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# Negotiation Skills

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# Conflict

CONFLICT is the result of unresolved differences.

CONFLICT is based on fact – exacerbated by emotions.

CONFLICT escalates!

# Negotiation

The interaction between people who are interdependent but whose needs are different.

Each side determines what it wants from the other. (This is the party's **POSITION**) but...

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# Essentials to Being Effective

Style/Emotions

Power Dynamics

Negotiation Process

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# Style

The way we naturally relate to others when we are under stress.

When under stress, our feelings can cause behaviors that inhibit successful negotiations.

# Style

We behave in accordance with:

- our perceptions, interpretations and values (the meaning we give to the facts).
- our assumptions about the intentions of the other (usually negative).
- what the conversation will mean to our identity –our worth and value.

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# Power

The perception that we have few choices because we are less powerful or because we are so powerful that the other party will *have to* agree with our position.

# Sources of Power in Negotiation

- Position
- Relationship
- Rewards/ Sanctions
- Force
- Expertise/ knowledge
- Commitment
- Strong Conviction
- Moral Authority
- Information
- Money, funding
- Age
- Education
- Gender
- Bullying
- Connections
- BATNA



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# Sources of Power

Think about your own sources of power.

List them:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Managing Risk

How you use your power and your BATNA will vary by the opportunities available to you, your interest in them, and the needs generated by your life style and stage of life.

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# Negotiation Process

It Is Not  
Brain Surgery.

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**But...**

It is complicated. It requires:

– thoughtful planning.

– the necessity to be flexible.

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# Intractable disputes

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# Negotiation Process

All communication is a form of negotiation.

For more formal “negotiations” there is a process:

**Preparing.**

**Communicating.**

**Learning from experience.**

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## Preparing - What You Need to Know

How you behave, verbally and physically, when you communicate under stress.

What may be to your advantage in some instances may not be in others.

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## Preparing – What You Need to Do

Know the difference between your interests and your position.

Understand the “Big Picture”.

Then, see how your own interests will, or can, fit into the “Big Picture”.

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# Then...

Learn as much as possible  
about the other party.

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## Putting Your Plan Together in 6 Steps

1. Anticipate what will come up.
2. Get objective measures of the issues that you expect to discuss.
3. Create value (enlarging the pie).

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## Putting It All Together - 6 Steps

4. Consider possible trade-offs.
5. Consider when to use your power and how to reframe your position to influence the other's interests.
6. Have a BATNA and decide when you will use it.

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# Communicating

Be ready to deal seamlessly when unexpected information, or events, may alter your strategy on the spot.

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# Learning From Experience

Take the time to analyze what you did or did not do that helped or harmed your negotiation.

Resolve how to do it differently the next time – each time.

# Finally, keep in mind:

- The process is continuous.
- All parties need to “save face.”
- Acknowledge feelings, people can't move to the next stage in a negotiation if they feel their point of view has not been heard.
- Be open to new information.
- Identify areas of agreement.

# Summary

- Identify your feelings.
- Prepare.
- Develop a strategy.
- Be flexible.
- Learn from your mistakes.