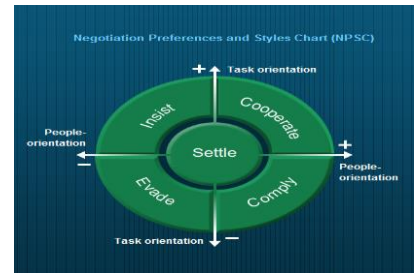


**HAF NEGOTIATION  
PLANNING WORKSHEET**

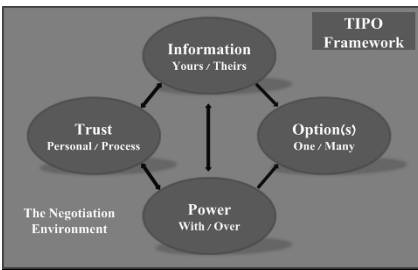


**WHAT IS THE BLUF/OBJECTIVE/FOCUS?**

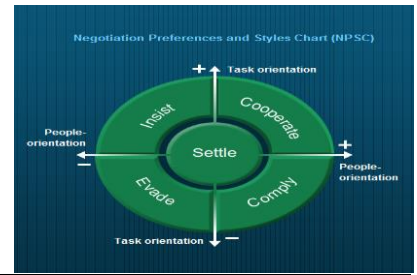
<p><b>Who is the Opposite (OP)?</b> What is the OP's general perspective?</p> <p>Who does the OP work for?</p> <p>Who does the OP work with?</p> <p>What obligations does the OP have?</p> <p>-Are there Stakeholders? (can be directly affected)? How do they access the OP?</p> <p>-Are there Other Interested Parties (OIPs) (can be indirectly affected)? Do they have access to the OP?</p> <p>- Do I need an Interest Map?</p>	<p>Antagonistic-----Neutral-----Supportive</p> <p>Congressperson-----Committee</p> <p>Solo-----Team/Committee Member-----Team/Committee Leadership</p> <p>Partisan-----Neutral      Other: _____</p> <p>Other Congresspersons/Committee Members      Other Committee Staff</p> <p>Special Interest Groups/Industry      DoD      Sister Service</p> <p>Constituents      Local Elected Officials      Local Business</p> <p>Local advocacy      Union</p> <p>Y/N</p>
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**TIPO**

	<b>AF with OP</b>	<b>You with the OP</b>	<b>OP with You/HAF</b>
<p><b>Trust:</b> What type/level of trust exists (personal and/or process)? Is trust low or high? How can you develop/maintain trust?</p>	Personal---Both---Process Low.....Med.....High	Personal--Both---Process Low.....Med.....High	Personal---Both---Process Low.....Med.....High
<p><b>Information</b> What info can/will AF share w/OP? What info do we expect from the OP? Will the OP ignore, discount, or accept the information? Why? What other sources of information does the OP have?</p>			Ignore.....Discount.....Accept
<p><b>Power:</b> Official / Expert / Referent / Coercive / Reward  - HAF / LL / OP Power Over/With? - Can HAF choose to NOT use power? What are the risks/consequences?</p>			Over/With
	Over/With		Over/With
	Y/N		
<p><b>Option(s)</b> Meeting objective: our/their single or pursue multiple options/ideas or to deliver information?  - Overcome the OP's (single) idea/position (IP), modify the IP or accept the OP's IP or info only?</p>	Single-----Multi-----Info Only		Single---Multi---Info only
	Overcome-----Modify-----Accept-----Info Only		

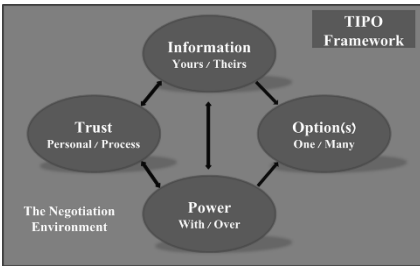


**HAF NEGOTIATION  
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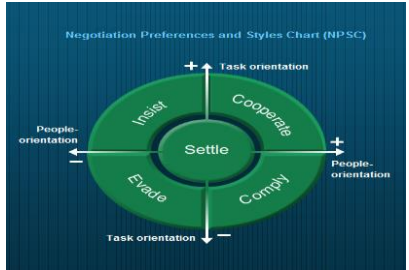


**Negotiation Planning**

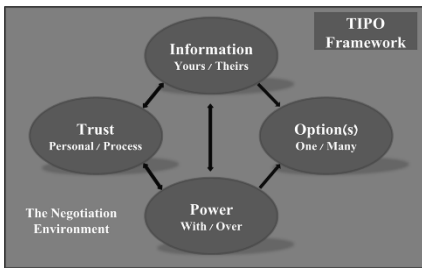
	<b>AF with OP</b>	<b>You with the OP</b>	<b>OP with You/HAF</b>
<b>A. Position (What)</b> <b>B. Aspiration Point</b> (Best AF outcome? OP's best outcome [from their perspective])? <b>C. Reservation Point</b> (Min AF can live with? The min the AF thinks the OP might accept?)			
<b>Prioritized Interests (Why)</b> Top three interests of AF / OP  Are the Interests: Substantive (S)? Psychological (Py)? Procedural (Pr)?	1.  2.  3.		1.  2.  3.
<b>Assumptions</b> Can the assumptions be turned into fact? If not, what is the risk by accepting the assumption as fact without validation?			
<b>Best Alternative to a Negotiated Agreement (BATNA)</b>  <b>Worst Alternative to a Negotiated Agreement (WATNA)</b>	BATNA:		BATNA:
	WATNA:		
<b>Perspectives and Considerations</b> How does each side define Success (e.g. "solve, cope or treat" problem)?	Solve.....Treat.....Cope		Solve...Treat....Cope
Is expectation management required?	Y/N		
What is the perspective on resources?	Tight/Flexible		Tight/Flexible
What is AF / OP perspective on risk?	Risk Averse-----Risk OK		Risk Averse-----Risk OK
Is there a need for face-saving?	Y/N		
What is the anticipated outcome style (formal/informal? Details now/later?)	Formal.....Informal		



**HAF NEGOTIATION  
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Preferred presentation and / or communications patterns?	Coffee...Email...Presentation	
<p style="text-align: center;"><b>Agenda Setting</b></p> <p>1. Trust building opportunities before the engagement? During the engagement?</p> <p>2. Available pre-emptive concessions?</p> <p>3. If it is a negotiation: Who opens? Why?</p> <p>3a. Open w/ just ID the problem?</p> <p>3b. Open w/ ID the problem and info / a single solution?</p> <p>3c. Open w/ no “solution, but suggestions for common interests to build multiple options??</p> <p>3d. Open w/ rapport building?</p> <p>3e. Should options be presented as a full proposal or incremental?</p> <p>4. Expectation of Reciprocity?</p>		
<b>Execution Process</b>		
<p><b>Zone of Possible Agreement (ZOPA)</b></p> <p>The range of possible solutions from where the bargaining ranges overlap. ZOPA is best defined once interests are explored and assumptions validated / rejected.</p>	Your Least Acceptable:	OP’s Least Acceptable:
	Your Most Desirable:	OP’s Most Desirable:
<p><b>Options for Mutual Gain</b></p> <p>Divergent Thinking: What ideas might satisfy the max AF and OP interests</p> <p style="margin-top: 20px;">What assumptions need testing?</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>	
<p><b>Basic Negotiating Approach</b></p> <p>If Info only: what’s the frame and intent of the frame?</p>	Evade.....Comply.....Insist.....Settle.....Cooperate	



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