



NEGOTIATION

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Fundamentals of Principled Negotiations

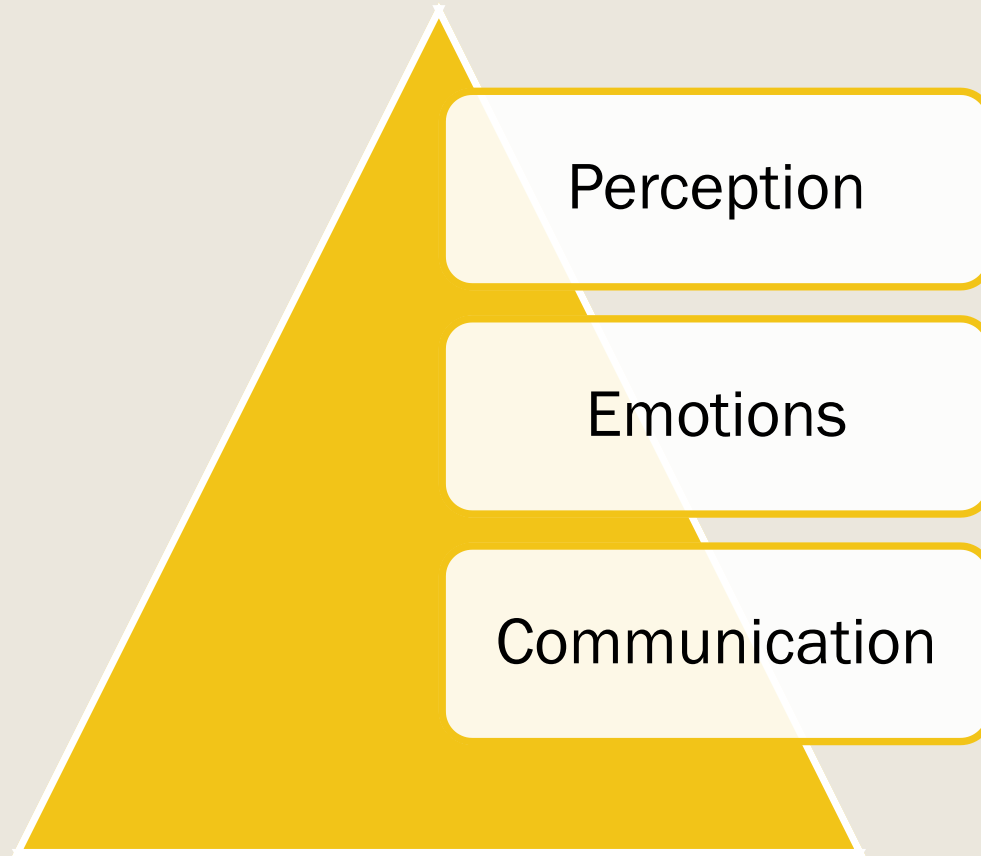
- DO NOT BE INFLUENCED by the person you are negotiating with.
- *Separate the people you are negotiating with from the issues.*
- Separating yourself from the issues will help prevent you from seeing objections to your position as a personal attack.
- If you separate people from the issues, you will avoid damaging your relationships with the person you are negotiating.



“The ability to see the situation as the other side sees it, as difficult as it may be, is one of the most important skills a negotiator can possess.”

