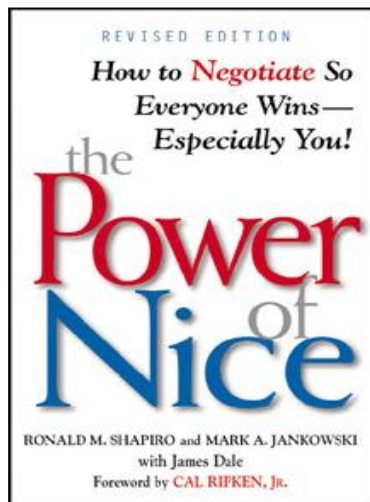




Shapiro Negotiations Institute & MIT Sports Analytics Conference

A Systematic Approach to Sports Negotiations



March 1, 2012



WIN-win

In order
to get what you want,
help them
get what they want.





WIN-win

WIN-win
is NOT
Wimp-Wimp.





THE THREE Ps A STRAIGHTFORWARD SYSTEM

- **PREPARE**
- **PROBE**
- **PROPOSE**



“Negotiation is a process not an event”

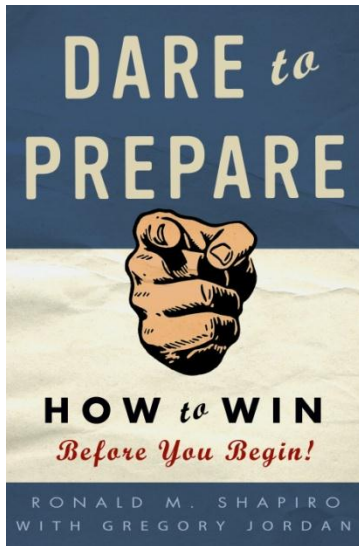


PREPARE

**Preparation is the
only aspect
of a transaction over which
you have control.**



Preparation Checklist



- Objectives
- Precedents
- Alternatives
- Interests
- Strategy/Next Steps
- Timeline
- Team
- Script





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APPENDIX

PREPARATION PRINCIPLES CHECKLIST

CHALLENGE YOU FACE <i>What is the solution to the problem? Alternative solutions?</i>	
SITUATION SUMMARY <i>What are you dealing with? Who? What? When? Where?</i>	
OBJECTIVES <i>What are your goals? What would you like to accomplish in this transaction or in dealing with this challenge?</i>	
PRECEDENTS <i>What transactions or experiences can influence the outcome or provide a model for guidance? What have you or others done to deal with similar situations? What are some examples of results from those situations?</i>	
ALTERNATIVES <i>What are the various outcomes you want to consider? To what degree do they satisfy your objectives? What could happen if things don't work out? What are their options if the other party chooses not to work it out with you?</i>	
INTERESTS <i>What objectives or desires does the other side have beyond their stated positions? What do they want – need – that you might be able to address?</i>	
STRATEGY/NEXT STEPS <i>What is your plan? What steps does it involve? When and how will you probe?</i>	

TIMELINE <i>Lay out the time period during which you want to accomplish your objectives. When can you be expected to accomplish the steps in the process outlined in your strategy?</i>	
TEAM <i>Are you doing this alone or with others? What is everyone's role?</i> <i>What do you know about the other side's participants? Biographical information? Authority? Opinions?</i>	
SCRIPT <i>Write out the message or proposal you want to make. Include probing questions and investigations. Start with a question to draw the other side as your devil's advocate. Once you are satisfied, build confidence in delivering the hard message with practice.</i>	

FOR A COPY PLEASE EMAIL

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The form provides a format for organizing ideas to help you set a strategy for challenges and transactions in your life. It is not intended that you fill in this form with every piece of information at your disposal. You can use bullet points that will serve to enable you to talk more efficiently with others when discussing the situation. You should not feel that you need to write a complete answer on the checklist itself. But you should be able to provide that answer when asked questions generated from someone's review of the bullet points on your Planner.

