



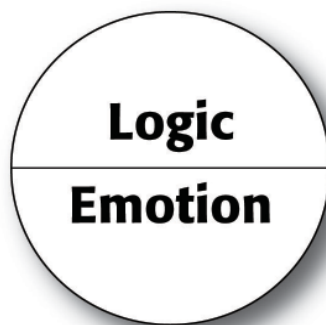
Effective Negotiating

If you can't go around it, over it, or through it, you had better negotiate with it.

—Ashleigh Brilliant

A negotiation is a dialogue intended to resolve disputes, define an alternative course of action, or bargain for individual or collective advantage. Most of us negotiate all of the time, in nearly every aspect of our lives—with peers, bosses, family and friends. Effective negotiation involves many important elements: experience, knowledge, preparation and relationships. When negotiating, each party wants to feel valued, heard and understood.

Tools for Effective Negotiating:



Ten common negotiating mistakes:

1. Lack of preparation
2. Weak grasp of specifics
3. Lack of empathy
4. Failure to connect with the other party
5. Not being assertive
6. Poor listening
7. Playing hardball from the start
8. Letting ego get in the way
9. Inflexibility
10. Not asking the right questions



Five Steps to an Effective Negotiation

1. **Gather information and set goals.** Start by getting all of the substantive information you need for a successful negotiation. Determine long-term vs. short-term goals and decide what information to disclose and not to disclose.
2. **Maximize your leverage.** Try to identify the level of desire for each party as well as the level of need. Know when to walk away and when to double down. Strike while the iron is hot.
3. **Employ fair and objective criteria.** Research and then employ professional or industry standards and precedent in the negotiation to help bolster your position.
4. **Build an offer/concession strategy.** Decide how aggressive you want to be and decide whether or not to make the first offer. Understand what you are willing to give up to get a deal. Also, know your timing pattern and the psychological expectations involved for both parties.
5. **Control the agenda.** Take the time to prepare an agenda and use that agenda to negotiate from, while also staying flexible. Manage time and be aware of all internal or external deadlines that will affect the agenda.

Conflict management during negotiations

If a conflict arises during a negotiation, it is important for both parties to be able to work through the tension and keep the communication productive and forward-moving.

Researchers have identified five different ways that individuals manage conflict:

1. _____
2. _____
3. _____
4. _____
5. _____



Four Styles of Influence

The Four Styles of Influence is a communication model that allows you to modify your delivery and behaviour to increase personal effectiveness.

The Four Styles of Influence use both push and pull behaviours. Successful influencing requires a balance of all four styles. The key to being effective in any influencing scenario is how you utilise each approach within the content and context of the situation. First, analyse your audience and understand the objective of the communication, then identify the influential style required and modify your delivery. When modifying the delivery, explore all three elements of communication to ensure your delivery is congruent.

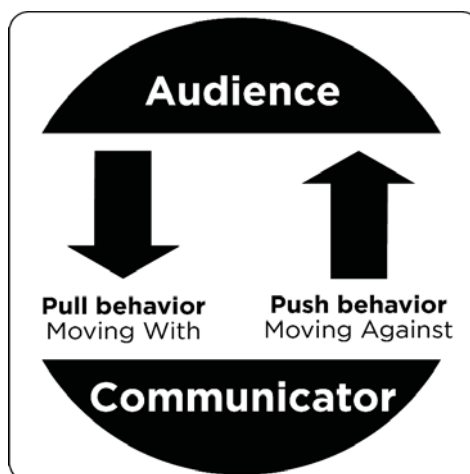
Verbal (what we say)
Vocal (how we sound)
Visual (how we appear)

Asserting & Persuading

This style requires change from your audience; in action, behaviour or thought process. A push behaviour should not be confused with being 'pushy'. Push behaviours allow you to achieve your objective through an influential style that has positive reactions.

Attracting & Bridging

This style is not a passive or weak form of influence. This influential style, used in the right context, allows a sense of ownership and power to the audience, as you move towards your objective.





ASSERTING

Descriptor: States expectations, evaluates, and uses incentives and pressures.

Outlooks: Confronting, personal, tough, direct, intense, energetic and evaluative.

Verbal: 'I need to get this done', 'I need to talk to you now', 'Please send me these details immediately', 'When we agree on this project deadline'.

Vocal: Short direct sentences. Limited pauses. Strong articulation. Can interrupt others.

Visual: Uses hands to emphasise key words. Strong direct gestures. Lots of eye contact. Grounded home-base.

Context: Promotes business/personal exchange and negotiates an agreement.

PERSUADING

Descriptor: Reasons, recommends, suggests and proposes.

