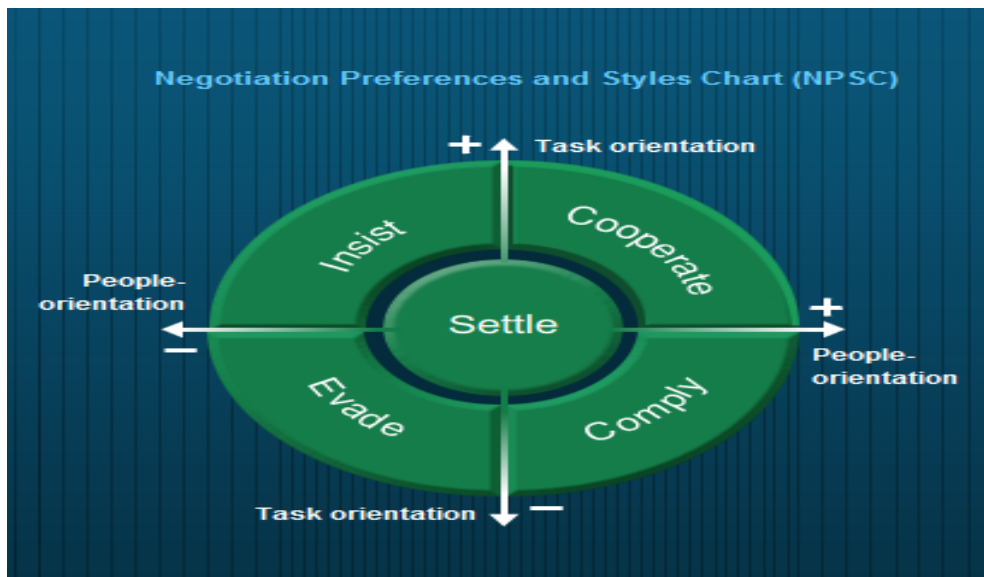
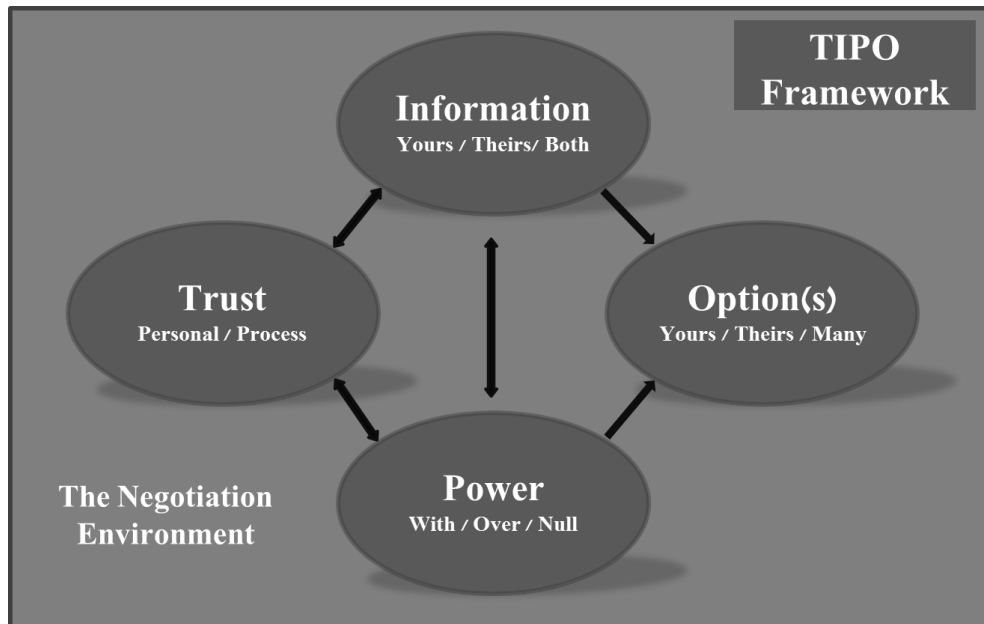


