

Negotiating Skills for Life and Thereafter

Nick Brieger, York Associates

York Associates

Communicate professionally anywhere.

Intro

Rudolf Brown, (or Rude, as he was known to his friends), had had a successful, if somewhat controversial, career as an entrepreneur. In fact, he'd had it all: the fast cars, the superyacht, and the beautiful women. Now, as he stood before the Pearly Gates, he felt confident that his many charitable gestures would easily outweigh the recently-surfaced scandals about his private life and his harsh treatment of staff. So, he was very disappointed when the Pearly Gates refused to open. Then he heard a heavenly voice calling out 'Rudolf, we have reviewed your past deeds and are not convinced that you qualify'. Now, negotiating had never been Rudolf's strong point, preferring a more competitive and adversarial manner. 'What do you mean? Don't qualify', he shouted out. 'There you go, arguing again. What you need is an induction into the golden triangle'. 'What golden triangle?' came Rudolf's response. 'The golden triangle of negotiating skills'. So, better late than never, here began Rudolf's initiation into the world the negotiating skills.

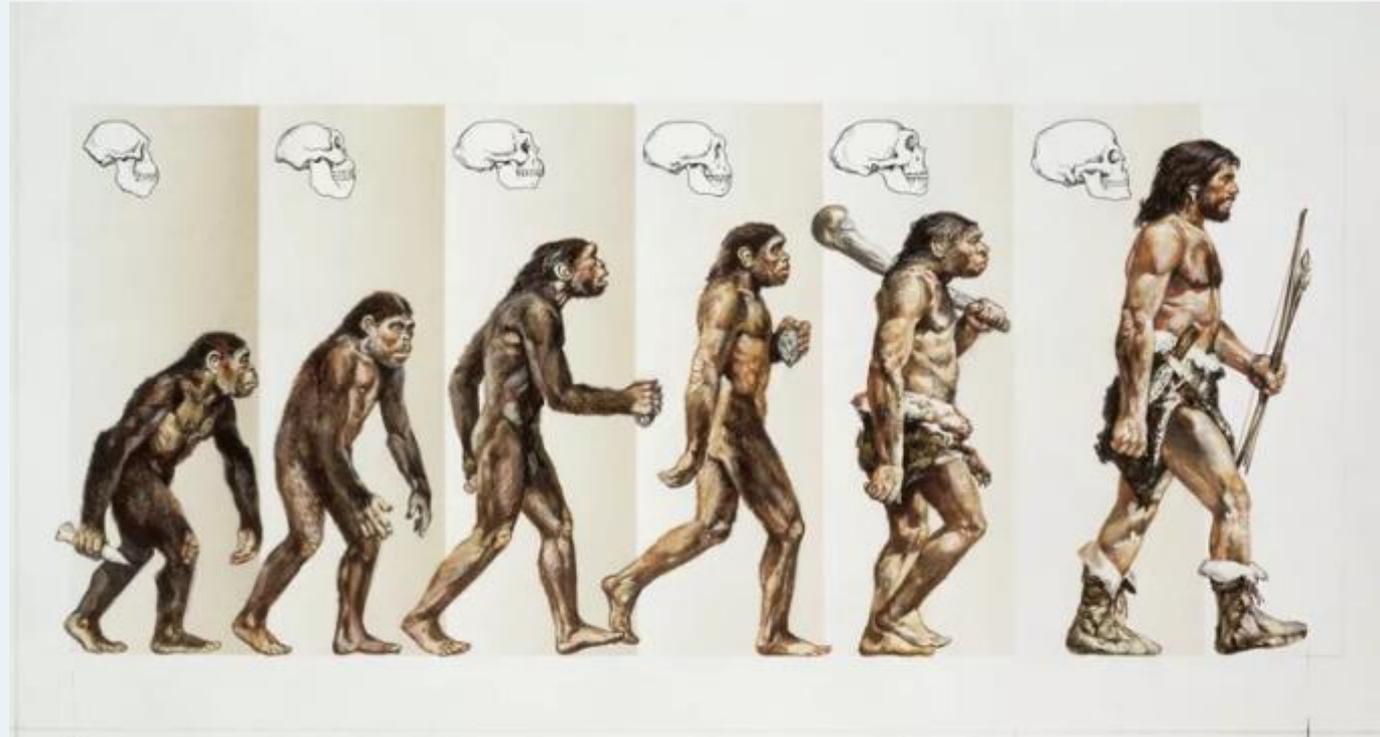


York Associates

Communicate professionally anywhere.

