



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

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| Negotiation Value Chain Numbers 1 to 9 Indicate Work Sequence Negotiation Groundwork | Mission/Ultimate Purpose (Why Negotiate?): 1. Vision of the Future | Negotiation Goals (Expressed in Benefits/Targets): 2. Portfolio of Goals | Products/Services (by Priority), Deliverables or Output Mix: 3. Strategy Grid | Resources, Allies, Information, Technology, Intelligence, Inputs: 4. Work Breakdown |
| "The Grey Areas" (Assumptions & Surprise Events) List Here the Conditions Beyond the Control of this Negotiating Party. These are the Basis for Risk Identification and Mitigation (See Overleaf). | About Market & Client (Current & Emerging Mutations, Constraints and Opportunities): 9. Governance | About Product/Service Operating Environment 8. Accountability | About Work, Processes & Management 7. Quality, Time, Cash | About Availability, Performance & Quality of Resources/Inputs: 5. Responsibility 6. Work Processes |
| Negotiation Value Indicators & Performance Benchmarks Performance Targets for Comparable Quality, Quantity, Time, Location & Environmental Conditions List the Benchmarks Considered Instrumental to Success by this Negotiating Party. Cross Off Irrelevant Indicators. | Impact on Mission & Environment 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: | Goal-Completion Indicators 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: | Product, Task & Resource Management 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) Efficiency, Productivity, Progress Control Ratios (Ally & Team Synergy, Production Time, Cost, Cash Flow, Earned Value, Return on Management Time, Workload & Capacity Utilization): | Resource-Mobilization Indicators Economy (Resource Cost versus Norms), Core Competencies, Team Skills, Character (Integrity, Reliability, Stability), Culture (Creativity, Initiative, Commitment, Entrepreneurship, Motivation, Team Spirit): |
| Evaluation Plan for Above Benchmarks What Would this Negotiating Party Require for Reporting Progress and Final Impact? Who Should Do It? Value Transparency & Independent Reviews | © Registered trademark of Harvard University. Document 45N: Set of 100 Units Call 1-800-HARVARD or (819) 772-7777. | | | |



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