



sumbiosis



Optimizing negotiation processes:

PHASE 4 – THE DEBRIEFING OF THE NEGOTIATION

#4/4

Your Access to Efficient Negotiations

Introduction

A negotiation is not finished at the end of the negotiation itself!

On the one hand, the agreement must then be implemented. On the other hand, even when a detailed action plan has been defined, it is worthwhile to spend some time thinking about the implementation difficulties that may occur and ways to prevent them.

Furthermore, negotiators all too often forget the lessons that they could learn from experience as soon as the negotiation is over. Reviewing what happened during a negotiation provides invaluable insights and helps converting isolated experiences into systematic learning.

The questions listed on the following pages help debrief a negotiation in a structured and systematic way.




This booklet is the last one in a series of four. The first three deal with the preceding phases of an optimal negotiation process:

- Phase 1 – setting a negotiation in motion
- Phase 2 – the preparation of the negotiation
- Phase 3 – the negotiation itself

1 Setting in Motion → 2 Preparation → 3 Negotiation → 4 Debriefing




Organization of the negotiation
 Working relationship
 Perceptions (points of view)
 Motives (interests)
 Creating value (options)
 Claiming value (criteria)
 Unilateral moves

Overall

Degree of satisfaction	  
How satisfied are we with the <u>result</u> of the negotiation?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Why?</u>	
How satisfied are we with the negotiation <u>process</u> – i.e.: with the way we negotiated with one another?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<u>Why?</u>	

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Working relationship	  
How good was the communication between the parties during the negotiation? Did we face misunderstandings?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How effective were we on both sides in dealing with personal, emotional and/or relational issues (if any)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

How do we rate the quality of our working relationship with the other party (1: extremely bad; 10: extremely good)?										
a) prior to the negotiation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	6	7	8	9	10
b) after the negotiation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>




Comments




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Perceptions / Points of view			
How far did we succeed in clarifying the respective perceptions, points of view, versions of the story?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How far did we succeed in influencing the point of view of the other party?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did we learn things that we did not know and how far did this consequently change the way we viewed the problem, some of the issues, etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>




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Interests / Clarification	  
How far did we succeed in stating our interests clearly and in motivating the other party to take them seriously into consideration?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How far did we succeed in finding out the real interests of the other party and taking them into consideration?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Our interests / Satisfaction	  
How far does the result of the negotiation allow us to really fulfil our interests? <i>(Copy and paste here your interests as you listed them when you prepared the negotiation.)</i>	
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>




	  
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Their interests / Satisfaction	  
How confident are we that the result of the negotiation enables the other party to fulfil their interests?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Creating value	  
How effective were we in fostering joint creative thinking and finding mutual gain options that should, for instance, make both sides more efficient, more competitive, more successful, etc.?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>




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Claiming value	  
How effective were we in eliminating arbitrariness from the discussion of conflicting interests, and in resolving them with fairness in mind?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How far do we consider the result of the negotiation as being well founded and fair (e.g. the agreed price)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How far are we confident that the other party considers the result of the negotiation as being well founded and fair (e.g. the agreed price)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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Implementation	  
How confident are we that we will be able to implement the agreement successfully?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How far are we confident that <i>the other party</i> will be able to implement the agreement successfully?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
How far are we confident that we will be able to resolve reasonably easily the problems that almost always occur during the implementation phase of an agreement?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Which are the difficulties that we might face during the implementation phase and what could/should we do to prevent them or keep them under control?

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Lessons learned

What have we done well?

What could/should we have done differently or better?

Which conclusions do we draw from this debriefing and which improvement goals do we set ourselves?



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Opportunities and risks in the negotiation process

