



# Negotiation Analysis

---

Prof Saumya Sindhwani

# Agenda

---

- Multi party, Multi issue Negotiation
- Exercise and Debrief

# Position Interest Priorities

---

- Position – what party wants on an issue
- Interest – why that party is taking that position
- Priority – relative importance of the issues
- BATNA – Best Alternative to a Negotiated Agreement

# What was your strategy?

---

- **Personal Strategy:**
  - What was your personal strategy?
  - What did you do to stay in the game?
- **Coalitional Strategy:**
  - What was your coalitional strategy?
- **Coalition Builder:**
  - Who tried to create coalition?

# Coalitions

---

- Multi-issue, multi-party negotiations tend to involve the formation of coalitions
  - Especially blocking coalitions
- Coalitions are usually unstable
- Therefore, the analysis of coalitions becomes crucial in developing strategies both before and during the negotiation itself

# Understanding Coalition Formation

---

Questions to ask:

- Who are the most likely parties to share your interests?
- Is it strong enough to block agreement for those who aren't in accord with your interests?
- How stable is such a coalition likely to be?
- Are there other potential coalitions whose interests are in opposition?

# Build Blocking Coalitions

---

- Aggressive or Subtle?
- What would be successful blocking strategies?
  - Build an alliance with someone who shares many of your issues
  - Support and encourage another's “extreme” position that rest can not accept!
- If you try to aggressively block a coalition, the others will turn on you

# Coalition Dilemma

---

- Key to effective coalition--building is to find a way to bind the parties together by:
  - Understanding the interests of each party and
  - Being creative about identifying the common elements in those interests
- Need to find differences to trade in order to create value



# Key Take Away

---

- Systematic planning for collaborative decision-making meetings
- A facilitator will control the process, can help, can hurt
- Understanding BATNA helps re-orient people from their self-interests to the overall interests of the team
- Not all team members have the same information
- Team needs to uncover members' positions, interests and priorities
- Using visual matrices helps manage the information load

# Key Take Away

---

- Consensus rules force people to integrative agreements
- Majority rule leads to coalition formation and suboptimal decisions with less commitment to follow through
- Support helps – seek and give support to others' positions
- Coalitions are Fragile!