What makes us human?

Our Mind:
Imagination,
Creativity, and
Forethought, incl.
Negotiating Skills



Rude at the Pearly Gates



York Associates

Communicate professionally anywhere.

What Negotiating Skills does Rude Need?

Look at the features of an 'effective negotiator'. Choose the 6 that you think are most important for Rude as he stands before the Pearly Gates. Then discuss your choices with your partner / group in order to reach agreement on the top 6.

calm
clear communicator
collaborative
compromising
conflict avoider
confrontational

creative
culturally aware
direct communicator
eager to win
emotionally detached
flexible

honest
persuasive
prepared
relationship-oriented
result focused
sensitive

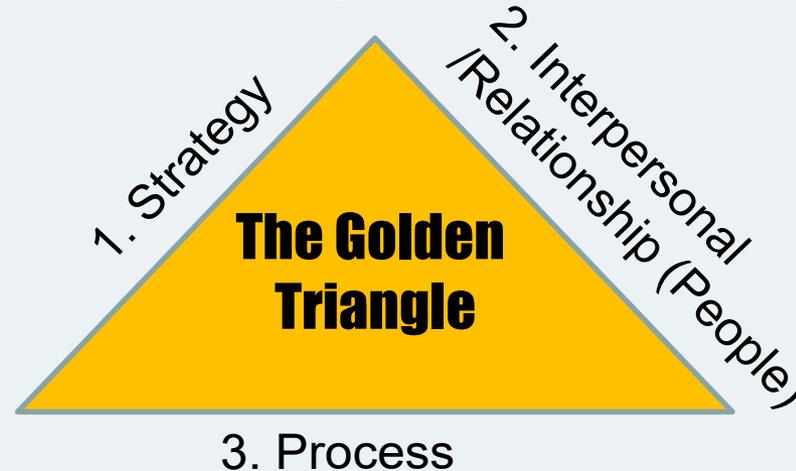


York Associates

Communicate professionally anywhere.

A Framework for Negotiating: The Golden Triangle

To be **successful** and result in **agreements** to which people feel **committed**, negotiators must satisfy people's **needs** - both tangible and intangible. So Rude needs to develop the following 3 **skills**:



1. Strategy refers to the choice of an appropriate plan of action.

2. Interpersonal/Relationship refers to how people feel, how they want to be treated, and the conditions for the on-going relationship.

3. Process relates to specific procedures (and behaviours).

Competence in all these areas can help Rude achieve a **WIN/WIN** result and get through the Pearly Gates.

York Associates

Communicate professionally anywhere.

