

Problem to be solved: *(Objectively state the core conflict, issue or problem to be resolved in this negotiation.)*

Alternatives: *(Is a negotiated agreement the best outcome? Is there another suitable alternative outcome? If so, how can you strengthen that alternative to give you leverage and confidence? What is the best outcome for you if you do not negotiate?)*

Players: *(Who is involved in this negotiation? Who is the ultimate decision maker? Who are Influencers? Who is Impacted?)*

- Yours

- Theirs

Goals: *(What wise agreements and outcomes does each party seek in this negotiation?)*

- Yours

- Theirs

Positions: *(What position has each party taken previously that they may try to force during the negotiation?)*

- *Yours*

- *Theirs*

Interests: *(What fears, concerns and underlying interests exist that may be affecting each party's position?)*

- *Yours*

- *Theirs*

Range of possibilities: *(What is the minimum and maximum range each party will accept? Do the areas overlap?)*

- *Yours*

- *Theirs*

Expand the pie: *(What new options can you invent to increase value and mutual gain from this negotiation?)*

Splitting the pie: *(How will you distribute and share the value that lies in this deal? What's fair? Who decides?)*

First offer: *(Who should make the first offer? Can you anchor this negotiation in your favor by making the first offer? "Make it aggressive, but not absurd." – Andre Bello)*

Concessions: *(Identify possible concessions that can be offered and received. Focus on high value/low cost.)*

- *Yours*

- *Theirs*

Objective criteria: *(How can you introduce objective sources to ensure fair standards and fair proceedings?)*

Setting: *(What processes and environments will help you to conduct a successful negotiation? What communication channels will help support or impede your efforts to reach agreement? How will you 'take a seat at the table' to ensure mutual success?)*

Resistance: *(What risks do you anticipate? What can you do to overcome a potential impasse, emotional triggers, single issue deadlock, decoy tactics, or buyer's remorse?)*

Leverage: *(How and when can you shift the power in your favor by influencing relationships, trading resources, and/or asserting authority?)*

Implementation: *(What needs to happen after you reach agreement in order to solidify the deal? For example: contract, statement of work, estimate, purchase order, letter of intent, etc. Who is responsible for what?)*