
Training Instrument 11-1**Negotiation Conversation Preparation Sheet
(for Structured Experience 12-5: Preparation Practice)****Preparing to Negotiate**

What is the desired outcome of the negotiation?

What is your BATNA (Best Alternative to a Negotiated Agreement)? How can you improve your BATNA?

What are your primary interests in the negotiation?

"Must Haves"

"Nice to Haves"

What are the other side's primary interests in the negotiation?

"Must Haves"

"Nice to Haves"

What are the possible trade-offs you'd be willing to make?

Who will be involved in the negotiation?

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Training Instrument 11-1, continued

**Negotiation Conversation Preparation Sheet
(for Structured Experience 12-5: Preparation Practice)**

What are the behavioral styles of the people involved?	
<u>Name</u>	<u>Style</u>
What are some strategies you will use to counterbalance these styles?	
Who on each side has the authority to make a deal?	
What criteria and standards will be used in the negotiation?	
How will both sides communicate during the negotiation?	
What else do you know about the other side's organization or industry?	
How will you build rapport and trust with the other side?	
How will you gain commitment from the other side?	

Adapted from: Watkins, Michael. *Negotiation*. Boston: Harvard Business School Press, 2003.

Training Instrument 11-2**Brainstorming Checklist**
(for Structured Experience 12-6: Brainstorming Best Practices)

Instructions: This checklist is designed to help you provide feedback to the participants in the small-group brainstorming exercise. Put a ✓ in one of the boxes to the right of each statement, depending on whether you observed the behavior as described. There is also a space for comments to share with the other participants.

DID THE GROUP:	YES	NO	NOT SURE
1. Welcome all ideas without judgment?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Accurately capture all ideas in writing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Clarify any ideas that were unclear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Pay attention and avoid interruptions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Receive ideas from each participant?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Narrow the list of options for consideration?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Sit facing each other to see all participants?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Prioritize options and decide next steps?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Appear to have fun and be relaxed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Quickly and easily choose a spokesperson?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS FOR THE GROUP:

Training Instrument 11–3**Negotiation Success Plan
(for Structured Experience 12–12: What a Success!)****My Plan for a Successful Negotiation**

My organization's goal for this negotiation is:
My counterpart's goal for this negotiation is:
I will know the negotiation is successful by measuring:
I will use the following strategy to learn the other side's BATNA (Best Alternative to a Negotiated Agreement):
I will use the following tactics to build the relationship with my counterpart:
I will use the following strategies to investigate interests with my counterpart:
I will use the following strategy to work with the other side to set negotiation criteria and fair standards:
I will help create an open, inviting atmosphere in negotiation conversations by:
I will ensure a specific action plan for the negotiation is in place through:

Adapted from: Watkins, Michael. *Negotiation*. Boston: Harvard Business School Press, 2003.

Training Instrument 11–4**Facilitation Preparation Checklist**

This instrument is designed to help you as the facilitator prepare for a training session by ensuring that you have all of the materials and equipment necessary to conduct a workshop. All pretraining activities and needed materials and tools are listed to help you prepare for a successful session. Specific materials will vary based on the content modules you will use for the training.

Pretraining Activities

- ☐ Reviewed learning needs-assessment data to ensure effective selection of content.
- ☐ Read and reviewed applicable content modules and structured experiences.
- ☐ Read and reviewed applicable assessments and participant handouts.
- ☐ Reviewed all PowerPoint slides thoroughly.
- ☐ Prepared additional anecdotes and examples.
- ☐ Practiced workshop flow and exercises.

Workshop Materials and Tools

- ☐ Content module and structured experience instructions
- ☐ Content module PowerPoint slide decks
- ☐ LCD projector with screen
- ☐ Computer and cables
- ☐ Power strip and extension cord
- ☐ Participant handouts, assessments, and instruments
- ☐ Attendance and registration sheet or participant sign-in sheet
- ☐ Participant name tags and table tent cards (if applicable)
- ☐ Facilitator and training evaluations
- ☐ Writing instruments (pens, pencils, and markers)
- ☐ Extra paper (if participants need it)
- ☐ Flipchart with easel and markers (or whiteboard in training room)
- ☐ Masking tape to post chart paper (if paper is not self-adhesive)

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Training Instrument 11–4, continued

Facilitation Preparation Checklist

- ☐ Facilitator table or podium (to hold workshop materials)
- ☐ Watch or other timepiece for structured experiences and workshop flow
- ☐ Supplemental materials for structured experiences (such as prizes for activities)
- ☐ Toys or candy for participants at tables (optional)
- ☐ Facilitator's business cards (if external to the organization) to give to participants