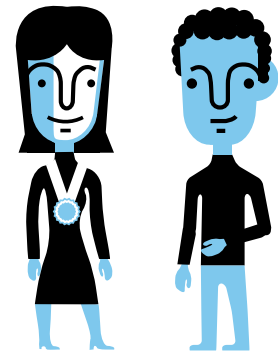


If you've ever wanted to help someone improve their bargaining skills, but weren't sure how to proceed, this guide is for you ...

NEGOTIABLE'S

Guide for Mentors

How you can share your insights and help a mentee sharpen their bargaining skills



INSIDE YOU'LL FIND ...

- A quick introduction [PAGE 2](#)
- Suggestions for mentoring around general bargaining skills [PAGES 3-7](#)
- Suggestions for mentoring around job and career negotiation skills [PAGES 8-9](#)
- Brief notes on some of Negotiable's core concepts [PAGES 10-12](#)
- A directory of all of Negotiable's resources [PAGES 13-14](#)

We also offer a **Guide for Mentees** ... encourage your mentee to check it out



QUICK INTRODUCTION

Options for mentoring

Advice from a mentor can be a big boost for people developing their skills. And **Negotiable** can help. You can leverage our resources to make mentoring even **more impactful for a mentee**, giving them access to expert advice on good practices as well as tools for preparation and success. Negotiable can also make the experience **more effective and efficient for you**, providing some structure for sharing your experience and letting Negotiable cover the basics so you can focus on your guidance and insights.

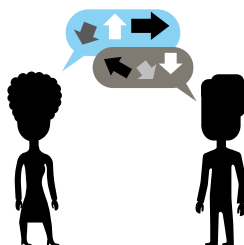
This document offers suggestions for mentoring with Negotiable. Some mentors focus on job and career negotiations. Others address bargaining more broadly. **Identify which topic fits your situation and read on for recommendations.**



Negotiable is a digital tutorial that helps people build and apply their ability to bargain effectively. Our resources include videos, assessments, worksheets, and roleplays. We address the basics of bargaining as well as job/career negotiations

GENERAL BARGAINING

Help your mentee build their ability to bargain effectively



See pages 3-7 for suggestions ranging from one meeting to several, with your mentee reviewing materials in advance—or you working through some of Negotiable’s content together

JOB / CAREER NEGOTIATIONS

Help your mentee refine their job/career negotiation skills



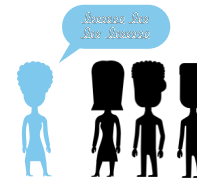
See pages 8-9 for suggestions; your mentee can review materials in advance ... or you can work through Negotiable’s job/career negotiation content together

Some mentors start with general bargaining and then move on to job/career negotiations

Adapt our suggestions however you like for one-on-one mentoring



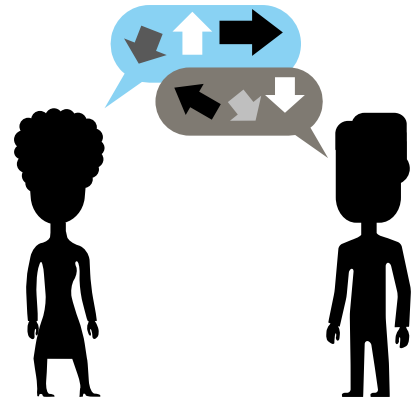
Our mentoring models can also work for coaching a **team** of people



Mentoring on general negotiation

To understand how you could leverage Negotiable in your mentoring, it helps to have a sense of the content we offer. You can then decide how you'd like your mentee (and you) to work with this content ... and how you want to engage with each other.

Here's a quick summary of what Negotiable offers.



EPISODES

More than a dozen **animated episodes**, around 7-15 minutes long. Topics include our core framework of the “**Five Dramas**” of bargaining as well as information strategy, opening moves, and addressing interests

For short videos on key concepts, see our **Highlight** videos


MENTORING OPTIONS | General negotiation

How you could work with a mentee

Every mentoring relationship is unique. Here are **three approaches to consider**. You might adapt one to fit your situation ... or chart your own course.


