
TOOL 2

NEGOTIATION PREPARATION TEMPLATE *

CONSEQUENCES OF NO AGREEMENT (CONA)	What happens to each side if there is no agreement? What alternatives do we each have? How attractive are they? What risks does each side face?
INTERESTS	What are our goals and concerns? Among them, which are most important?
QUESTIONS	What do we want to ask them? (For example: <i>What is important to you? Why? What else is important? Relative to issues A and B, and how important is issue C?</i>) What might they ask us? How will we respond?
ISSUES	What issues might be negotiable? How can we break down potentially troublesome issues into smaller ones, (i.e., fractionate them)?
PACKAGES	What packages of options (one option from each issue) are great for us and possibly good enough for them? How can we exploit differences in what matters most to each of us?
ASPIRATIONS AND LIMITS	What might we propose initially, that we could argue for with a straight face in view of our relationship goals? At what point (on one issue or a combination of issues) would the deal be less attractive than what we could get if we walked away?
ARGUMENTS	What arguments most effectively support our proposals <i>in view of their interests and CONA</i> ? What benchmarks, standards, principles, or precedents might be most compelling to them? What arguments might they raise?
TRADES AND CONCESSIONS	What might we give? What will we ask for in return? How should each side's BATNA affect our flexibility? How should the time or opportunities to negotiate affect it?

* I sometimes use the plural *we* and *our* in these tools so that they can be used with teams or groups. When you use the tools for one-to-one conversations, simply replace the *we* and *our* with *I* and *my*.