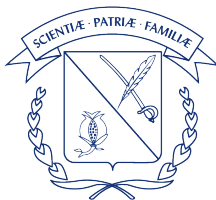


# Negotiation: Strategy and Planning

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- Check the message **Welcome greeting** published in the News Bulletin Board.
- Dear student please edit your profile uploading a photo where your face is clearly visible.
- The purpose of the virtual meetings is to answer questions and not to make a summary of the study material.
- This presentation is based on (Lewicki, Barry, and Saunders 2024, chap. 4)

Understand and explore the main elements of the negotiation strategy, the process to select a strategy as well as the way in which most negotiations evolve to effectively plan a negotiation.

- Some quotes about planning:

*“Everyone has a plan until they get punched in the mouth”*

— Mike Tyson

*“No battle plan ever survives contact with the enemy”*

— Helmuth von Moltke the Elder

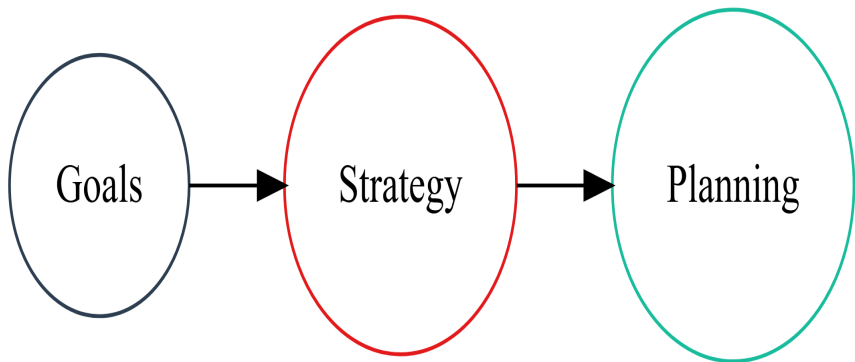
- Therefore, there is no need to plan?
  - Absolutely not, but if your plan is not flexible you will get punched in the mouth and no part of your plan will survive when you negotiate with the counterpart.
  - Also don't expect everything will work millimetrically according to the plan because the counterpart might also have a plan and they will react strategically to your plan.

- Without planning results occur more by chance than by negotiator effort
  - Behaviour of Successful Negotiators: Find some successful negotiators and watch them during actual negotiations to find how they do it.
    - (Rackham and Carlisle 1978b): planning is the foundation for any successful negotiation
    - (Rackham and Carlisle 1978a): exploration of options, common ground, long-term implications, setting limits<sup>1</sup> and use an issue planning method over sequence planning<sup>2</sup>
- Also check out in the **Links of interest** the video: How to negotiate properly? (Magic Markers 2018)

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<sup>1</sup>Plan in terms of a range and not around a fixed point

<sup>2</sup>Issues are independent and not linked by a sequence



**Figure 1:** Relationship between key steps in the planning process (Lewicki, Barry, and Saunders 2024, chap. 4, p. 105)

- The first step to execute a negotiation strategy is to determine one's goals.
  - **Substantive:** goals about tangible factors (price, terms of a contract, product specifications)
  - **Intangible:** goals about intangible factors (personal values and emotions of the parties such as defeating the other party or reaching a conciliation at any cost)
  - **Procedural:** goals about how the negotiation process occurs (define plans or just have a voice during the negotiation)
- The negotiator must identify what kind of goals to pursue<sup>3</sup>. What definitely cannot be ignored is the substantive goals given that it refers to the tangible aspects.

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<sup>3</sup>Identifying goals in practical terms simply means making a list to prioritize them