SINGLE DISCUSSION One meeting offering helpful guidance when time is scarce

- In advance of meeting, encourage your mentee to work through some of Negotiable's materials (see page 5 for suggestions)
- No advance preparation is required for you, though you may want to gather some of your thoughts in advance; **see our discussion guide on page 5** for suggested topics; follow your instincts about what's most important to discuss and welcome your mentee to pose questions

 Mentor time required: length of the meeting, usually 30-60 minutes


REAL-TIME REACTIONS Working through content together, offering reactions as you go

- Meet up and watch selected episodes **together**, giving advice and commentary along the way
- No advance preparation is required for you, just your reactions and insights and a readiness to meet one or more times
- See our **suggested materials on page 6** for ideas on content to cover

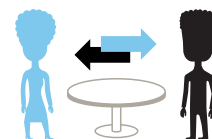
 Mentor time required: as little as one 30-minute meeting or potentially several meetings lasting up to an hour each ... see page 6 for suggestions

PERIODIC DEBRIEFS Checking in with your mentee as they work through materials

- Meet multiple times with your mentee as they engage with Negotiable's materials, going into greater depth on selected topics than you typically would in a "Single Discussion" approach; **see page 7 for suggestions**
- No advance preparation is required for you, just a readiness to meet

 Mentor time required: as little as one 30-minute meeting or potentially several meetings lasting up to an hour each ... see page 7 for suggestions

Regardless of your approach, you might consider doing part or all of a **roleplay** with your mentee. Use a scenario from the roleplays Negotiable offers ... or talk through a version of a negotiation they'll face. Your reactions to their "live" approach could hold great value for them.



After addressing the basics of bargaining, you might consider talking with your mentee about **job and career negotiations**. See pages 8-9 for suggestions.

SINGLE DISCUSSION | General negotiation

Below are some questions you might address in a discussion, drawing on Negotiable's Five Dramas framework. Follow your experience to drill into what you think matters most.

IN ADVANCE Your mentee will almost certainly get more from this discussion if they've reviewed some of Negotiable's materials in advance. Encourage them to watch our first five episodes (about 1 hour) or, if possible, our entire sequence of videos (about 3 hours) and come with questions and reactions, as well as thoughts about their future negotiations. They could also complete our Habits Assessment, helping them tune into their own strengths and areas for development.

THE PRIVATE DRAMA



Why am I doing this?

The negotiation I have with myself: Defining success, clarifying priorities

What have you learned about **clarifying priorities** and **setting limits** in advance—and **abiding** by those things while negotiating? Do you have any insights about **staying focused on what really matters** and not getting misdirected during bargaining? Any mistakes to avoid?

THE PARTNER DRAMA



Who am I dealing with?

My counterpart's perspective; our relationship: How they see the situation and relate to me

What have you learned about **the kind of relationship** to cultivate with a counterpart before or during bargaining? **How** can one create these kinds of relationships? Any mistakes to avoid?

THE PACKAGE DRAMA



What is the best solution?

The substance of the agreement: Offers, proposals, scope of the deal, tradeoffs

What have you learned about **how to put offers on the table**? Do you have any insights about **tradeoffs** to seek out or shun? What moves help with **"growing the pie"**? What have you learned about standing firm and getting good terms when **"slicing the pie"**?

THE PROCESS DRAMA



How, when, and where?

How the conversation unfolds: Time, pace, location, how we communicate

What have you learned about how to **manage the negotiating process**—how and when and where the negotiation will unfold (deadlines, communication channels, etc.)? Any mistakes to avoid?

THE PARTY DRAMA



Who else plays a role?

The cast of characters: Who is involved, the roles they play, how I can leverage them

What have you learned about how to **use and leverage allies** and contacts for effective bargaining? Do you have any insights about **managing the "cast of characters"** during negotiation?

INFORMATION STRATEGY



What should I share and learn—and how?

What information you divulge or hold back, what you seek to discover from a counterpart, and how to best describe your proposals

What have you learned about what **information to share** (and how) and what to **hold back** in bargaining? Do you have any insights on what information is most important to **discover** about a counterpart and **how to uncover** it? What have you learned about how to **make the best case** for a proposal—how to describe an offer in a compelling, persuasive way?