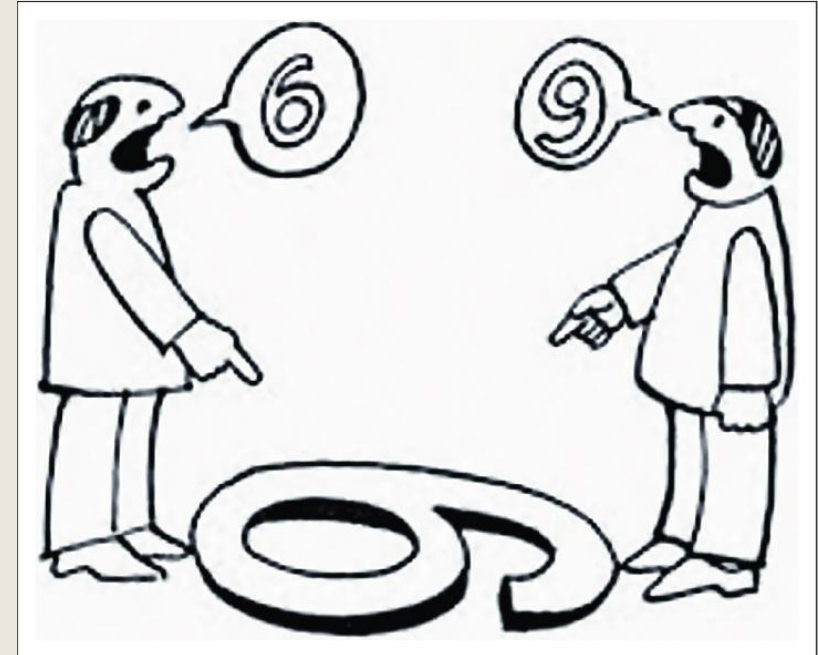
– ROGER FISHER

Three basic people problems



Perception

- Difference in perception.
- Conflicts in interpretation of facts.
- Put yourself in other person's shoes.
- Do not blame other person for the problem.
- Suggest proposal appealing to both sides.





What do you see?
Describe the picture.

Emotions

- Negotiating is portrayed as being cold and calculated, this isn't usually the case.
- Frustrating for both the sides.
- This frustration is especially common if people do not separate people and issues.
- Individuals can feel their interests are being threatened, leading to the typical emotional responses of fear and anger.
- Acknowledge the emotions and understand why you or other person feel this way.
- DO NOT dismiss the other person's emotions as unreasonable.



“People listen better if they feel that you have understood them. They tend to think that those who understand them are intelligent and sympathetic people whose own opinions may be worth listening to. So if you want the other side to appreciate your interests, begin by demonstrating that you appreciate theirs.”

– ROGER FISHER

Communication

- Must listen to the other person.
- Instead of thinking about how you will respond while the person is talking, you should genuinely listen.
- Listen & make sure you understand.
- You do not have to agree with their points, but you must understand them.
- Practice **active listening**: giving the speaker full attention and occasionally summarizing the speaker's points to ensure you fully understand.



Focus on interests

- The best negotiations **focus on the interests of the included parties**, as opposed to their positions.
- If your negotiations are focused on positions, then the conversation is framed around potential winners and losers of the dispute.
- You should ask the other party why they hold their positions.
- Eg. Need for security. (Question about position links to interests)
- If you want the other party to take your interests into account, you must clearly explain your interests.
- Discussions should always be based on identifying the desired solution rather than focusing on past events.

“Your position is something you have decided upon. Your interests are what caused you to so decide.”

– ROGER FISHER AND WILLIAM URY

Generate options

- Do not define problems as win-lose. Blocks openness.
- Separate invention stage from evaluation stage.
- Brainstorm with the other party and create as many possible solutions as possible.
- This type of session will allow you to both be as creative and productive as possible.
- Only after a wide range of ideas is available should both parties start considering which approach is best.
- The best options relate to a common interest for the parties.

Use Objective criteria

- In case of struggling to find common ground: use objective criteria to resolve differences.
- Decisions based on logic will make it much easier for the two parties to agree and preserve a healthy relationship.
- Examples of objective criteria are scientific findings, professional standards, or legal precedent.
- Keep an open mind during the negotiations.
- If the other party is unwilling to be reasonable, you should not just give in.

