

TEMPLATE FOR EVALUATING A NEGOTIATION

Evaluating the quality of the *preparation*

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- Did I have a realistic picture of my counterpart's interests?

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- Did I correctly estimate their current and future potential?
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- Did I estimate their alternatives correctly?

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- Did I estimate their choice of negotiation strategy?

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- Did I choose the correct negotiation strategy?
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- Did I foresee matches and/or mismatches between our strategy choice and theirs?

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- Were my ideas for value growth at the table useful?

Evaluating the *process* - at the table

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- Did I support my argumentation using objective criteria?

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- Did I stick to my strategy for making concessions?

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- Did I manage to 'juggle' all issues without losing track of any important issues?
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- Did I ask my questions and listen to the response without interrupting?

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- Did I manage to stay out of the price tunnel?

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- Did I 'draw lines in the sand' without staying behind them?
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- Did I manage to separate the person from the problem?

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- Did my counterpart behave unethically? If yes, what was the effect and how did I react?

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- Did I experience any clashes relating to personality differences? If yes, what was the effect and how did I react?
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- Did I experience any cultural clashes? If yes, what was the effect and how did I react?

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- Did my counterpart and I finish off by agreeing what we had just agreed on – ensuring that we were exactly on the same page?

Evaluating the *result*

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- What was the result?

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- Was the result achieved through a mutual gains approach?

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- What is the state of the relationship after the negotiation compared to before the negotiation?
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- Is the result in line with our future wishes and strategies in relation to the other company?

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- Did I manage to 'fertilize' the ground for future negotiations?

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- Did I learn anything useful about the other company that may be useful some other time to somebody in our company?
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- What are the possible learning points from this negotiation that may prove useful later on?

From: Robert Ibsen: *Real Negotiations*.
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