GENERAL INSIGHTS



What should they know?

How should they develop?

Any other lessons or advice you want to share

What are **the most important things to know in general** about bargaining and negotiating effectively? How has your own approach to negotiation **evolved** over time? What **advice** do you have for someone who wants to **develop** their bargaining and negotiation skills?

For more details on some of our core topics, such as the Five Dramas and information strategy, see pages 10-12

REAL-TIME REACTIONS | General negotiation

Watching selected episodes together, and offering your reactions and commentary in real-time, can be an effective way to convey your experience and insights. Below we offer suggestions for different sets of episodes. You could **work through all of these sets—or focus on whichever ones seem most relevant**. See the bottom of this page for a Quickstart suggestion and how you might draw on Assessments and Roleplays.

EPISODES

WHY THIS?

| | | |
|--|---|---|
| <ul style="list-style-type: none"> ▶ We are all Michael ▶ The Road to Nirvana ▶ The Drama of Dealmaking | } <i>~30 minutes of video; could be an hour-long meeting with discussion</i> | A great place to start, with a broad definition of negotiation; uses a realworld example to introduce the Five Dramas framework; see also the Quickstart option noted below |
| <ul style="list-style-type: none"> ▶ The Dealmaker's Dilemma ▶ Return to Sayulita | } <i>~25 minutes of video; could be an hour-long meeting with discussion</i> | Builds on the first three episodes, addresses balancing act of growing the pie and slicing the pie |
| <ul style="list-style-type: none"> ▶ Defining Success ▶ Preferences, Priorities, and Plan B | } <i>~30 minutes of video; could be an hour-long meeting with discussion</i> | Focuses on the Private Drama, internal negotiations involving defining success and setting priorities and limits |
| <ul style="list-style-type: none"> ▶ Gearing Up for Camp David ▶ Stepping Into Your Counterpart's Shoes | } <i>~20 minutes of video; could be a 45 minute meeting with discussion</i> | Realworld example of preparation and perspective-taking (Camp David peace talks); emphasis on understanding things from a counterpart's point of view |
| <ul style="list-style-type: none"> ▶ Preparing to Discover ▶ Preparing to Divulge and Describe | } <i>~30 minutes of video; could be an hour-long meeting with discussion</i> | Examination of information strategy: what to share, hold back, learn, and ask |
| <ul style="list-style-type: none"> ▶ Open well | } <i>~15 minutes; could be a 30-minute meeting</i> | How to get started, including setting the tone and initial offers |
| <ul style="list-style-type: none"> ▶ Address interests | } <i>~15 minutes; could be a 30-minute meeting</i> | Focus on the value of addressing the underlying interests of each side |

QUICKSTART

An alternative to watching our first five episodes is to review the initial three **HIGHLIGHT** videos, lasting about two minutes each (Understand and leverage the Five Dramas, Diagnose the issue mix, Look for smart trades). These and other highlight videos leave aside some details and examples, getting directly to core ideas that could spark helpful mentoring discussions



You could also talk through your mentee's report from the Habits assessment, discussing their strengths and development directions



You might consider doing a roleplay with your mentee, giving them feedback on their behavior and recommending good approaches

PERIODIC DEBRIEFS | General negotiations

Below we recommend a model featuring three debriefing discussions. Before each meeting, your mentee could watch the relevant videos and complete some or all of the suggested activities, arriving with questions and observations to share. Adapt the content and model to fit your and your mentee's interests and situation. See the bottom of the page for additional suggestions.