The SMART Objective Criteria

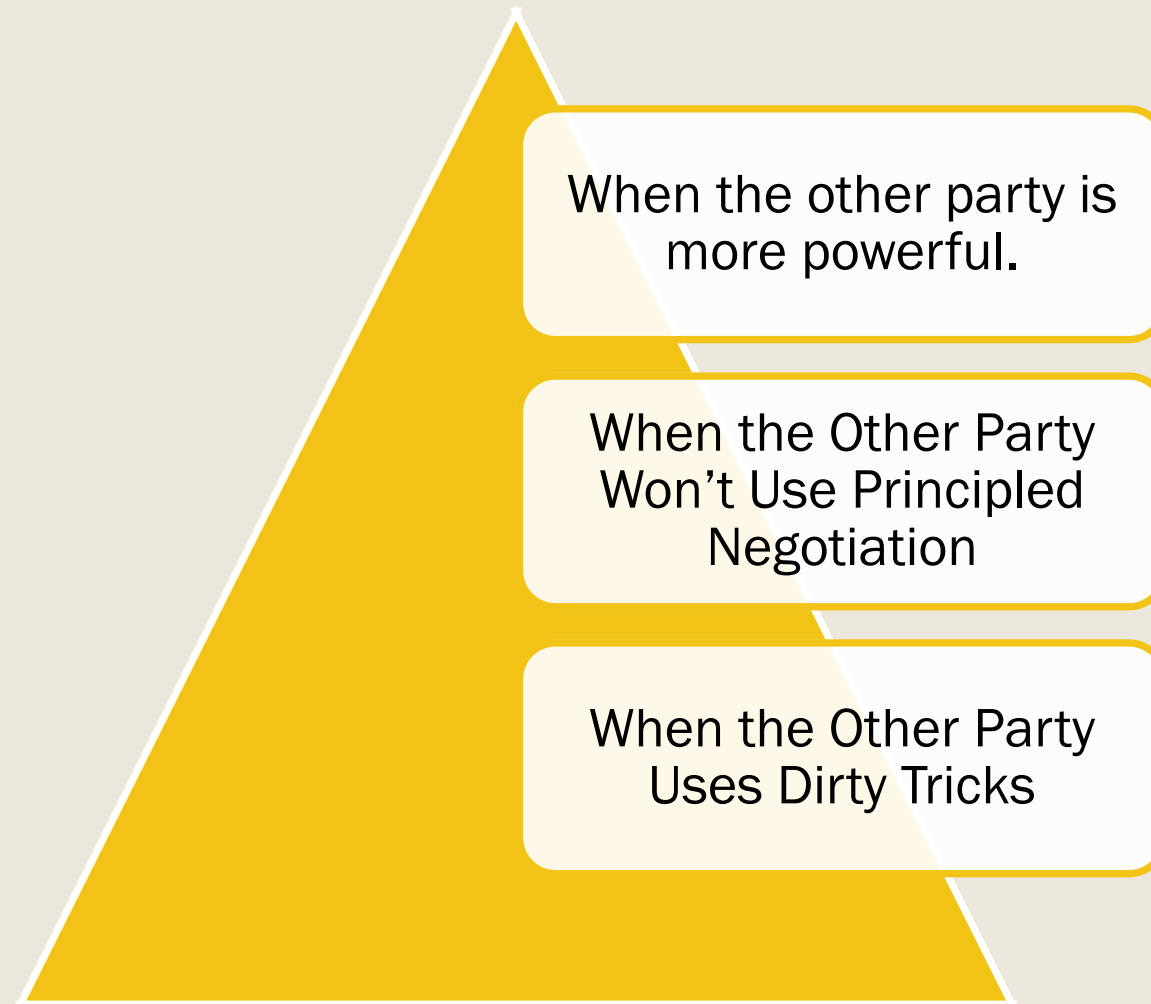
The SMART criteria provides a helpful framework for setting personal or organizational objectives. Whether you're trying to eat healthier or create a more play-friendly early learning setting, this mnemonic acronym can help you create and achieve your objective.

Specific	Measurable	Achievable	Relevant	Time-Bound
S	M	A	R	T
Describe your objective clearly.	Make your objective measurable.	Create a challenging but achievable objective.	Align objective with your philosophy and beliefs.	Set a deadline for achieving your objective.
This creates clarity for all stakeholders.	This helps track progress and success.	This forces a realistic assessment of the objective.	This keeps efforts in line with your overall mission.	This establishes a finish line to work toward.

