
- Consider leveraging patterns of deference among relationships
- Consider effect of various moves on relationships & vice-versa
- Prepare to balance both empathy and assertiveness (empathy ≠ agreement)

Your relationships involved in this negotiation	Their relationships involved

What can you do to build relationships in this negotiation?

What can you do to leverage relationships in this negotiation?

**Communication** - Exchange of information between the parties in this negotiation

Preparing with communication

- Consider what you want to learn / listen for/ask about
- Consider what you want / do not want to say or disclose
- Identify possible communication barriers & strategies to address them
- Consider nonverbal communication issues (e.g. body language, tone, medium, etc.)

Questions to ask	Information to share

What are potential barriers to communication?

What can you do to overcome those barriers?

**Commitment** - A promise or agreement

Preparing with commitment:

- Confirm your level of authority to commit
- Identify your preferred level of commitment (for this meeting and overall)
- Consider commitment incentives
- Be prepared to offer and request sufficient time to think through commitment

What do you need to do to commit in this negotiation?