

RESOLVE CONFLICT:

EVERYONE CAN WIN

Skill 10: Negotiation

Extra study materials



Overview: Negotiation

A negotiation may call on any of the skills of conflict resolution at any moment. Review all the skills, and especially Empathy, Assertiveness, Managing Emotions and Designing Options.

When you are negotiating with a win/win approach:

- **Be hard on the problem, but soft on the person**
- **Focus on needs, not positions**
- **Emphasise common ground**
- **Be inventive about options**
- **Make clear agreements**

Steps in the negotiation process

Preparation

Do your research. Collect any facts that would help.

Become clear on the broad outcome you want.

Prepare the environment if possible.

Consider how best to start the negotiation.

Interaction

Maintain rapport.

Educate others on your needs & perspectives. Listen to theirs.

Generate options together.

Select options.

Close

Form an agreement.

Is it balanced and fair to all parties?

Is everything covered to fix or manage the problem?

Can both parties fulfil their promises?

Develop an action plan that is adequately specific.

Set the timeframe for completing tasks.

Plan and schedule a review or follow-up.



Negotiation: Preparation

Needs and Concerns

What are my needs and concerns?

Commit myself to using a win/win approach. How will that affect my aims and actions?

What behavioural style (DISC) do I and the other parties involved usually adopt? *(See Empathy Part II and the 'DISC Negotiation styles worksheets' here)*

What are the needs and concerns of the other parties involved?

Can I address one or more of their core needs? For example, their need to feel appreciated, connected, their autonomy and status is respected for and that their contributions are significant. *(See Skill 6: Managing emotions)*

What information do I and others need for considered decision-making?

Options

What agenda items do I wish to raise, and what are my preferred outcomes?

What are my preferred options for meeting that outcome?

What other options could be considered?

What is my best alternative to a negotiated agreement? (BATNA)

What is my worst alternative to a negotiated agreement? Can I reduce its negative effect?

What is my range of acceptable outcomes?

In what currencies can I trade? What can be easy for me to give and valuable for the other parties to receive? What can I ask for that is helpful for me and low cost for them?

Anticipating the Actual Meeting

What are the physical conditions in which I want the negotiations to occur?

What emotions of my own may I have to manage?

What emotions in others might I encounter? What would be my best response?

Are there cultural differences that should be considered and accommodated?

Should I prepare a clear and concise opening statement in advance?



Negotiation: Preparation

DISC Negotiation styles

Exercise instructions

page 1

1. Who am I negotiating with?

Do I need to adapt my approach to better fit their style?

A thumbnail sketch of their operating style might help you in this.

Are they more **D**irect, **I**nfluencing, **S**tabilising or **C**onscientious?

Of course each person is unique, so don't use the DISC model to define them, use it to help your general understanding of how to approach them. Turning to page 2 of this exercise, ask yourself:

- Firstly, in this situation, are they likely to be more **task focused** or **more people focused**?
- Then, is their usual style with me **more reserved** and introverted (left column) or **more outgoing** and extroverted (right column)?

Decide which of the red, green and blue check boxes fit them best to help you get a sense of their overall style. Tick the appropriate style: **D**irect, **I**nfluencing, **S**tabilising or **C**onscientious.

Then check those boxes in their quadrant (or quadrants if they often adopt more than one style) that best describes their likely strengths and pitfalls. To do so, ask yourself: 'What am I likely to notice in them as I negotiate this issue?'

2. What is my own natural style?

Once you have completed these sheets for the other person, go through the lists again, considering which style best describes your own natural negotiation style.

What areas will need your special attention, so that your natural style does not limit your effectiveness in the negotiation?

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Negotiation: Preparation

DISC Negotiation styles Exercise

page 2

☐ MORE TASK FOCUSED?

<input type="checkbox"/> MORE RESERVED?	<input type="checkbox"/> MORE OUTGOING
<input type="checkbox"/> CONSCIENTIOUS	<input type="checkbox"/> DIRECT
<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Task-focused <input type="checkbox"/> Attentive to detail <input type="checkbox"/> Concerned that the solution is comprehensive <input type="checkbox"/> Reserved. Thinks things through before speaking <p>Pitfalls</p> <ul style="list-style-type: none"> <input type="checkbox"/> May overlook variety of options and people's needs and concerns <input type="checkbox"/> May be so concerned with details that miss the bigger picture <input type="checkbox"/> May appear unwilling to be flexible <p>Areas needing special attention</p> <ul style="list-style-type: none"> <input type="checkbox"/> think laterally <input type="checkbox"/> be flexible <input type="checkbox"/> listen sensitively <input type="checkbox"/> allow time to explore relevant feelings and concerns 	<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Task-focused <input type="checkbox"/> Big picture focus <input type="checkbox"/> Concerned with ensuring a result occurs <input type="checkbox"/> Straight to the point <p>Pitfalls</p> <ul style="list-style-type: none"> <input type="checkbox"/> May overlook some people's discomforts and concerns <input type="checkbox"/> May be so focused on their preferred outcome, that may not hear others' suggestions <input type="checkbox"/> Others may hear their suggestions as demands <p>Areas needing special attention</p> <ul style="list-style-type: none"> <input type="checkbox"/> listen attentively <input type="checkbox"/> show empathy <input type="checkbox"/> give constructive feedback <input type="checkbox"/> include others in decision-making

☐ MORE PEOPLE FOCUSED?