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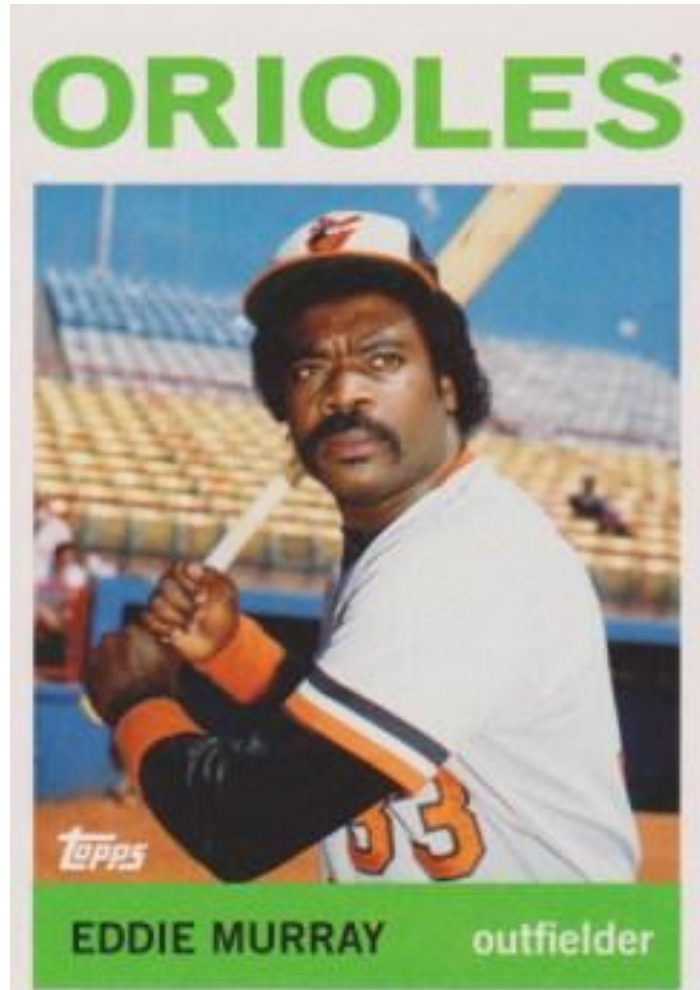
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CHANGING THE WAY PEOPLE NEGOTIATE.™



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Probe

- **Stop**
- **Question**
- **Listen**



W.
H.
A.
T.



W hat is important?

What else is important?

What else? What else?

Which is most important?

Why? Why is that most important?



H ypothesize

A nswer questions with questions

T ell me more



Using Listening as a Tool



**“Nature has given men
one tongue,
but two ears,
that we may hear
from others
twice as much as we speak.”
- *Epictetus***





You Know They're Not Listening When ...

- **Poor Eye Contact**
- **Distractions**
- **Interruptions**
- **Irrelevant Responses**
- **Poor Body Language**





Listen Effectively By...

- **Maintaining Good Eye Contact**
- **Eliminating Distractions**
- **Do Not Interrupt (take notes)**
- **Clarify and Confirm**
- **Attentive Body Language**





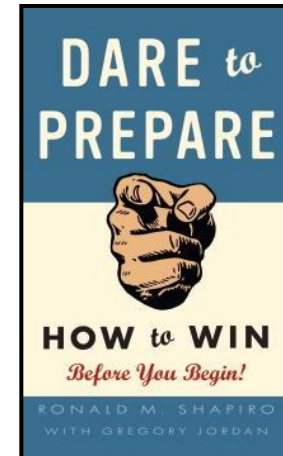
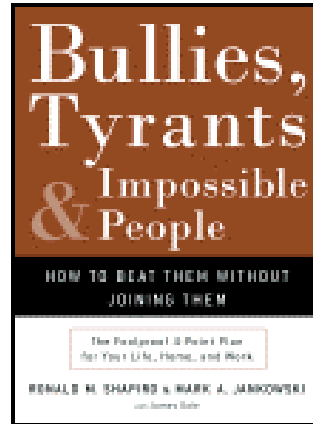
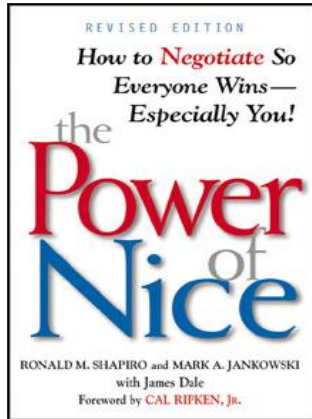
Propose

- Try Not to Make the First Offer
- Do Not Immediately Accept an Offer
- When Making Offers, Set Goals High

“Much is lost for the want of asking.”
Old English Proverb



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Thank You!