

Negotiation Toolkit



Preparation (70% Of the Negotiation Process)

- Content
- Own Mandate
- Other parties' Mandate(s)
- Rules of the game (procedures etc.)

Harvard Principles (win-win)

- Separate the people from the problem
- Focus on Interests, not Positions
- Explore different options (and define a **BATNA**)
- Find objective criteria

Be **tough** but **friendly**!

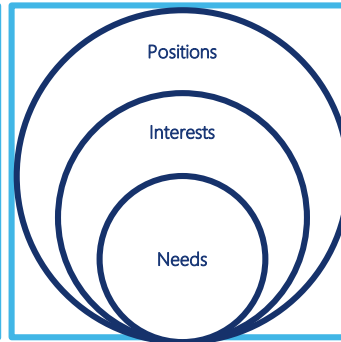
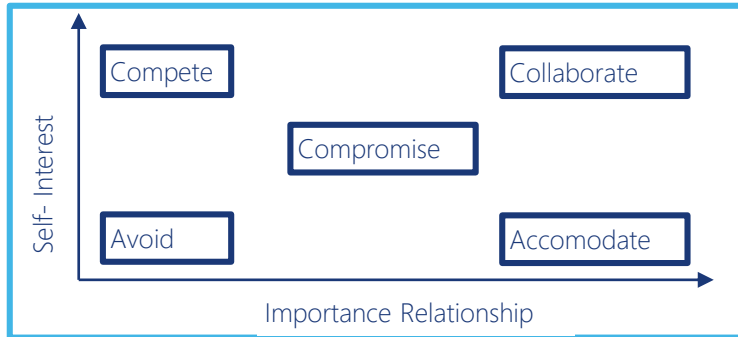
Understand before seeking to be understood

Ask **Questions** and check **Assumptions**

What is their 'get'?

Allow for dignified retreats (don't score points)!

Don't screw people: remember the shadow of the future



Negotiations on Positions: Inflexible, zero-sum, focus on winning

Interest-based negotiations: flexible, creative, focus on problem-solving

Negotiation on Needs: respect, identity, security, etc. (without it, interest based negotiation is not possible) focused on the needs of the negotiator