EPISODES

- ▶ We are all Michael
- ▶ The Road to Nirvana
- ▶ The Drama of Dealmaking
- ▶ The Dealmaker's Dilemma
- ▶ Return to Sayulita

~1 hour of
video for
mentee

These episodes introduce the **Five Dramas** framework as well as the **Dealmaker's Dilemma**, the balancing act of growing the pie and slicing the pie; for more details on these concepts, see pages 9 and 10



You could also encourage your mentee to complete the Habits assessment and be ready to discuss their report which gives them feedback along each of the Five Dramas

- ▶ Defining Success
- ▶ Preferences, Priorities, and Plan B
- ▶ Gearing Up for Camp David
- ▶ Stepping Into Your Counterpart's Shoes

~50 minutes
of video for
mentee

These episodes examine the **Private Drama** (internal negotiations involving defining success and setting priorities and limits) and the **Partner Drama** (understanding things from a counterpart's point of view)



You could encourage your mentee to complete the *Negotiation Compass: Counterpart* worksheet for an upcoming negotiation and then review their answers together

- ▶ Preparing to Discover
- ▶ Preparing to Divulge and Describe
- ▶ Open well
- ▶ Address interests

~1 hour of
video for
mentee

These episodes address **information strategy** (what to share, hold back, learn, and ask) as well as **how to get started** (including setting the tone and initial offers) and the importance of addressing each side's **underlying interests**; see page 12 for more on information strategy

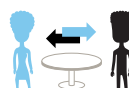


You could encourage your mentee to complete the *Discovery Agenda* and/or *Action/Reaction* worksheets for an upcoming negotiation and then review their answers together

For a full list of Negotiable's content, see pages 13-14



You could also discuss **your mentee's ongoing development**. In advance, they could complete the *Dream Situations* and *Changing a Habit* worksheets, which help users tune into their strengths and areas for development

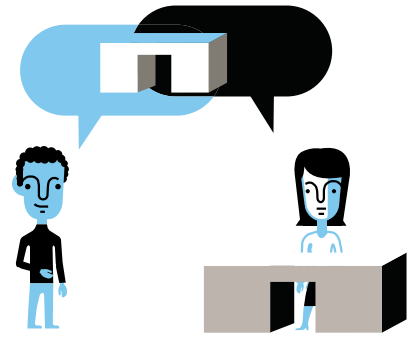


You might consider doing a **roleplay** with your mentee, giving them feedback on their behavior and recommending good approaches

Mentoring on job/career negotiations

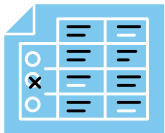
To understand how you could leverage Negotiable in your mentoring, it helps to have a sense of the content we offer related to job and career negotiations. You can then decide how you'd like your mentee (and you) to engage with this content and how you want to engage with each other.

Here's a quick summary of what Negotiable offers around job and career negotiations.



JOB NEGOTIATION EPISODES

A pair of animated episodes (about eight minutes long each) that together present **ten good practices** for job negotiations. These good practices draw on the rest of Negotiable's more general content—but reviewing that material isn't required



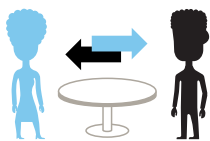
JOB NEGOTIATION WORKBOOK

A collection of worksheets guiding users to **apply the good practices** from the videos to their own situation. Many users start with the videos and then turn to the worksheets



JOB NEGOTIATION PHRASEBOOK

A **series of phrases** that could be used in different job/career negotiation situations. These examples often help people find words that work for them



JOB NEGOTIATION ROLEPLAYS

A **collection of scenarios** that provide opportunities for hands-on practice, reflection, and learning. Roleplaying can propel skill development and boost confidence

A PREVIEW OF OUR PERSPECTIVE

We counsel users to start by defining success, their real overarching goals (Good Practice #1). We urge them to prioritize and consider creative additions of issues to the discussion (#2). We stress the importance of relationships and tone (#4) and finding allies (#9). We describe how to proactively manage the process (#8) and how to prepare an effective “information strategy” (#10).

On our website, our job negotiation materials can be found on the **Job Negotiations page under the Using Negotiable menu**

For a full list of Negotiable's content, see pages 13-14

MENTORING OPTIONS | Job/career negotiations

How you could work with a mentee

Every mentoring relationship is unique. Here are **three approaches to consider**. You might adapt one to fit your situation ... or chart your own course.