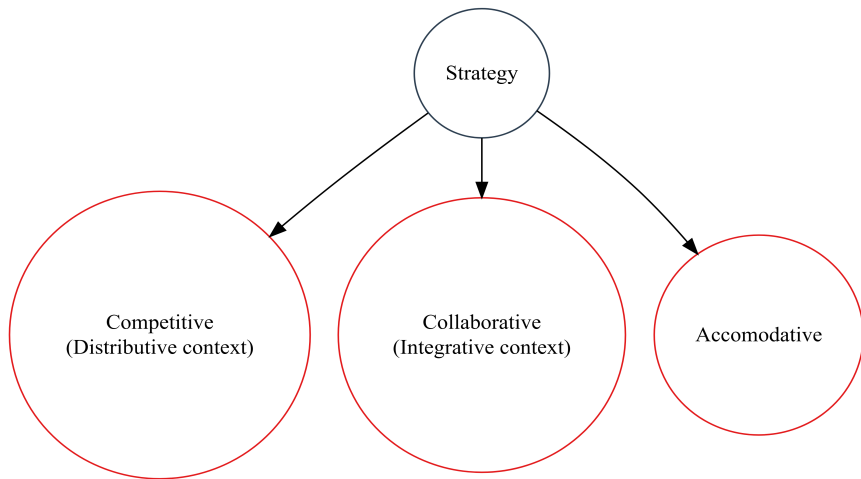


- When defining goals take into account these 4 aspects (Lewicki, Barry, and Saunders 2024, chap. 4, p 105-106):
  - Goals are specific objectives that are sought realistically.
  - Own goals can potentially be linked to the goals of the other parties.<sup>4</sup>
  - If in identifying the goals these are not attainable then:
    - Modify them so that they are attainable
    - Discard the negotiation as an option to reach an agreement<sup>5</sup>
  - The goals that are identified must be concrete, specific and measurable so that it is easier to:
    - Communicate to the other party what you want to achieve
    - Understand what the other parties want
    - Determine if the proposed proposals satisfy what you want to achieve

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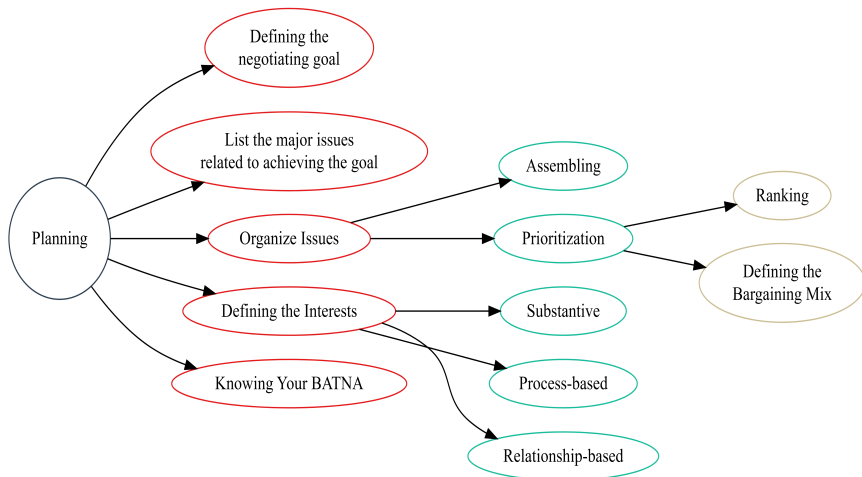
<sup>4</sup>It is easier to reach an agreement if you have common goals

<sup>5</sup>Remember that negotiation as a form of **decision making** is not the only method that exists!

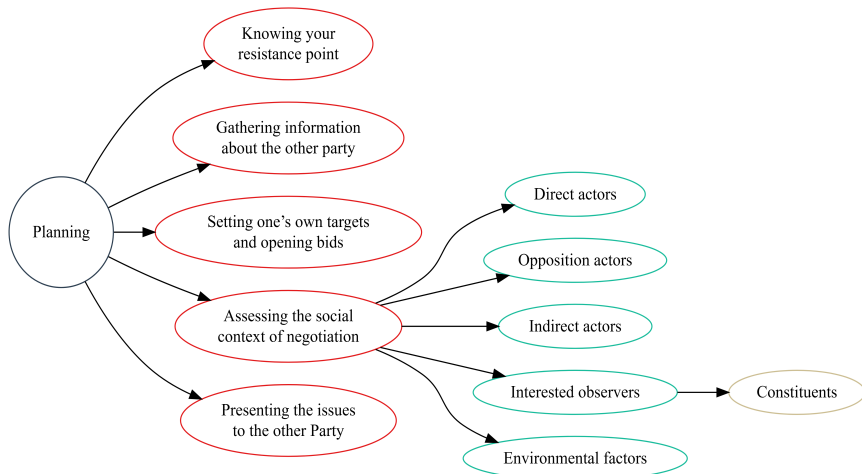


**Figure 2:** Different engagement strategies in a negotiation context (Lewicki, Barry, and Saunders 2024, chap. 4, p. 110)

- Before exploring the specific planning processes for negotiation, it is important to understand the typical phases in a negotiation
  - 7 key steps to an ideal negotiation process (**Greenhalgh 2001**, p 164):
    - Preparation
    - Relationship building
    - Information gathering
    - Information using
    - Bidding
    - Closing the deal
    - Implementing the agreement



**Figure 3:** Key steps in the planning process (Lewicki, Barry, and Saunders 2024, chap. 4, pp. 114-128)



**Figure 4:** Key steps in the planning process (Lewicki, Barry, and Saunders 2024, chap. 4, pp. 114-128)

- To my family that supports me
- To the taxpayers of Colombia and the **UMNG students** who pay my salary
- To the **Business Science** and **R4DS Online Learning** communities where I learn **R** and  **$\pi$ -thon**
- To the **R Core Team**, the creators of **RStudio IDE**, **Quarto** and the authors and maintainers of the packages **tufte** and **tinytex** for allowing me to access these tools without paying for a license
- To the **Linux kernel community** for allowing me the possibility to use some **Linux distributions** as my main **OS** without paying for a license

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