

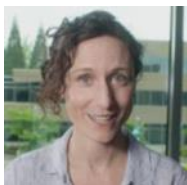
# Negotiation Mastery

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## Module 4 Mastery: Forging Agreement within an Organization

Many people feel that their most challenging negotiations are often with their own colleagues. Yes, the same value creation and relationship-building principles that you've learned so far still apply, but the context does make a difference. When you're dealing externally—with a prospective customer or vendor—you usually can walk away if they are not reasonable or trustworthy. That's seldom an option when the other person is somebody you work with.

In this module you've seen strategies and approaches for succeeding in this setting, whether it involves recruiting a job candidate (as in the Singa simulation) or winning a promotion (as in the Caitlin case). Excerpts from the *Final Offer* documentary provided a stark look at rivalries and hot emotions that can emerge within a team, even though every member supposedly has the same overall goal. Our panel of expert practitioners offered key insights for succeeding in this important realm.



Erin Egan, for example, spoke of the risk of “deal fatigue” and the need to manage the expectations of internal stakeholders.



Henry McGee likewise spoke of the importance of winning sufficient internal support for a deal to insure its successful implementation

Along the way, of course, you also deepened your understanding of ideas that apply to all types of negotiations—internal and external, professional and personal.

## Other Key Concepts and Techniques

1. **Weighing tradeoffs.** While some negotiations deal with only a single issue (price, for example), most involve multiple items. That's a very good thing, as it transforms seemingly win-lose situations into ones with potential for generating mutual gain.

We saw the value creation potential of tradeoffs earlier in the Rijas-Vericampos and Discount Marketplace simulations, and again, here with Singa. Here, however, you had the task of determining your own priorities; namely how much of one item you would give up to win a larger portion of another.

Reasonable people can differ on how they happen to weigh trade-offs, depending on their particular needs, values, and tastes. In making such judgments, however, thinking systematically is essential. At the very least, in preparation you should identify a comprehensive deal that would be minimally acceptable to you. Then, imagine at least two different packages that would be no better or worse from your perspective.

Connecting those dots will give you a provisional baseline - a floor to stand on. Do the same thing in regards to setting a stretch goal. Specifically, imagine three excellent outcomes of equal overall value. Now you have plausible ceiling to reach for. Without getting enmeshed in complicated math, you will have engaged in practical conjoint analysis. It will spark your creativity and enable you to make intelligent choices when you're at the bargaining table.

2. **Managing emotions.** Module 3 included a simple 6-step exercise for managing your own feelings, so that you are at your best—poised and energized—when you negotiate. This Module, in turn, focused on dealing with other people's emotions, especially negative ones.



Chris Voss described how emotional intelligence—recognizing what others are really expressing—is a skill that can be developed, but it must constantly be practiced.



And mediator David Hoffman explained a gambit for encouraging people who are upset to think more clearly and act in their real self-interest.



My own colleague, Alison Wood Brooks shared a simple exercise for transforming anxiety to engagement: when you feel the first signs of worry, just tell yourself, “I am excited!”

3. **Cross-cultural issues.** We are all influenced by the society in which we were raised, and in which we now live and work. Social norms shape both our values and our behavior. Those can vary, though from one situation to another. (For example, you may be less formal in some settings than they are in others.)

But in anticipating and reacting to other people, be careful not to overgeneralize. There often are bigger behavioral and attitudinal differences (including negotiation styles) within a group, than exist between groups at large.



And remember, as Michael McIlwrath noted, culture isn't only a matter of nationality and language, but may reflect professional background, as well.

## Summing Up and Looking Ahead

In our short concluding section, you will have a chance to build a platform for further learning by analyzing your performance and reviewing your feedback. You will consider ethical issues that can arise in the course of negotiation and see inspiring examples of people who have done well by doing good.