SHORT + SIMPLE Helpful guidance when your time is scarce

- In advance of meeting, your mentee watches the job negotiation episodes, drafts responses in the accompanying workbook, reviews the phrasebook, and prepares questions for you
- No advance preparation is required for you; your discussion can revolve around their reactions and questions

 Mentor time required: length of the meeting, 15-60 minutes


REAL-TIME REACTIONS Working through content together

- Meet up, watch the job negotiation episodes, and go through the worksheets and phrasebook **together**, offering advice and commentary along the way
- No advance preparation is required for you, just your reactions and insights

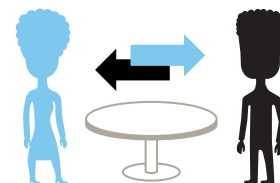
 Mentor time required: length of the meeting, 30-90 minutes

DEEPER DIVE More-involved preparation and a thorough discussion

- Both of you watch the job negotiation episodes and review the worksheets and phrasebook independently in advance; you can prepare observations and anecdotes
- During the meeting, discuss your reactions and share your guidance

 Mentor time required: advance preparation (15-60 minutes) and length of the meeting (30-90 minutes)

If time allows, consider doing part or all of a **roleplay** with your mentee. Use a scenario from the series we offer or talk through a version of the particular conversation they'll face. Your reactions to their "live" approach could hold great value for them



CORE TOPIC: The Five Dramas

Less-experienced negotiators frequently take a narrow view of negotiation, often overwhelmingly focused on their desired deal terms. Experienced and **effective dealmakers tend to have a broader view** of bargaining dynamics, including different "dramas" that can be harnessed or could pose threats, such as the negotiating process itself as well as the impact of other people who might not appear directly at the table. We call these intersecting plotlines the **Five Dramas** and urge negotiators to prepare for and leverage each of them to improve their odds of success.



THE PRIVATE DRAMA

What am I trying to achieve?

The negotiation I have with myself: Defining success, clarifying what's most and least important

POSSIBLE PITFALLS: Failing to truly understand your priorities or limits

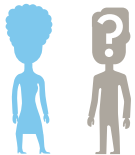


THE PROCESS DRAMA

How, when, and where is it happening?

How the conversation will unfold: Time, pace, location, how we communicate

POSSIBLE PITFALLS: Running out of time; communicating the wrong way

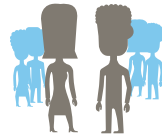


THE PARTNER DRAMA

Who am I dealing with?

My counterpart's perspective and our relationship: How they see the situation and relate to me

POSSIBLE PITFALLS: Failing to build the right relationship



THE PARTY DRAMA

Who else plays a role?

The cast of characters: Who is involved, the roles they play, how I can leverage them

POSSIBLE PITFALLS: Overlooking an important stakeholder; having the wrong people at the table



THE PACKAGE DRAMA

What is the best solution?

The substance of the agreement: Offers, proposals, scope of the deal, tradeoffs

POSSIBLE PITFALLS: Failing to identify a smart trade across issues that yields value for both sides

Where to find it

The Five Dramas are introduced in Episode 3, "The Drama of Dealmaking," and woven throughout all the episodes that follow

Our highlight video "Understand and Leverage the Five Dramas" provides a very brief introduction

Expert insights: What you might address

Your comments on the following might be especially helpful for developing negotiators:

- How you have seen the Five Dramas play out in negotiations; what parts of the Private, Partner, Package, Process, and Party Dramas are most important for the negotiations you face; the importance of taking a broad view of negotiation
- How you have seen the Process Drama create risks or cause trouble; how the Process Drama can be harnessed to work to your advantage
- How you have seen the Party Drama create risks or cause trouble; how the Party Drama can be harnessed to work to your advantage

CORE TOPIC: The Dealmaker's Dilemma

Negotiating often involves a mix of **creating value** (growing the pie by seeking solutions that solve problems for both sides) and **claiming value** (slicing the pie, seeking terms that defend or enlarge your share of the value).

The **Dealmaker's Dilemma** is the tension that can emerge between these. This balancing act can be a challenge because some moves a negotiator might make to create value (e.g., information sharing) can put them at risk for claiming value. Likewise, some moves a negotiator might make to claim value (e.g., aggressive openings) can undermine their ability to coordinate and create value.



We provide suggestions for succeeding in each dynamic—creating value, claiming value—and also for how to address the challenging balancing act between them.

