



Negotiation

Virtual handout

negotiation



Think back to a recent negotiation you were involved in...

Who was involved?

What were your objectives? And theirs?

How did each of you approach and handle the negotiation?

What was the outcome?

What went well and what was difficult?

the negotiator's dance

	Collaborative	Cautious	Competitive
Level of trust	High	Undecided	Low
Values	Honesty	Avoiding undue risk	Getting a good deal
Intention	To create more value for both parties. 'Grow the pie'	Compromise. 'Testing the water'	To claim value. 'Get the biggest slice'
Views the other party as	A partner	A co-operative antagonist	An antagonist
Communication	Full disclosure. Open, honest	Partial disclosure	Limited disclosure whilst getting opponent to talk
Overdone	Soft, weak, malleable	Ineffectual, meandering, indecisive	Hard, aggressive, uncompromising

what makes negotiations go bad?

Think back to a recent negotiation you were involved in...

It becomes personal



- Separate the people from the problem
- See their attack as frustration with the problem
- Back off to cool down

Our emotions get in the way



- Acknowledge emotion but do not be led by it
- Do not be overly sad or elated
- Focus on the task at hand

We're not sure what they want or what we want



- Create a mission framed in their world
- Be clear about what the ideal agreement is
- Be clear about what is not acceptable

Each party sees the problem differently



- Find common ground
- Look to interests
- Use objective criteria

They make unreasonable requests



- Restate the advantages of going with you
- Clarify the consequences of not reaching resolution
- Ask why they believe this to be fair

We make assumptions



- Make no assumptions about the other party, either positive or negative
- Focus on each step, not on the outcome
- Get as much information as possible

the 8 negotiation tactics

1

Explore interests:

get to the heart of the issue for both parties

2

Knowledge = Power:

tell them as little as possible about your situation and gather as much as possible about them

3

Best alternative:

clarify the best alternative to a negotiated agreement for both parties

4

Build pain and urgency:

make agreeing to your solution more pressing for the other party

5

Use your 'negotiables':

be creative about what you have to negotiate with; be this time, quality, scope, money, expertise...

6

Make it easy to say yes:

create something the other party is likely to agree to

7

Start with no:

create something the other party is unlikely to agree to and give yourself a firm point to build from

8

Appear non-threatening:

put the other party at ease so they are not worried about being taken advantage of

Your negotiation strategy

Choose one situation in which you need to negotiate over the coming weeks:

What is the best approach to take in this particular situation: competitive, cautious or collaborative?

Which three tactics could you use and how will you implement them?

What are your potential blocks?

How can you overcome these blocks?

5 tips for success

- 01 Adopt the appropriate mindset.
- 02 Overcome your personal blocks.
- 03 Explore interests.
- 04 Build a strong best alternative.
- 05 Create a negotiation strategy.

find out more...

Mind Gym Workouts

- Compelling case
- Hearing what people say
- Influence and persuade
- Managing expectations

Books

- Camp, J. (2002). Start With No. Crown Business
- Fisher, R. & Ury, W. (1991). Getting to Yes. Random House Business Books
- Raiffa, H. (2007). Negotiation Analysis: The Science and Art of Collaborative Decision Making. Belknap Press