



Driving Reasons: Revenue Productivity, Cost Saving Safety Str. Alliance Security Compliance Community Other:

Adverse Effects of a Deadlock:

Goal Validity Tests: Clear Terminology Interests Validated Hidden-Motive Scan Values/Ethics Scan Stakeholder-Perception Scan

Priority/Weight: A: Vital/Essential/Must B: Important/Should C: Nice-to-have D: Safety, Security E: Compliance

<p>Negotiation Value Chain →</p> <p>Numbers 1 to 9 Indicate Work Sequence</p> <p>Negotiation Groundwork ↓</p>	<p>Mission/Ulimate Purpose (Why Negotiate?):</p> <p>1. Vision of the Future</p>	<p>Negotiation Goals (Expressed in Benefits/Targets):</p> <p>2. Portfolio of Goals</p>	<p>Products/Services (by Priority), Deliverables or Output Mix:</p> <p>3. Strategy Grid</p>	<p>Resources, Allies, Information, Technology, Intelligence, Inputs:</p> <p>4. Work Breakdown</p>
<p>"The Grey Areas" (Assumptions & Surprise Events)</p> <p>List Here the Conditions Beyond the Control of this Negotiating Party. These are the Basis for Risk Identification and Mitigation (See Overleaf).</p>	<p>About Market & Client (Current & Emerging Mutations, Constraints and Opportunities):</p> <p>9. Governance</p>	<p>About Product/Service Operating Environment</p> <p>8. Accountability</p>	<p>About Work, Processes & Management</p> <p>7. Quality, Time, Cost</p>	<p>About Availability, Performance & Quality of Resources/Inputs:</p> <p>5. Responsibility</p> <p>6. Work Processes</p>
<p>Negotiation Value Indicators & Performance Benchmarks</p> <p>Performance Targets for Comparable Quality, Quantity, Time, Location & Environmental Conditions</p> <p>List the Benchmarks Considered Instrumental to Success by this Negotiating Party.</p> <p>Cross Off Irrelevant Indicators.</p>	<p>Impact on Mission & Environment</p> <p>Talent Retention, Innovation, Financial (ROA, ROI, ROE, EBITDA - Capital Exp., Liquidity, Leverage & Activity), Market Position, Essence (Long Term Competitive Advantage) Short & Long-Term Impacts on Ecosystems, Security, Health, Equity (Diversity, Age, Gender, First Nations, Minorities), Jobs, Global Solidarity, Collateral Damage & Other Governance Indicators:</p>	<p>Goal-Completion Indicators</p> <p>Effectiveness or Efficacy, Concept-to-Cash Performance, Ancillary Costs/Benefits, Life-Cycle Values & Duration of Customers and Orders, Client Ratios (New, Repeat & Lost Clients Versus Competition), Impact on Other Plans (Equilibrium, Learning Lessons, Cross-Selling & New Leads, Fiscal Goals). Other Result-Based Indicators at the goal Level:</p>	<p>Product, Task & Resource Management</p> <p>Competitive Benchmarks (Utility, Performance Speed, Power, Size, Weight, Delivery Time, Endurance, Esthetics, Simplicity, Price, Location, Accessibility, Support, Upgrading, Renewal, Maintenance, Safety, Security, Risks, Error Rate, Norms Used, Eco-Quality & Brand Image)</p> <p>Efficiency, Productivity, Progress Control Ratios (Ally & Team Synergy, Production Time, Cost, Cash Flow, Earned Value, Return on Management Time, Workload & Capacity Utilization):</p>	<p>Resource-Mobilization Indicators</p> <p>Economy (Resource Cost versus Norms), Core Competencies, Team Skills, Character (Integrity, Reliability, Stability), Culture (Creativity, Initiative, Commitment, Entrepreneurship, Motivation, Team Spirit):</p>
<p>Evaluation Plan for Above Benchmarks</p> <p>What Would this Negotiating Party Require for Reporting Progress and Final Impact? Who Should Do It?</p> <p>Value Transparency & Independent Reviews</p>	<p>© Registered trademark of Harvard University. Document 45N: Set of 100 Units Call 1-800-HARVARD or (819) 772-7777.</p>			

Performance Management System



BATNA (Best Alternative to a Negotiated Agreement): _____

Risk-Management Scenario:

Assumptions/Grey Areas <i>Potential Sources of Risks</i>	Initial Risk (Hazard & Probability) <i>Delivery Delays, Veto, Role Conflicts</i>	Plan A: Risk-Mitigation Strategy <i>to Reduce Initial Risks to a Manageable Level</i>	Plan B for Residual-Risks <i>Contingencies to Address Collateral damage</i>
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			
32			

COPYRIGHTED SAMPLE
® Registered trademark of Harvard University.
Document 45N: Set of 100 Units
Call 1-800-HARVARD or (819) 772-7777.

Principled-Intelligence Collection & Analysis System (to Scan for New Risks, Monitor Existing Risks & Update Negotiation Mandate):

