

The Negotiation Checklist

Step 1: Before the Negotiation - Research and Reflect

The more you know about the situation, the fewer roadblocks you will encounter. Using the **Resolution Facilitation Preparation Tool** will help you to prepare for the upcoming negotiation. This tool can be found at: <http://www.crdsc-sdrcc.ca/eng/dispute-resource-publications>.

“VINES”
 Knowing your VINES will help you better structure your positions and base your view of the situation on justifiable facts.

- Values
- Interests
- Needs
- Experiences
- Sentiments

This exercise will help you explore new options when dealing with your counterpart.

- Assess all party(ies)' **VINES**, using multiple sources of information (people, documents, policies, etc.);
- Determine if any other individuals could be affected by the negotiation:
 - This is to ensure that the outcome of your negotiation will not result in unintended consequences;
- Verify whether your counterpart has the authority to settle:
 - Negotiation could be delayed if your counterpart has to get approval from a superior before accepting a settlement offer;

“BATNA”

- Your BATNA is your **Best Alternative To a Negotiated Agreement**. This means: what you will be left with if no agreement is reached.
- You should not accept a deal that is worse than your BATNA.

- Establish what your best option is, or your **BATNA**, if negotiation fails to resolve the issue;
- Brainstorm possible options for all parties, including the ones that are mutually beneficial.

Step 2: Early Stage of a Negotiation Session - Set the Tone for Collaboration

Take the time to gather information from the other party in a respectful manner. Enter the negotiation with an open mind. Relationship preservation should be key during your exchanges.

- Ask questions to better understand the others' VINES;
- Foster collaboration by demonstrating strong **listening skills**, being **sensitive** to your counterpart's emotions, keeping yours **under control**, and acknowledging **good faith** contributions;
- Acknowledge personal differences:
 - Sometimes the issue can be a reflection of a strained relationship. Try to work past differences to achieve mutually beneficial gains (if the relationship itself is the source of the dispute, then it should be addressed as a separate negotiation).

General Negotiation Tips

| The “Do’s” of Negotiation | The “Don’ts” of Negotiation |
|---|--|
| <ul style="list-style-type: none"> <input type="checkbox"/> Present your view of the issue by referring to your own knowledge, experience and emotions: <ul style="list-style-type: none"> ○ “In my opinion...”, “I personally believe that...”, “From my experience...” <input type="checkbox"/> Bear in mind that parties with other cultural backgrounds may have VINES, norms and customs that differ from yours; <input type="checkbox"/> Acknowledge emotional outbursts without providing an equal reaction: <ul style="list-style-type: none"> ○ “I understand your frustration...”, “This is challenging for me too, should we take a break to collect our thoughts?” <input type="checkbox"/> Acknowledge statements by the other party with which you agree; <input type="checkbox"/> Reframe the others' statements so that they know you understand, and are listening effectively: <ul style="list-style-type: none"> ○ “So what you’re saying is...”, “If I understand you correctly...”, “What I understand is that...” <input type="checkbox"/> Focus on future solutions by simply asking “what now?” <input type="checkbox"/> Allow your counterpart to save face: <ul style="list-style-type: none"> ○ You may have to concede on some aspects of the negotiation to allow the other party to maintain some dignity and keep them from looking bad in the eyes of a loved one or of a superior; <input type="checkbox"/> Adjourn when it is relevant: <ul style="list-style-type: none"> ○ When the negotiation is on the right track but parties are getting tired, suggest to take a break or meet again later to continue the discussions. | <ul style="list-style-type: none"> <input type="checkbox"/> Bring up the past: <ul style="list-style-type: none"> ○ Finger pointing and blaming can cause the negotiation to break down; <input type="checkbox"/> Pressure the other party(ies) into an agreement: <ul style="list-style-type: none"> ○ Where deadlines outside of the parties' control need to be met, justify them so they do not sound like you are imposing ultimatums; <input type="checkbox"/> Assume that your argument is understood by the others: <ul style="list-style-type: none"> ○ Rephrasing your key arguments may strengthen communication, as long as it is not meant to insist; <input type="checkbox"/> Assume that something is non-negotiable; <input type="checkbox"/> Focus on short-term outcomes: <ul style="list-style-type: none"> ○ Keep in mind the long-term benefits of maintaining positive relationships with the members of the sport community involved; <input type="checkbox"/> Be arrogant about getting a great deal: <ul style="list-style-type: none"> ○ A well-negotiated outcome should feel mutually beneficial to all parties. |