

Mastering the Art of Negotiation Workbook 3

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Key Points

1. Plan (The Envelope)

- Quality of outcome \propto Quality of preparation.
- Preparation includes fact-finding, mental rehearsal, and listing both parties' variables.
- "A failure to prepare is preparing to fail."

2. Proposal First (If-Then Language)

- Use conditional offers: "If you grant X, then we will grant Y."
- Shifts momentum and places the concession on their terms.

3. Ask Powerful Questions

- Openers to draw out variables:
 - "What would you require in order to...?"
 - "How would you like...?"
 - "Which is more important to you: X or Y?"

4. Define the Zone of Possible Agreement (ZOPA)

- Identify your **ideal**, **acceptable**, and **walk-away** points.
- Map theirs similarly.
- ZOPA = Overlap between acceptable ranges.

5. Close (Summarize & Reinforce)

- Recap agreed variables and benefits.
- Confirm next steps and express appreciation.

Exercises

Exercise 1: Build Your Envelope

- **Task:** Choose an upcoming negotiation.
- **Action:** Create two columns:
 - **Your Variables** (price, delivery terms, service levels...)

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- **Their Potential Variables**

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(payment terms, volume commitments, warranties...).

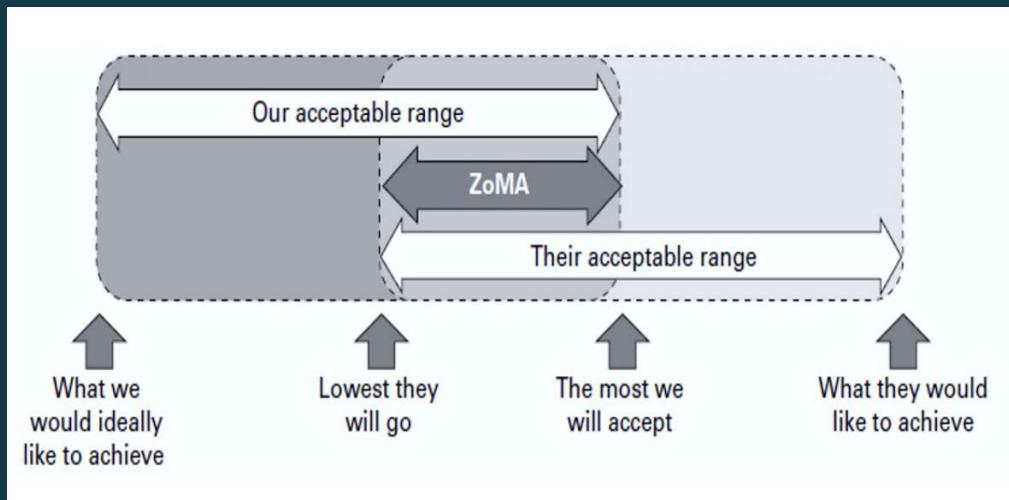
Exercise 2: Craft If-Then Offers

- **Task:** Take three of your variables.
- **Action:** For each, write an “If you... then I...” sentence.
- **Example:** “If you agree to bi-weekly deliveries, then we’ll increase our order volume by 20%.”

| Variable | If you | Then I |
|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |

Activities

Activity 1: ZOPA/ZOMA Mapping



- Scenario:** Selling a service at \$1,000–\$1,500 (your range) vs. Buyer seeking \$900–\$1,200.
- Plot** both ranges on a line.
- Identify** the ZOPA overlap

What is your ZOPA/ZOMA Range?!

Activity 2: Live Role-Play

- Pairs** negotiate a simple item (e.g. choose a topic that you are likely to negotiate in real life soon).
- Focus** on planning, using if-then language, and defining ZOPA before bargaining.

Reflections

1. **Preparation:** When did lack of planning weaken your negotiation?

2. **If-Then:** How did conditional language shift power in your favor?

3. **ZOPA:** How often do you enter talks without knowing your minimum or their maximum?

Action Plan

1. **Plan Daily:** For your next three negotiations, spend at least 15 minutes fact-finding and listing variables.
2. **Practice If-Then:** In non-work conversations (e.g., asking a friend for a favor), try “If you... then I...” language.
3. **ZOPA Chart:** Keep a running template for mapping ranges, even on small deals.

Final Summary

A well-planned negotiation is like a well-prepared envelope: the more thoughtfully you pack it, the smoother your bargaining will be. By: Planning variables on both sides. Using conditional “if-then” offers. Asking targeted open questions. Mapping the Zone of Possible Agreement, and Closing with a clear recap. You transform negotiations from uncertain skirmishes into structured, win-win conversations. Preparation is not optional—it’s the very foundation of success.

Good luck, and keep practicing !

Inspiring Quote “Success is where preparation and opportunity meet.” —
Bobby Unser