MAPO

*Preparation
*Reservation Points
*BATNA
*Initial Offers & Counters

Preparation Step 1

• *City Rep:* Understand the limits imposed on you by the Mayor:
  – Issue by Issue
  – Overall
• *MAPO Rep:* Understand the limits imposed on you by the membership:
  – Issue by Issue
  – Overall
Preparation Step 2

• *Understand your aspirations*: What would I ideally like to achieve in this negotiation?

Preparation Step 3

• Set the stage for discovery of issues on which you can give up just a little to get a lot by understanding first, your personal

*ORDER OF PRIORITY AMONG ISSUES
* RELATIVE DEGREE OF IMPORTANCE OF ISSUES
Preparation Step 4

- Create an initial template of what you imagine your negotiating counterpart’s aspirations to be.
- Create an initial template of what you imagine your negotiating counterpart’s “bottom line” to be:
  - Issue by issue
  - Overall

Preparation Step 5

- Use your initial template for your counterpart together with your understanding of your personal template to construct an approximation to the bargaining zone.
- **Bargaining Zone:** The set of agreements each of which is allowable by both parties.
- Choose a favorable point in this imaginary zone as an initial target for an opening offer.
Preparation Step 6

• Think about how to position your opening offer or counteroffer:
  – Use objective standards
  – Pick standards and arguments favorable to you
  – Be prepared to counter unfavorable proposals with logic
  – Take the initiative if you feel you understand the other side’s reservation points and BATNA
• Do NOT reveal your BATNA