## FLEXIBLE NEGOTIATIONS MODEL

<table>
<thead>
<tr>
<th>STAGES</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td><strong>PREPARATION</strong></td>
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</tbody>
</table>
| • KNOW YOUR PURPOSE: WHAT DO YOU WANT?  
• GATHER DATA;  
• IDENTIFY YOUR “BATNA(S)”  
• TAKE IN A PACKAGE AND SEVERAL OPTIONS  
• HAVE A CONCESSION STRATEGY | • THINK ABOUT DIFFERENT INTERESTS  
• HAVE FACTS TO CONFIRM YOUR VIEWS  
• KNOW YOUR “BATNA(S)” AND THEIRS, IF POSSIBLE  
• KNOW WHAT IS MOST IMPORTANT - FOR THEM AND FOR YOU |
| **IN THE BEGINNING…** | **IN THE BEGINNING…** |
| • CHECK PERCEPTIONS  
• BUILD RAPPORT  
• AGREE ON GROUND RULES  
• IF YOU HAVE INFORMATION, MAKE THE FIRST OFFER | • BE AWARE OF THE INTANGIBLES  
• USE SELF-DISCLOSURE AND SILENCE  
• HAVE OBJECTIVE STANDARDS  
• INFLUENCE THE RANGE OF AGREEMENT WITH AN ANCHOR |
| **PROBLEM SOLVING** | **PROBLEM SOLVING** |
| • ASK QUESTIONS AND LISTEN  
• THINK CREATIVELY  
• DON’T PERSONALIZE  
• BE FLEXIBLE | • DISCOVER REAL PROBLEM(S)  
• DISCOVER DESIRED OUTCOMES  
• STAY OBJECTIVE ABOUT EMOTIONS  
• GET SOMETHING FOR A CONCESSION |
| **WRAPPING UP** | **WRAPPING UP** |
| • EVALUATE OPTIONS  
• IF THERE IS NO AGREEMENT, RESCHEDULE THE MEETING  
• SUMMARIZE AGREEMENTS  
• ACKNOWLEDGE THEIR IDEAS | • INCLUDE YOUR MOST IMPORTANT PACKAGE ITEMS  
• IF NEEDED, USE RECESSES AND THE “TEN ACT PLAY” – BE PERSISTENT  
• OFFER TO DRAFT THE AGREEMENTS  
• KEEP THE RELATIONSHIP |