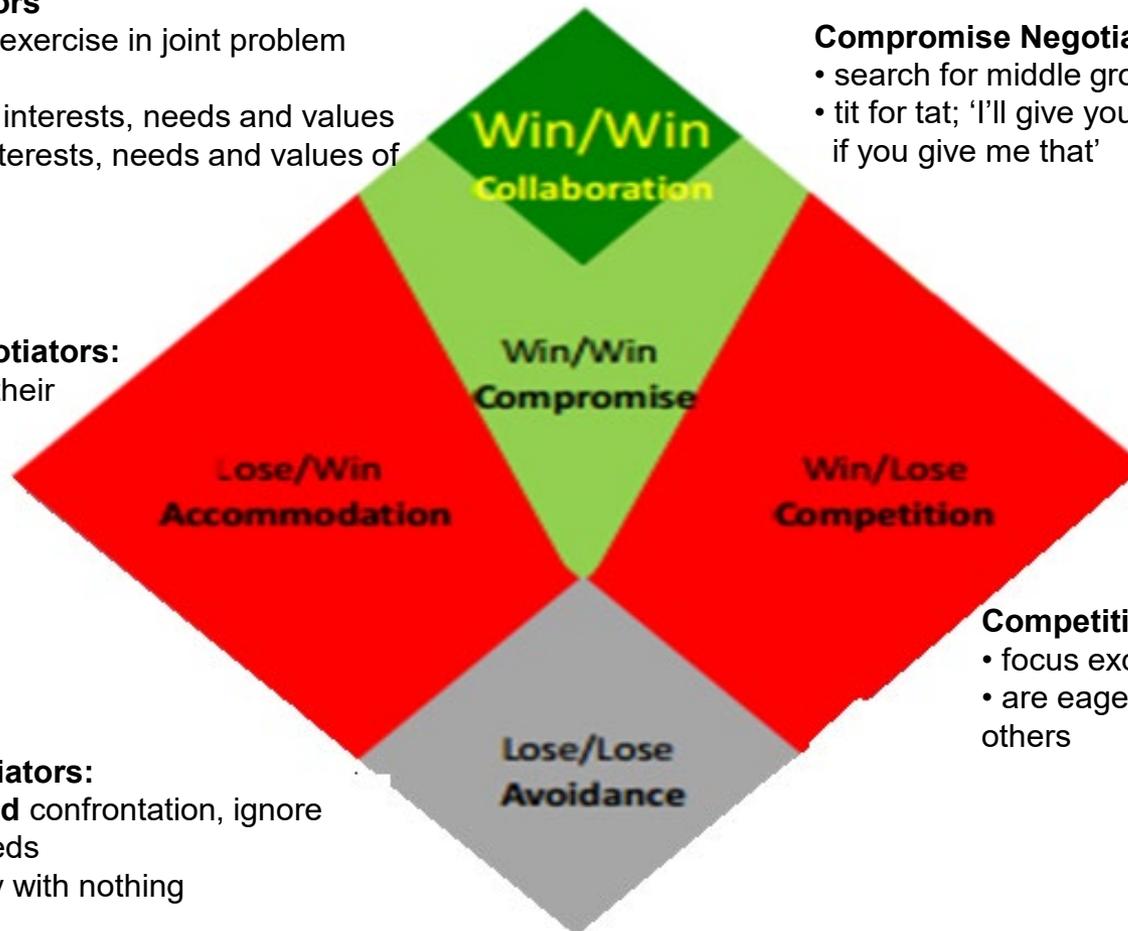
1. A Summary of Strategies

Collaborative Negotiators

- see negotiating as an exercise in joint problem solving
- stand up for their own interests, needs and values while honouring the interests, needs and values of others

Compromise Negotiators:

- search for middle ground
- tit for tat; 'I'll give you this, if you give me that'



Accommodating negotiators:

- let other party win at their expense

Competitive Negotiators:

- focus exclusively on own objectives
- are eager to win at the expense of others

Avoidance Negotiators:

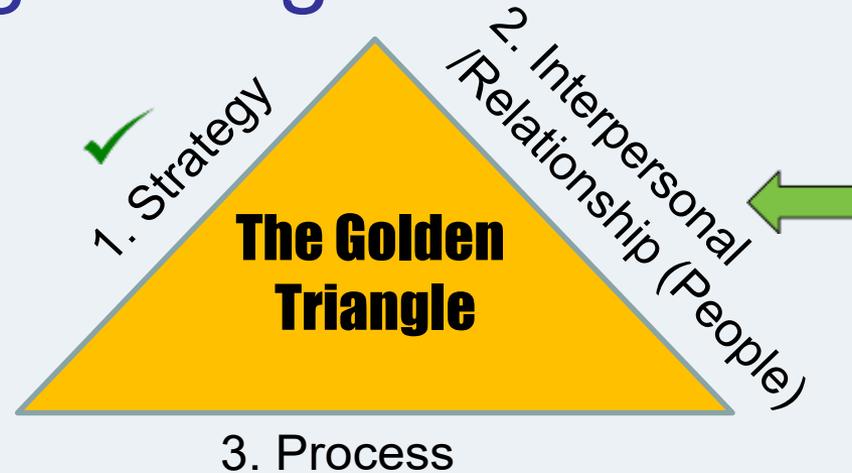
- are eager to **avoid** confrontation, ignore problems, own needs
- risk walking away with nothing

So which strategy should Rude adopt??

York Associates

Communicate professionally anywhere.

Negotiating Dimensions



Interpersonal/Relationship refers to how people feel, how they want to be treated and the conditions for the on-going relationship. The following techniques are important for satisfying these needs:

- Relationship Building
- Developing Trust
- Influencing
- Dealing with Difficult Behaviours

York Associates

Communicate professionally anywhere.

2.1 Relationship Building



What is 'relationship' for you?

York Associates

Communicate professionally anywhere.

2.2 Trust

- What is trust?
- What makes people trust each other?
- Which communication strategies can help Rude develop trust?