Where to find it

The dealmaker's dilemma is the focus of Episode 4, "The Dealmaker's Dilemma" (the episode also draws heavily on Episodes 2 and 3)

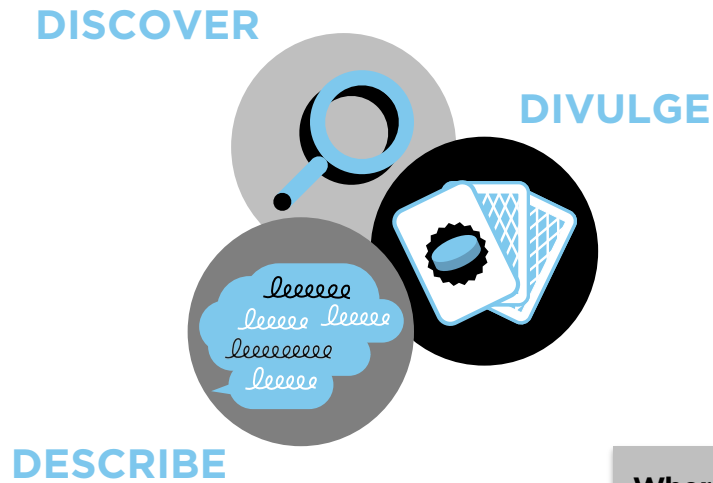
Expert insights: What you might address

Your comments on the following might be especially helpful for developing negotiators:

- How you have seen the Dealmaker's Dilemma come to life ... the kinds of trade-offs faced between creating value (coordinating to grow the pie) and claiming value (securing attractive terms for one's own side)
- How you prepare in advance to deal with the balancing act between creating and claiming value ... and how you deal with it once negotiations are underway

CORE TOPIC: Information Strategy

An **information strategy** reflects preparation for the negotiation conversation, the exchange of information and inquiries that often surrounds bargaining. Crafting an information strategy involves preparing to **discover** things about a counterpart and their situation—thinking about what you most need to learn in a negotiation and planning how you can learn it.



An information strategy also entails preparing to **divulge** (or hold back) certain information about yourself and your situation. What is your counterpart most likely to ask—and how should you respond? Lastly, an information strategy involves preparing to **describe** your offers and proposals in a way that makes them compelling to your counterpart.

Where to find it

Information strategy is the focus of two episodes: “Preparing to Discover” and “Preparing to Divulge and Describe”

Several worksheets address information strategy as well, including Discovery Agenda and Action/Reaction

Expert insights: What you might address

Your comments on the following might be especially helpful for developing negotiators:

- How you approach *Discovery*: What information you seek to learn; how you go about discovering it in advance and during negotiations
- How you approach *Divulging*: What information you share or hold back—and why; how you approach divulging information
- How you approach *Describing*: How you make a compelling case for your proposals

NEGOTIABLE'S RESOURCES

Negotiable users have access to our Assessments, Episodes, Worksheets, and Roleplays. Our collection of resources is detailed below.

ASSESSMENTS

Assessments help people to tune in to their own habits and attitudes. Users can retake them over time to gauge changes

| Name | Brief description | Time |
|-----------------------------|--|------|
| Habits and Practices | Gauges a user's bargaining behavior, yielding a personalized feedback report with benchmark data | 15 |
| Attitudes | Gauges how a user thinks and feels about negotiation, yielding a personalized report with benchmark data | 5 |

EPISODES

Our video episodes work most effectively as a sequence—but users are free to skip ahead, loop back, or watch them in any order