# Air Force Negotiation Center TIPO / Negotiation Planning Worksheet/Guide



<b>TIPO / Negotiating Planning Worksheet</b>		
<b>TIPO Process</b>		
<p style="text-align: center;"><b>Trust</b></p> <p>Is there a need for trust?            What types of trust do I value / the opposite value (personal versus process)?            How can trust be built?</p>	My trust in the Opposite	The Opposite's trust in me
<p style="text-align: center;"><b>Information</b></p> <p>Do I have enough information to advocate for solution? What are my assumptions? Can the opposite help me validate the assumptions into facts? What can I do to help the opposite value my information as valid? What can the opposite do to increase my trust in their information?</p>	Information I have	Information the opposite might have
<p style="text-align: center;"><b>Power</b></p> <p>What types of power do I have that the opposite values (expert, reward, coerce, referent, position, official)? Will I use power over or power with the opposite? What type of power does the opposite possess that I value?</p>	Types of Power I have	Types of power my opposite has
<p style="text-align: center;"><b>Options</b></p> <p>Am I advocating for a single solution or seeking among multiple options for a solution? What is my opposite aiming to do?</p>	What should I seek? Advocate for a single option? Seek the development of multiple options?	What might my opposite seek? Advocate for a single option? Seek the development of multiple options?
<p style="text-align: center;"><b>Strategy Selection</b></p>	From the above insights, what might be the most appropriate NPSC strategy to begin the negotiations?	From the above insights, what might be the most appropriate NPSC strategy for my opposite to use?

**Negotiating Process**

**Evade / Insist / Settle / Comply / Cooperate**

<p><b>Position</b> <i>(WHAT do I think I/They want?)</i></p> <p><b>Aspiration Point</b> <i>(What might the best possible outcome be for me? Rationally Bounded)</i></p> <p><b>Reservation Point</b> <i>(What's the minimum I would accept? Rationally Bounded)</i></p>		
<p><b>Prioritized Interests</b></p> <p><i>(Critical Thinking: Why do I want the above outcome? How important are each of the interests? Part of this will be developing assumptions to be tested during the negotiation)</i></p>		
<p><b>Best Alternative to a Negotiated Agreement (BATNAs)</b> <i>(Critical Thinking: What can I /they do if we don't reach an agreement?)</i></p> <p><b>Worst Alternative to a Negotiated Agreement (WATNAs)</b> <i>(What might be the worst option I / they might have to execute?)</i></p>		

<p><b>Agenda</b></p> <ol style="list-style-type: none"> <li>1. Trust building?</li> <li>2. Pre-emptive concessions?</li> <li>3. Who opens?</li> <li>4. Common interests?</li> <li>5. Options presented as full proposal or incremental?</li> <li>6. Reciprocity?</li> <li>7. What is "off limits"?</li> <li>8. What must be discussed?</li> <li>9. Who should attend?</li> <li>10. Where should the meeting be?</li> <li>11. How should the setting be arranged?</li> <li>12. What are the expectations for hospitality?</li> <li>13. What is the expectation for the meeting?</li> <li>14. How much time should be set aside?</li> <li>15. Will recorders / interpreters be needed?</li> </ol>		
<p><b>Cultural Perspectives</b></p> <p><i>(Use High/Low Culture Contrast Tools)</i></p> <p>Define Success?</p> <p>Expectation Management?</p> <p>Who has Authority?</p> <p>Consensus?</p> <p>Resources?</p> <p>Risk?</p> <p>Face?</p> <p>Agreement Style?</p> <p>Communications?</p> <p>Post-Negotiation Expectations?</p>		

## Execution Process

<p><b>Developing a Zone of Possible Agreement (ZOPA)</b> <i>The range of possible solutions from your reservation point to the opposite's reservation point. Try to define this zone after interests are explored and assumptions validated / rejected.</i></p>	
<p><b>Options for Mutual Gain</b>  <i>(Divergent Thinking: Create ideas that satisfy as many interests of both parties as possible – this process is brainstorming and non-judgmental. Continue to test assumptions with Active Listening as well as using Critical Thinking questions)</i></p>	
<p><b>Objective Criteria</b> <i>(Using convergent thinking, find the industry standard, historical data, or, for the military context, the option that best meets the priority needs established in the exploration of each sides' interest)</i></p>	