

NEGOTIATION KEYS¹

1: The Master Key to claim & create value: Create the process and prepare

- Planning and Preparation Toolkit:
 - Who: participants, constituency, external influencers?
 - What: objective & topics, information strategy (give, get, protect)
 - Why interests | concerns | needs, legitimacy | Reasonableness
= subjective and objective criteria
 - What if: no deal alternatives
 - How: options

Other keys for effective negotiators

2: Create the playing field and players | Game rules

- Own mindset: joint problem, information sharing, high expectations
- Relationship and interaction, rules of thumb (e.g. Harvard):
 - Be "unconditionally constructive" on the relationship
 - Separate the people from the problem
 - Don't try to fix the relationship by giving away substance
 - Establish trust early and build it throughout the process
- Negotiate the process first
 - ⇒ *Choose your approach and distinguish between 3 process levels*

3: Create value and unlock creativity | Unfolding of the game

- Focus on interests (subjective criterions), needs & concerns to unlock new value | positions
- Unlock Skills Triangle: perspective taking (empathy, understanding) assertiveness (speaking, effective communication) creativity (inventing)
 - ⇒ Techniques Toolkit: Ensure 2-way communication:
 - Listen, be curious and show that you have heard
(paraphrase: repeat in own words + control question and/or acknowledge)
 - Asking questions
 - Summarizing
 - Brainstorming separate from deciding
 - (Re)framing

4: Claim value | Winning moves

- Focus on legitimacy (objective criterions)
- Anchoring, opening offers
- Reaching & implementing agreement (Prioritizing, trade-offs, contingencies, (multiple) proposals | options, SMART commitments, decision making)

5: Have your safety Toolkit in place | Fall back tactics

- Leverage, focus on No-Deal alternatives
- Tit-for-tat
- Package deals and other game rules to set up a good process
- Dealing with sequential games, unexpected moves or circumstances, problem solving

¹ Negotiation Keys | 5 Negotiation Keys to claim and create value © Manon Schonewille | Toolkit Company 2020 - 2023

Negotiation Preparation and Planning Toolkit: The Master Negotiation Key²

<p>Who:</p>	<p>Participants Relationship:</p> <p>Expected approach mindset:</p> <hr/> <p>Constituency: External influencers?</p>	
<p>What:</p>	<p>Objective Commitments:</p> <p>Topics:</p> <ul style="list-style-type: none"> • • • • <hr/> <p>information strategy</p> <ul style="list-style-type: none"> • Give: • Get: • Protect: 	
<p>Why Legitimacy Subjective criteria</p>	<p>My interests concerns needs</p> <p style="text-align: right;">Joint?</p>	<p>Their interests concerns needs</p> <p style="text-align: right;">Joint?</p>
<p>Why Legitimacy Reasonableness Objective criteria</p>	<p>My preferred objective criteria</p>	<p>Their preferred objective criteria</p>
<p>What if:</p>	<p>My No-Deal alternatives</p> <p style="text-align: right;">Best? How to improve?</p>	<p>Their No-Deal alternatives</p> <p style="text-align: right;">Best? How to improve?</p>
<p>How</p>	<p>Potential options</p> <ul style="list-style-type: none"> • • • • 	

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