Outlooks: Logical, factual, sensible, articulate, structured, confident and precise.

Verbal: 'We've done some research', 'Here's the data supporting this', 'The logical conclusion is', 'The analysis shows'.

Vocal: Calm, even and consistent. Nothing dramatic or exaggerated. Sign posts each next action/statement. Measured and considered.

Visual: Hands are used only to support key words and statements; act as signposts. Consistent eye contact and strong home base. Effective use of smile.

Context: Actively involved in discussion/ arguments focused on ideas, plans and proposals.

ATTRACTING

Descriptor: Shares vision and interests, finds common ground and works together.

Outlooks: Emotional, cohesive, colourful, optimistic, idealistic, energetic, enthusiastic and positive.

Verbal: 'Imagine how this could be', 'Paint me a picture of how you see this working', 'With your experience we can', 'I know from working with you', 'If we join forces we can'.

Vocal: Flexible use of pause and pace to create engagement. Strong use of pitch flexibility.

Visual: Doesn't look down. Great use of smile. Open body language. Gestures are emphatic and descriptive.

Context: Inspires/motivates others to see their side, to follow, or work together towards objective.

BRIDGING

Descriptor: Involves, listens and discloses.

Outlooks: Understanding, flexible, warm, open, exploring, empathising, guiding and trusting.

Verbal: 'How should we proceed?' 'I certainly see your point of view', 'What other solutions would be acceptable to you', 'Help me understand your analysis'.

Vocal: Great use of pause. No interruptions. Slower delivery than either asserting or attracting styles. Effective tone and energy to the voice.

Visual: Open body language to demonstrate active listening. Head tilted to one side demonstrating listening mode.

Context: Understands the situation from both sides, providing opportunity for others to influence you, in order to meet your own objective.



“BATNA” - Best Alternative to a Negotiated Agreement

BATNA is a concept developed by Roger Fisher and William Ury. It is one's preferred course of action if a deal cannot be reached. Knowing your BATNA means knowing what you will do or what will happen if you fail to reach an agreement. You should never enter into a negotiation without knowing your BATNA. You should also identify the other side's BATNA.

“ZOPA” - Zone of Possible Agreement

ZOPA is the area in which a deal will satisfy all parties. (An example would be a home buyer who is willing to pay up to \$300,000 for a house and a seller who is willing to consider an offer that is at least \$275,000.)

Ten ways to turn an adversary into a colleague:

1. Establish emotional connections
2. Listen actively; don't interrupt
3. Utilize storytelling or appropriate anecdotes
4. Remain flexible and open
5. Find merit in the other party's thoughts and feelings
6. Reduce personal distance
7. Seek common ground
8. Don't focus exclusively on win/lose
9. Use direct eye contact
10. Brainstorm creative questions



According to researchers, who is four times more likely to initiate a negotiation, men or women?



Mastering the actual negotiation

1. **Prepare thoroughly.** With any negotiation, proper research is a must. Try to learn as much as you can about the person, company and marketplace involved in the negotiation. Make sure you are organized with your facts, figures and data and remember to bring all needed documents on the day.
2. **Be well adjusted and alert.** Make sure you get plenty of sleep the night before your negotiation and try to eat a light breakfast. This will help you stay alert and focused. Try to avoid excessive amounts of caffeine and dairy the day of a negotiation.
3. **Create a strong first impression.** The minute you walk through the door, lots of judgments are being made about you. Smile, shake hands and use the other party's name during your greeting. Also, dress for success.
4. **Stay flexible and anticipate compromise.** You should assume that you will have to offer some concessions and map out what those might be ahead of time. Be open to various creative solutions that may arise.
5. **Understand your BATNA (Best Alternative to a Negotiated Agreement).** Clearly anticipate and weigh the choices available to all involved if the parties cannot come to an agreement.
6. **Choose your words carefully.** Words have power so be aware of how the other party may react to what you say. Avoid loaded words and phrases that could be negatively perceived by the other party. Ask questions that are open-ended to help gather facts and information.
7. **Listen actively.** Try to listen carefully to everything the other party is saying (or not saying). Try to interpret the "words beneath the words" being spoken. Avoid interrupting or hogging the spotlight.
8. **Monitor body language.** Remember, everything you do with your body communicates something. Therefore every headshake, eye roll and sigh is being seen and interpreted by the other party. Stay attuned to all nonverbal communication from the other party as well. In general, keep hands away from your face, neck and hair.
9. **Summarize.** Take time to summarize all that has been accomplished or agreed upon so far in the negotiation process. Even during an impasse or conflict, this will remind both parties that some progress has been made up to now.



EXERCISE: Simulated Negotiations