Choose your 5 most important trust features

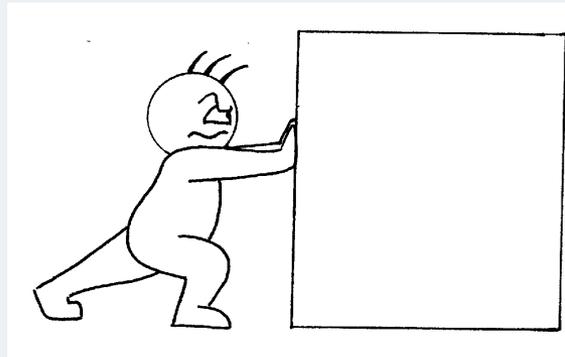
York Associates

Communicate professionally anywhere.

2.3 Influencing: Push and Pull

- What is influencing?
- When does Rude need to do to influence the guardians of the Pearly Gates?

There are two broad influencing styles:

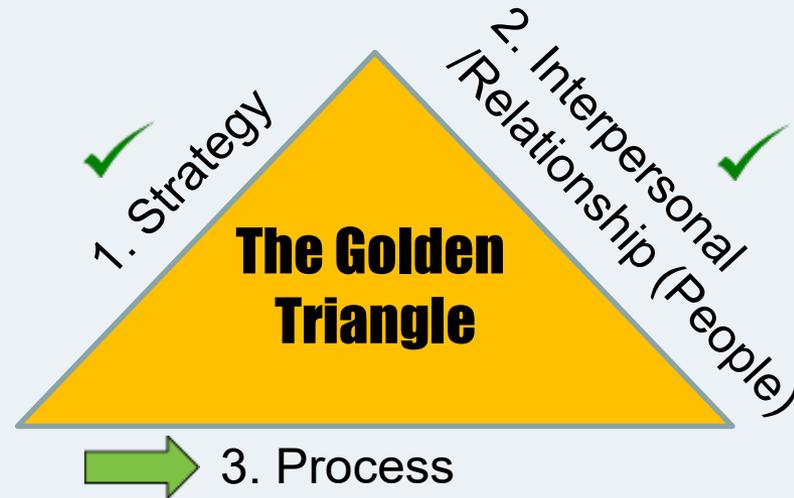


Push



Pull

Negotiating Dimensions



Process relates to specific types of procedures and behaviours.

Process includes:

- **preparation before** the negotiation
- agreed **steps during** the negotiation itself
- a way of handling the **implementation** of the agreement **after** the negotiation

York Associates

Communicate professionally anywhere.

3. What Process Steps?

EIGHT-PHASE PROCESS

Phase 1: Preparing and Opening

Phase 2: Agenda setting

Phase 3: Establishing positions

Phase 4: Clarifying positions

Phase 5: **Managing conflict / Getting past No**

Phase 6: Making and responding to proposals

Phase 7: Bargaining

Phase 8: Conclusion and agreement



3.1 Getting past No – the 5-step technique



STEP 1 – GO TO THE BALCONY: don't react; regain control of your emotions

STEP 2 – STEP TO THEIR SIDE: disarm them, the magic 'YES'

STEP 3 – DON'T REJECT REFRAME: change their game; refocus on legitimate objective

STEP 4 – BUILD THEM A GOLDEN BRIDGE: make it easy for them to say YES

STEP 5 – BRING THEM TO THEIR SENSES, NOT THEIR KNEES: make it hard for them to say NO

York Associates

Communicate professionally anywhere.

Gurus and Experts



PROGRAM ON NEGOTIATION

H A R V A R D L A W S C H O O L

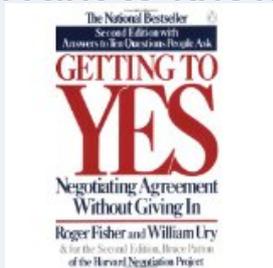
Background to Negotiating and Foundation of the Presentation

The Program on Negotiation (PON) is a consortium program of Harvard University, Massachusetts Institute of Technology, and Tufts University.

It serves as an interdisciplinary research center dedicated to developing the theory and practice of negotiation and dispute resolution in a range of public and private settings.

PON's mission includes nurturing the next generation of negotiation teachers and scholars, helping students (including Rude) become more effective negotiators, and providing a forum for the discussion of ideas.

Want to know more after the presentation?



York Associates

Communicate professionally anywhere.

Negotiating Skills for Life and Thereafter

Nick Brieger, York Associates

nickbrieger@hotmail.com

York Associates

Communicate professionally anywhere.