

Executive Negotiation Preparation & Relationship Map

ELR-NEG-001

Source: ELP-009 approved Script v2 only. This is that script's preparation pack, not a new method.

The Four-Ledger Model is an evidence-informed ELP synthesis, not a scientifically validated universal model.

Use this on a real negotiation before the conversation becomes urgent.

Negotiation:

1. Value creation

What do we actually need to achieve?

What are the issues?

What interests sit underneath our stated positions?

What might matter more to them than it does to us, and vice versa?

Where can we trade differences in timing, risk, control, certainty or capability?

Which issues remain genuinely distributive?

For each issue: is this a trade opportunity, mainly a distribution problem, or do we not know yet because we have not discovered what the other side actually values?

A trade exists across issues. Which issues will we package rather than settle one at a time?

2. BATNA and reservation logic

What exactly happens if there is no deal? Not the story we tell ourselves. The actual alternative.

Write the alternative in operational terms: what happens next, what it costs, how certain it is, when it expires, and what you would regret discovering only after you reject the deal.

How valuable is it? How certain? When does it expire? What are the switching, delay, reputation and implementation costs?

What do we know about their alternatives?

What is our reservation boundary?

Should we make the first offer, and why? What would it anchor, and what would it reveal?

A BATNA is not confidence. It is an alternative with economic and strategic reality.

Do not confuse having an option with having a better walk-away.

3. Information strategy

Seek: their interests, priorities, constraints, decision process, timing, uncertainty and implementation concerns.

Reveal: enough about your priorities and constraints to make useful trades possible when there is reciprocal value-creation potential.

Protect: reservation points, weak alternatives, and private information that mainly improves the other side's ability to claim value, unless revealing it serves a deliberate purpose.

Verify: what assumption about what motivates them still needs a test?

What can we reveal safely, and what should we protect?

Declining to answer, sequencing disclosure, or protecting a reservation boundary are not the same as knowingly communicating false information.

None of these information rules should be treated as culturally universal.

4. Relationship and stakeholder mapping

What relationship do we deliberately want after the negotiation?

Who actually has to work together after signing?

What exactly do we trust them to do? What evidence supports that trust, and where are the gaps?

What should the agreement make unnecessary to trust?

Which hard moves are necessary?

Which hard moves would create avoidable damage with no real commercial benefit?

Relationship preservation is not avoiding hard bargaining. It is deciding which relational assets have value and refusing to destroy them accidentally.

Who has veto rights? Who approves? Who can form a blocking coalition? Which conversation must happen before the external commitment?

5. Implementation design

Who delivers what?

What remains uncertain?

What milestones and dependencies matter?

What information has to be shared after signing?

Who verifies performance?

What governance forum resolves ambiguity?

What triggers review, reset or escalation?

Before signing: the owner on each side, the decisions still open, the assumption most likely to fail, what counts as performance, and what automatically triggers review.

If a contingent term is being considered: can the outcome be measured, can manipulation be managed, and does the structure avoid perverse incentives or excessive complexity?

What will make this agreement succeed or fail six months after signing?

Close

The goal is to stop winning one ledger by accidentally losing the other three.

The negotiated outcome is the agreement that creates enough value, protects your leverage, survives implementation, and leaves the relationship where you deliberately chose to leave it.