

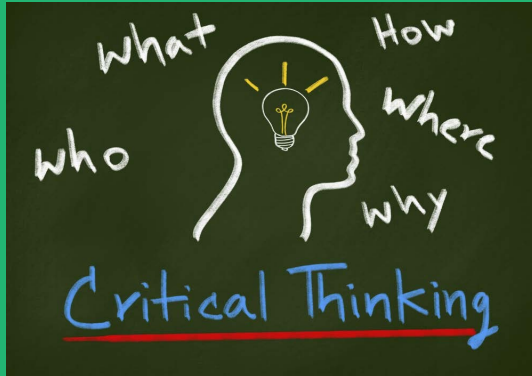
NEGOTIATION SKILLS AND EFFECTIVE COMMUNICATION

**SKILL TO DEVELOP:
CRITICAL THINKING**



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A good practice in negotiation is to make the interests revealed, using rational and emotional elements, focusing on the relationships, verbal language (above all body language), and elements of problem solving. Once this occurs, we identify our common or complementary interests that satisfy the negotiators involved.



For interests to come to the surface in the negotiation process, it's necessary to use questioning mechanisms, organized by critical thinking. Critical thinking is a skill that is rooted in the Socratic method of questioning, showing the validity of ideas by using exploratory questions, thinking systematically, and seeking evidence that supports our ideas.

From here three functions of critical thinking are derived: **description, analysis, and evaluation**. Critical thinking is considered a fundamental skill (and a rare one) in strong demand by employers to face the complex problems characterized by the 21st Century, especially in the disciplines related to business, medicine, and science in general.

Description

1

This function of critical thinking applied to interest based negotiation or IBN, is used in thorough preparation processes in negotiation to be very clear on our negotiating positions, even before beginning the negotiation process. With the structure of the negotiation pyramid, we can explore our own underlying interests in positions, going from "what" to "why" and supporting ourself on "how," "where," "when," and "who." This process is also known as self-negotiation (the conversation between the rational and emotional parts of our brain). When it's carried out in a team, it's called **pre-negotiation**.

Analysis

2

Now we have the intersection of two (or more) pyramids and should help the other party so that their interests can surface. Negotiation experts coincide that one part of the preparation process of negotiation is to have our interests clear and try to find out our counterpart's interests:

- Without knowing the interests, it's very hard for the negotiation to have a good result.
- Reveal your interests. An important benefit to revealing your interests is that this greatly increases the probability that the other party corresponds and reveals theirs too (the principle of reciprocity).
- Negotiators that share information about their interests consistently improve their results.

Evaluation

3

This requires using logical arguments to prioritize and analyze the strengths and weakness of our arguments related to the interests proposed, seeking correspondences, complements, and differences that will give way to integrative alternatives to value creation in an interest based negotiation: common objectives, shared objectives, and joint objectives.

We conclude with a classic example of an interest based negotiation (adapted from the original *Negociar con Arte* by Alfred Font Barrot and *Negotiation Genius*). A producer has a total inventory of 100,000 eggs. Two pharmaceutical companies compete for the same inventory. One requires a minimum of 80,000 eggs, while the other needs at least 70,000 eggs. The producer's dilemma is who he should sell to and in what terms should he negotiate with these potential buyers?

What's interesting about this example is that during many explanations about this problem, both students and executives in training have failed to find a solution to the dilemma and only a small percentage of them have asked Why (do they want the eggs). One company answered that they only wanted the yolks while the other was only interested in the whites as a base for nutrients.