



<b><u>Topic</u></b>	<b><u>Technique or skill</u></b>
<b>Conflict resolution</b>	<ul style="list-style-type: none"> <li>Consider which conflict resolution technique appropriate</li> <li>Analyse power balance detailing sanctions &amp; incentives to both</li> <li>Consider cost of failure vs cost of negotiating for all parties</li> <li>Take action to minimise precedent</li> <li>Ensure other's flexibility does not involve loss of face</li> <li>Communicate costs of success / failure to other party</li> <li>Identify bargaining arena</li> <li>Recognise negotiating situations</li> </ul>
<b>Manage the process</b>	<ul style="list-style-type: none"> <li>Use negotiation as an enabling process, not a blocking process</li> <li>Use the 8 step approach to manage the negotiation</li> <li>Use techniques to slow, stop, or move the negotiation process</li> <li>Appoint a negotiating team manager</li> <li>Work to manage time so that the negotiation does hit a deadline</li> <li>Allocate time in proportion to the importance of the issues</li> <li>Choose to deal with contentious issues either early or late in the process</li> </ul>
<b>Preparing Objectives</b>	<ul style="list-style-type: none"> <li>Take time to prepare</li> <li>Use the 5 point Preparation agenda: Objectives, Information, Strategy, Concessions, Tasks</li> <li>Write down objectives on each issue and prioritise</li> <li>Ensure INTENDS are clear, specific and realistic</li> <li>Know my limits; my MUST achieve / MUST avoid</li> <li>Distinguish Strategy from Objectives</li> <li>Avoid too many MUSTS</li> <li>Prepare to negotiate - not to defend</li> <li>Have a long WISH LIST</li> <li>Use the Wish List to "add on" when I haven't asked for enough</li> <li>Use the Wish List to replace a conceded Intend item</li> <li>Review and test my objectives at each adjournment</li> </ul>
<b>Information</b>	<ul style="list-style-type: none"> <li>Define what information to share and what to keep private</li> <li>Decide timing of information disclosure</li> <li>Work to structure expectations</li> <li>Identify what information I need before the meeting</li> <li>Read background and do research before meeting</li> <li>Identify what information I need at the meeting</li> <li>Analyse what information they have about my position</li> </ul>

Strategy	<ul style="list-style-type: none"> <li>Have at least two strategies for achieving my goal</li> <li>Keep my strategy simple</li> <li>Explain and agree my strategy with my boss / peers / team</li> <li>Review and adapt my strategy at adjournment to changing circumstances</li> <li>Recognise when I meet a "gate"</li> <li>Use adjournments more often</li> <li>Use adjournments more effectively</li> </ul>
Concessions	<ul style="list-style-type: none"> <li>Identify and list my possible concessions</li> <li>Have a long concession list</li> <li>Value my concessions in the other party's terms</li> <li>Identify appropriate items to ask for in return for each concession</li> <li>Use "salami" technique to divide concessions into smaller parts</li> <li>Use my perception of their Wish List to identify items for my Concession list</li> </ul>
Tasks	<ul style="list-style-type: none"> <li>Identify the skills needed for the negotiating team</li> <li>Take a team to important negotiations</li> <li>Brief and rehearse the team</li> <li>Get feedback from the team</li> </ul>
Other party	<ul style="list-style-type: none"> <li>Mirror my preparation for the other party</li> <li>Identify their Musts and Intends</li> <li>Review what I know about their team and their tactics</li> <li>Analyse their previous behaviour</li> <li>Identify adjournment opportunities to allow them to consult</li> </ul>
Plan the meeting	<ul style="list-style-type: none"> <li>Rehearse the arguments and identify the weak points</li> <li>Consider their like counter arguments and response</li> <li>Plan and rehearse the opening statement</li> <li>Avoid argument dilution</li> <li>Identify and note all the assumptions</li> <li>Have an agenda for the meeting</li> </ul>
<b>The Argue Step</b>	<ul style="list-style-type: none"> <li>Make an opening statement</li> <li>Balance the time between persuasion and negotiating dialogue</li> <li>use good negotiators questions</li> <li>Listen more effectively</li> <li>Summarise more often</li> <li>Use Summary more effectively</li> <li>Recognise when to adjourn</li> </ul>
<b>The Signal step</b>	<ul style="list-style-type: none"> <li>Recognise signals</li> <li>More aware of own signals</li> <li>Reward and encourage signals</li> </ul>

Note down signals

**Proposing**

Make Proposals to move out of Argue step  
Make realistic Proposals  
Structure Proposals in the correct sequence  
Make Proposals specific  
Invite a response to Proposals  
Never interrupt a Proposal  
Invite Proposals from a complainer  
Question, clarify and summarise their Proposal  
Try to understand the basis of their Proposal  
Try to give them what they want on your terms  
Include their figures in your counter proposal  
Use Either / Or Proposals

**Package**

Analyse why the Proposal was rejected: Packaging issue or Bargaining issue  
Understand their issues, concerns and performance measures  
Choose a Co-operative or Competitive style, according to the situation  
Analyse and change factors which influence style  
Repackage the Proposal to allow the other party to "sell" it internally  
Always include a time variable  
Keep multiple issues in play to allow flexibility  
Avoid price becoming the final and only item  
Give more on one issue to gain more on another  
Convert concessions offered to you to those with higher value, but neutral cost

**Bargain**

Be willing to Give to Get  
Avoid giving Elk Steaks  
Reward their Elk Steaks  
Cabbage before Ice cream; Conditions before Offers  
Put a price on demands  
Put a reasonable price on reasonable demands

**Close**

Be vigilant for closing opportunities  
Trade a Wish List item for agreement  
Bargain any late demand for a further concession  
Make any closing concession small, specific and conditional (on the deal)  
Never walk away when further negotiating concessions are available to you  
Ensure the other feels that they have got a "good deal"

**Agree**

Summarise the agreement  
Ask them to summarise the agreement using their own words  
Record the agreement and agree the minute of agreement  
Ensure that it is in their interest to implement the agreement in full  
Agree deadlines and penalties for failure to deliver against the agreement

**Tactics**

Never accept a negotiator's first offer

Use Over & Under to block a demand

Use Over & Under to reward / punish performance

Avoid argument dilution; no more than 3 reasons and the strongest last  
and more.....