Important Videos for Illustration

- [Video 1](#)
- [Video 2](#)

Three common obstacles in negotiation



When the Other Party Is More Powerful

- No negotiation method can account for differences in power that often exist between the two parties.
- If you are the weaker party, you do not want to develop bottom lines.
- Negotiators often establish bottom lines at the start of negotiations to protect themselves.
- You are creating this bottom line before discussions have even commenced.
- Alternative to bottom lines for the weaker parties- BATNA. The Best Alternative To a Negotiated Agreement.
- Power in negotiations comes from a party's ability to walk away without a worry.

When the Other Party Won't Use Principled Negotiation

“The reason you negotiate is to produce something better than the results you can obtain without negotiating.”

– ROGER FISHER AND WILLIAM URY

Contd..

- Problems:
 - *Other party closed to ideas.*
 - *Continual personal attacks.*
 - *Seeking to maximize their gains.*
- Your Response?
 - *Negotiation Jujitsu: Bring attention back to the problem, do not counter-attack other party's poor behaviour.*
- Their response could be:
 - *Attacking your idea : Take as constructive criticism.*
 - *Assert their position: seek their reasoning behind their ideas.*
- Refrain responding to childish points.
- Ask questions.
- Other solution: Bring in a third party into the conversation.

When the Other Party Uses Dirty Tricks

- Raise the issue: make them aware that you have noticed.
- Seek Verification
- Positional Pressure Tactics.
 - *the other party may refuse to negotiate or open with very extreme demands.*
 - *consider why they are refusing to negotiate.*
 - *Give the other party a chance to explain why they are adopting this stance.*
 - *Give them the option of being more open.*
 - *If it does not work: “take it or leave” offer.*

“I have come to the conclusion that the greatest obstacle to getting what we really want in life is not the other party, as difficult as he or she can be. The biggest obstacle is actually ourselves.”

– WILLIAM URY

~~Recommended~~ Essential Readings

- Getting to Yes Book Summary
- Women do not ask
- [Link](#) to the readings.

Tasks to do

- Write a 300 words summary of "women do not ask" reflecting on what you feel about the theme of the article. A good write up will contain:
 - *What you learnt.*
 - *What you disagree with.*
 - *What you think about gender equality gap in remuneration.*

Substantiate your summary with relevant evidence, research archives. My evaluation will focus on quality of thought, it should be original, and critical.

Submission Deadline: 22 April 2021.

Submission Link: Classroom.

Submissions exceeding word limit or found to be copied (from internet or elsewhere) will be automatically marked null.

Second task : Real-world negotiations

- Conduct a real life negotiation outside in your locality. Do not tell the person that this is for your class assignment.
- **Hear No** Too often, we aim too low or fail to assert our request at all, simply because we are uncomfortable with the possibility of being turned down. If you never hear No, you aren't asking for enough. This week, go audaciously in pursuit of failure. Seek an opportunity to hear someone tell you NO. The purpose of this exercise is to experience rejection. Follow these guidelines to get the most out of this exercise:
 - Aim so high with your request that you're sure you'll hear NO, but **don't make it facetious** in a way that the other person won't consider you to be serious. For example, asking a clerk for a 50% discount is aiming high; asking him for a helicopter and a 10-minute foot massage is facetious, if not downright creepy.
 - **Don't ask for anything illegal.** The person should say NO because of the audacity of your request, not because he or she is bound by law to deny it.
 - **Persist.** And up the discomfort. Instead of accepting No and walking away, persist in your request until you hear NO!
- Afterward, write briefly about these questions via the web survey (
 - *What did you ask for?*
 - *What was it like for you to hear No?*
 - *Under what circumstances are you most uncomfortable with No? What does that cost you?*
 - *What are two things you can do to increase your tolerance for No*

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for any confusions.