| Name | Brief description | Time |
|---|--|------|
| We are all Michael | Introduces our episodes, drawing on the example of Michael and the charter fishing captain | 10 |
| The Road to Nirvana | Presents the true story of a real estate negotiation, a case we return to throughout our episodes | 10 |
| The Drama of Dealmaking | Introduces the Five Dramas that weave across virtually every negotiation | 10 |
| The Dealmaker's Dilemma | Drills into the Package Drama, reviewing types of issues and the overarching "Dealmaker's Dilemma" | 15 |
| Return to Sayulita | Returns to the case of Michael and the fishing trip, showing how the ideas reviewed so far can apply | 10 |
| Defining Success | Focuses on the first step in preparation: figuring out what you most want to achieve and avoid | 15 |
| Preferences, Priorities, and Plan B | Dives deeper into preparation and the Private Drama, including prioritizing and setting limits | 15 |
| Gearing Up for Camp David | Turns to the Partner Drama, highlighting dynamics with the example of the Camp David peace talks | 10 |
| Stepping Into Your Counterpart's Shoes | Examines what's most worth understanding about a counterpart and how you might gauge those things | 10 |
| Preparing to Discover | Considers information strategy, with an emphasis on drawing information out from counterparts | 15 |
| Preparing to Divulge and Describe | Extends information strategy to cover what to share (or hold back) and how to describe proposals | 15 |
| More than Hope | Draws together all the pieces so far and shows how they can be addressed in a preparation worksheet | 20 |
| Open Well | Considers approaches for setting the stage and making opening offers | 15 |
| Address Interests | Stresses the value of surfacing and addressing each side's real underlying interests | 15 |

Negotiable also features a pair of videos focused specifically on job negotiations ...

| | | |
|--|---|--------|
| Job Negotiations, Parts 1 and 2 | Two videos that together describe ten good practices for succeeding in job negotiations | 8 each |
|--|---|--------|

WORKSHEETS

Worksheets help users connect ideas to the situations they face and chart their own personal development

| Name | Brief description | Time |
|--|---|-------|
| Personal Case | Identify an upcoming negotiation that's worth preparing for | 15 |
| Dissect the Dramas <i>[Different versions are available; use the one that fits your needs]</i> | The <i>Forward-Looking</i> version of this worksheet helps users diagnose the Five Dramas for an upcoming negotiation; the <i>Backward-Looking</i> version analyzes a past negotiation; the <i>Good Practices</i> version asks users to summarize their experience about what works | 15 |
| Diagnose the Issue Mix | Identify issues for your negotiation that are likely to be fixed-pie, compatible, and lopsided priorities | 15 |
| Negotiation Compass: Self | Reflect on your Private Drama for an upcoming negotiation | 15 |
| Negotiation Compass: Counterpart | Think about the upcoming negotiation from your counterpart's point of view | 15 |
| Discovery Agenda | Think about what you need to learn for an upcoming negotiation and how you can learn it | 15 |
| Action/Reaction | Think about what actions your counterpart might take and how you could best respond | 15 |
| Negotiation Preparation | Bring together the pieces of preparation for an upcoming negotiation in one integrated tool | 15 |
| Dream/Worst Case Scenarios | Reflect on situations where you're at your best and that you find most challenging | 15 |
| Changing a Habit | Think about your own development as a negotiator and how you can achieve it | 15 |
| Opening Acts | Prepare for your opening moves in an upcoming negotiation | 15 |
| Post-Negotiation Reflections | Reflect on a past negotiation, including turning points, the Five Dramas, and information strategy | 15 |
| <i>Negotiable also features a workbook and phrasebook focused specifically on job negotiations ...</i> | | |
| Job Negotiation Workbook | A collection of worksheets helping users prepare for the situation they're facing | 10-60 |
| Job Negotiation Phrasebook | Example phrases for job negotiation conversations, helping users find words that work for them | 5-20 |

ROLEPLAYS

Roleplays give users a chance for hands-on practice and reflection, including suggestions for debriefing discussions

| Name | Brief description | Time |
|---|---|-------|
| Single-issue roleplay | A roleplay featuring an event planning business bargaining with a landlord over a single issue: rent | 45 |
| Multi-issue roleplay with payoffs | An event planning business negotiating a lease renewal with a landlord, featuring multiple issues | 60 |
| Multi-issue roleplay, user-created payoffs | A landlord seeks agreement with an event planner for an upcoming reception; the negotiation features multiple issues and advance preparation of payoffs | 90 |
| <i>Negotiable also features a series of job negotiation roleplays ...</i> | | |
| Job negotiation roleplays | A series of roleplays allowing hands-on practice, ranging from basic to advanced | 30-60 |