<input type="checkbox"/> MORE RESERVED?	<input type="checkbox"/> MORE OUTGOING
<input type="checkbox"/> STABILISING	<input type="checkbox"/> INFLUENCING
<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Supportive <input type="checkbox"/> Concerned that everyone is satisfied <p>Pitfalls</p> <ul style="list-style-type: none"> <input type="checkbox"/> May overlook the requirements of the task <input type="checkbox"/> May not participate fully in the process <input type="checkbox"/> May be too ready to surrender their own needs to make others happy <p>Areas needing special attention</p> <ul style="list-style-type: none"> <input type="checkbox"/> make "I" Statements <input type="checkbox"/> set limits on others talking <input type="checkbox"/> ensure that adequate attention is given to the task <input type="checkbox"/> encourage notetaking and precision 	<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Persuasive <input type="checkbox"/> Concerned that agreement is reached <p>Pitfalls</p> <ul style="list-style-type: none"> <input type="checkbox"/> May overlook necessary details and procedures <input type="checkbox"/> May be slow to attack the problem <input type="checkbox"/> May falsely believe that others have been persuaded to own point of view <p>Areas needing special attention</p> <ul style="list-style-type: none"> <input type="checkbox"/> prepare thoroughly <input type="checkbox"/> focus on the task <input type="checkbox"/> put sufficient emphasis on others' concerns. <input type="checkbox"/> listen carefully to others' comments



Negotiation: Preparation

Thirty second negotiation opener

Always consider how you will open a negotiation. Sometimes, there will be no opportunity to prepare beforehand. But often you will be able to work up your opening statement in advance. Your opener should take only 30 seconds or less to deliver. So:

- Be clear and concise.
- Address the other person's needs.
- Put your objective in a way that should appeal to them too.

You want a 'yes' rather than a 'no' response. It should be a request to negotiate with you on this issue. It's an invitation!

For this exercise, use either a negotiation that you are about to head into, or imagine one you could conceivably do, or have recently done. Practise creating a suitable opening statement here.

1. Engage their interest

What would make this person interested? How might they benefit?

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2. State the objective

What do I want to achieve? (broad perspective, not a specific outcome)

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3. Invite their response

Where do we go from here? How will I invite the next step?

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Negotiation: Interaction

Conflict resolving moves

Reframe

Ask a question to positively reframe a negative comment or generalisation.
Check for misinterpretations. ("Please tell me what you heard me/them say.")
Request something she/he said to be restated more positively or as an "I" Statement.
Re-interpret an attack on the person as an attack on the issue.
Focus on being partners solving the problem together, not opponents.

Respond not React

Let some accusations, attacks, threats or ultimatums pass without defending. Don't retaliate.
Listen until they have calmed down. Show you support their needs and priorities.
Make it possible for the other party to back down without feeling humiliated e.g. identify changed circumstances. Help them save face in agreements made.
Centre. Manage your own emotions. Disengage from power struggles.

Re-focus on the Issue

Use 'AND' not 'BUT' to reframe their opposition into a contribution. Don't reject their concerns, include them.
It's a bargaining process, so listen for signals that the other person has some flexibility.
Invite trading currencies ("If you will..., then I will..." or "In the right circumstances, I would...")
Know your bottom line and your best and worst alternative. Be flexible within your range.
Perhaps, divide the issue into parts. (Chunking). Address a less difficult aspect when stuck.
Emphasise common ground and summarise progress towards agreement.
Maintain the relationship and build in wins for everyone.

Identify Unfair Tactics

Perhaps, name the tactic. "We seem to have taken a bit of a diversion. Can we get back to..."
Perhaps, expose the feelings that the tactics have produced.
Use "I" Statements to reframe as individual perspectives: "How you see it is...How I see it is..."
Ask for an explanation of why a certain proposal seems fair to them.
Discuss shared principles and agreed upon commitments.
Open up underlying motives by discussing their needs and your own.

Change the Physical Circumstances

Call a break, perhaps "to give opportunity for reflection". Change locations, seating, meet privately, etc. Perhaps, pursue a long-term approach rather than a speedy resolution.
Maintain your goal, not necessarily your route.



Negotiation: Interaction

Conflict resolving countertactics: exercise

Think of four unfair negotiation tactics – possibly some of them have been used on you! Rather than putting the other person down or allowing yourself to be intimidated, how might you redirect the negotiation towards a win-win approach?

Consider suggestions on the previous page, *“Negotiation: Interaction: Conflict resolving moves”*.

Remember, your aim in using a conflict-resolving countertactic is to:

- re-direct attention back to the issue
- maintain the relationship while resolving the issue collaboratively.

Unfair negotiation tactics	Strategies for responding win-win style
1.
2.
3.
4.



Negotiation

Recommended

Books –

Beyond Neutrality: *Confronting the Crisis in Conflict Resolution* by Bernard S. Mayer

Conflict Management: *A Practical Guide* by Peter Condliffe

Everyone Can Win: *Responding to conflict constructively* by Helena Cornelius and Shoshana Faire

Getting Past No: *Negotiating in Difficult Situations* by William Ury

Getting Ready to Negotiate: *The Getting to Yes Workbook* by Roger Fisher, Danny Ertal

Getting to Yes: *Negotiating Agreement Without Giving In* by Roger Fisher, William Ury, Bruce Patton

Staying With Conflict: *A Strategic Approach to Ongoing Disputes* by Bernard S. Mayer

Winning from Within by Erica Ariel Fox

