

# Influencing and Negotiation

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**Let us never negotiate out of fear.  
But let us never fear to negotiate.**

John F. Kennedy

# Today's Discussion

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- What is a negotiation and what are the basic types?
- How to prepare for a negotiation
- What is a BATNA?
- Common mistakes in negotiations
- Common barriers to negotiations
- The role of emotion in negotiations
- Attributes of an effective negotiator
- Summary

# Negotiation Basics



Negotiation is the means by which people deal with their differences.

~ Harvard Business Essentials: Negotiations

- **Soft/ Friendly:** negotiation with a focus on peacekeeping
- **Hard/Positional:** adversarial with a focus on “winning”
- **Principled:**
  - Separates people from the problem
  - Focuses on interests not positions
  - Uses objective criteria to judge a proposed solution
  - Invents options for mutual gain

From Getting To Yes: Negotiating Agreement Without Giving In  
by Roger Fisher and William Ury

# BATNA – What is it?

- “Best Alternative to a Negotiated Agreement”



# How to Prepare for a Negotiation



# Role Reversal



Assess these elements  
for the other party



# BATNA – How To Assess the Other Side's

- “Best Alternative to a Negotiated Agreement”





# Common Mistakes in Negotiations

- Assuming shared values or goals
- Assuming similar communication styles or preferences
- Expecting reciprocity or your version of fair
- Avoiding conflict
- Making the negotiation personal
- Trying to prove how smart or “right” you are by talking
- Not listening carefully



# Common Barriers in Negotiations



**What barriers to negotiations have you experienced?**

# Common Barriers in Negotiations

- Lack of trust
- Irrational expectations
- Partisan mindset
- Spoilers
- Not listening carefully
- Overconfidence, irrationality, ego and emotion





# Common Barriers in Negotiations



- Absence of key decision makers
- Differing levels of urgency/timing
- Lack of information

# Dealing Effectively with Spoilers



- Identify those with something to lose
- Explain why
- Emphasize the benefits
- Find them a new way to exercise control or contribute
- Build a coalition

# The Role of Emotion in Negotiation

## Negative

- Infuses tension and distrust
- Limits communication and increases confrontation
- Creates fear of losing/being taken advantage of
- Fosters “my way or the highway” thinking
- Limits agreement or agreements tend to be unworkable



# The Role of Emotion in Negotiation



## Positive

- Builds trust
- Improves communication
- Fosters a sense of fairness
- Support for final agreement
- Creates investment in positive outcome

# Addressing Core Concerns



- Once you answer these questions for yourself, ask yourself how the other side would answer these as well.
- What role did you play in how they might respond?
- What could you do to impact their answers?



# Attributes of an Effective Negotiator

Rate Your Negotiation Effectiveness	1= Novice to 5 = Confident				
	1	2	3	4	5
Aligns negotiation goals with organization's goals					
Prepares thoroughly					
Uses negotiation as a chance to learn					
Demonstrates flexibility					
Thinks creatively					
Separates personal from the negotiation					
Foresees potential barriers to an agreement					
Forms coalitions					
Develops a reputation of trustworthiness and reliability					
Learns from prior negotiations					
Subtotal					
Total					

# How Did You Score?

- 40-50 Prepare your BATNA and commence negotiations
- 30-39 Enter into negotiations with a colleague who complements your soft skills
- 20-29 Seek a mentor to further develop your negotiation skills
- 0-19 Begin developing your negotiation skills with a friendly audiences with low stakes

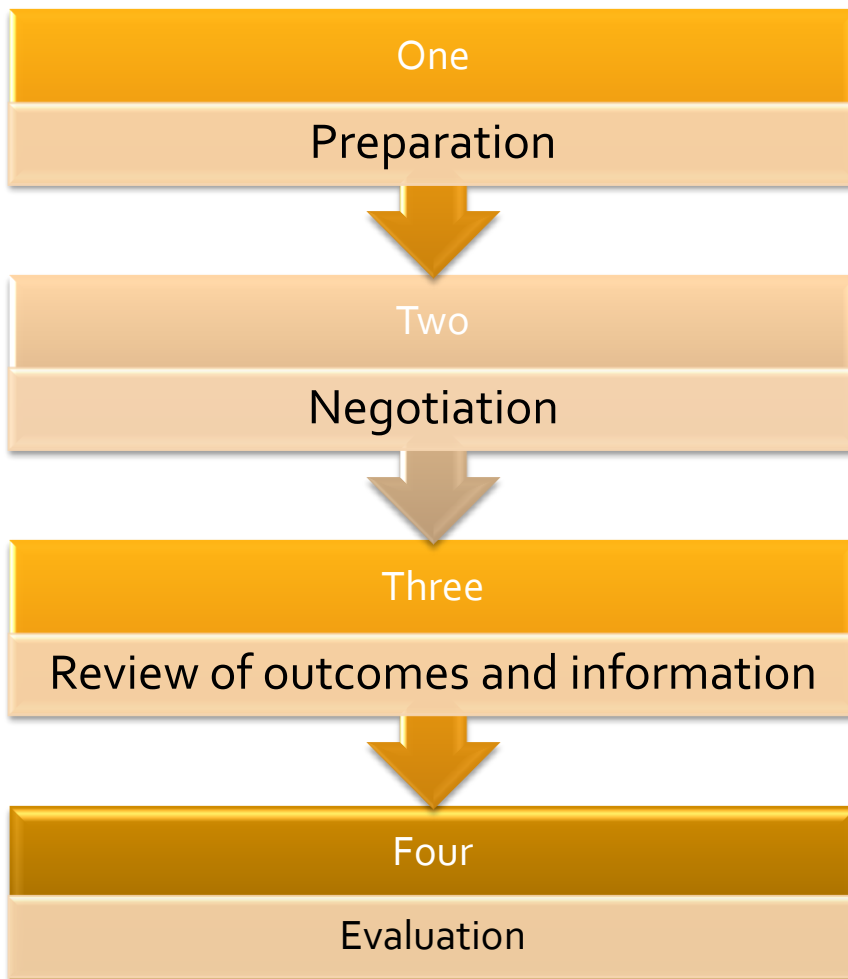


# Listen. Listen. Really Listen.



1. Take notes
2. Focus
3. Don't think about your response while the person is speaking
4. Notice body language
5. Ask questions
6. Repeat back what you understand in your own words

# Negotiation is a process not an act



1. How did you prepare?
2. What happened in the negotiation?
3. What did you learn and what was the outcome?
4. What went well and what would you do differently?



# Summary

Do your homework – preparation is key

Know your BATNA

Be creative and flexible

Listen more. Talk less.

Separate the personal from the negotiation  
and recognize the role of emotion

Conduct a post mortem – gain the benefit of  
your negotiation experience

# Questions?

## Recommended Reading

- **Harvard Business Essentials: Negotiations** by Harvard Business School Press
- **Harvard Business Essentials: Power, Influence and Persuasion** by Harvard Business School Press
- **Getting To Yes: Negotiating Agreement Without Giving In** by Roger Fisher and William Ury
- **A Whack on the Side of the Head: How You Can Be More Creative** by Roger von Oech
- **Beyond Reason: Using Emotions As You Negotiate** by Roger Fisher and Daniel Shapiro
- **Bargaining for Advantage: Negotiation Strategies for Reasonable People** by G. Richard Shell
- **Negotiation Strategies** – by Damona Doyle and Ross O. Love Division of Agricultural Sciences and Natural Resources at Oklahoma State University

