

NEGOTIATING ON BEHALF OF OTHERS

TOOL 12

SECURING AUTHORITY AND APPROVAL

To secure a clear mandate from those you represent:

- Clarify your authority
- Clarify communication ground rules
- Gather information about the group's interests
- Determine and agree upon the group's priorities
- Clarify the decision mode using the 6D Framework

To secure approval for an agreement from your group or team:

- Remind the group of their interests and priorities, and of each side's CONA
- Explain the deal, starting from where they sit
- Explain where things stand in the process
- Make room for questions and doubts
- Be prepared to make a recommendation, if asked

For more tools and resources, go to www.halmovius.com/resources.