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| **Week 4 RESOURCES** |
| *Authority—Theirs and Yours* |
| *Use this worksheet to determine and confirm the authority level you have, as well as the authority level of the person(s) with whom you will be negotiating, so that you can plan accordingly.* |
| **Their authority:** *(Learn as much as possible about the individuals on the other side.****)*** |
| **1.** Who will be at the negotiating table?  |
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| **2.** What are the formal titles and areas of responsibility of the person(s) with whom you will be negotiating? |
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| **3.** What are their ages? How long have they been with the company? What other relevant experience do they have? |
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| **4.** How is the company structured? *(Is it hierarchical, with significant decision-making powers centered at the top, or is it relatively decentralized?)* |
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| **5.** How is the negotiator viewed within the organization? *(Is she generally respected and listened to? Rely on contacts outside the organization, if available.)* |
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| **6.** What are their other interests outside of work? *(i.e., sports, hobbies, volunteer interests, political orientation, children?)* |
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| **Your authority:** *(Confirm in as much detail as possible.)* |
| **What kind of deal are you authorized to make?** *(Complete as appropriate.)* |
| Only a pre-determined deal for which committee approval has been obtained*? (If this is correct, describe it. If you can, negotiate something “better” beyond the pre-determined deal. What does the committee consider “better”?)* |
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| Only a deal which meets certain objectives? *(What are the objectives? Do you have the freedom to structure the deal in the best way you can?)* |
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| Would the committee prefer that you bring a deal back for formal review and approval? |
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| Is your authority limited on dollar issues, but not restricted on other creative options that don’t have significant financial implications? |
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| Are you authorized to provide information about your company's needs, interests, and preferences if the other side engages in a good-faith, reciprocal exchange? |
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| *William Ury* |