Negotiating for Success
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Agenda

- What is Negotiation?
- Negotiation Types
- Sources of Power
- Developing Negotiating Power
- Managing Power Abuse
- Live Application Planning

Negotiating is …

- "Bargaining (give and take) process between two or more parties (each with its own aims, needs, and viewpoints) seeking to discover a common ground and reach an agreement to settle a matter of mutual concern or resolve a conflict"

www.BusinessDictionary.com

Negotiating is …

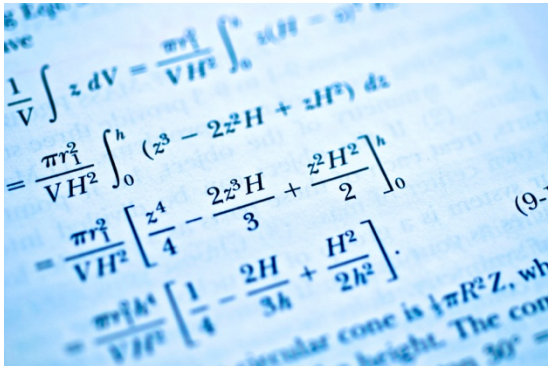
- "To confer with another so as to arrive at the settlement of some matter"

Merriam-Webster

Negotiating is …

- Easy (when it doesn't matter)

- Difficult when it matters most



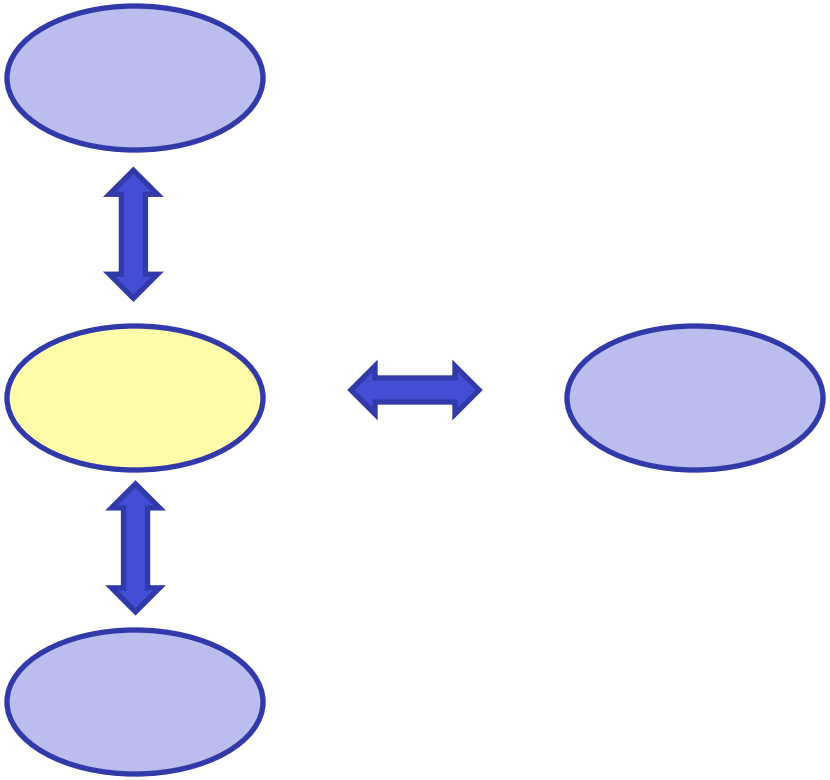
Negotiating vs. Selling / Persuading

"Selling" = If?	Negotiating = How?
Extrinsic Need	When?
Compelled to Act	Who / whom?
$$$ / emotion	What?
	Exactly how?

Fundamental Negotiating Types

- Hierarchy
- Intent

Negotiating Hierarchy



	Common	Differences
Superior		
Peer		
Subordinate		

Negotiating Intent

Type	"Application"
Combative	• Transactional • No future relationship
Collaborative	• Moderately difficult Need/Solution • Future Relationship
Synergistic	• Cost of Failed Agreement = High • "Partnership"

Negotiation Intent - Combative

- Win / lose
  - I win / you …???
- Power – use and abuse
- Focus is on the Immediate Outcome
- Poor/No Relationship Protection

Negotiation Intent - Collaborative

- Balanced / equity of Return
- High levels of Trust
- Protected Relationship
- Medium- to long-term focus
- Controlled use of Power

Negotiation Intent - Synergistic

- Maximize the “Pie”
- Innovative “solutions”
- Long term “Partnering” relationship
- Mutual Power Development

Negotiation Practice #1

Sources of Negotiating Power

- Knowledge
- Attitude
- Authority
- Objectivity
- Skills

Knowledge

- Data / Information
- Insight
- Known / unknown

Attitude

- Strength of the Need
- “Value” of the Solution
  - Accepting
  - Resisting
  - Indifferent

Authority

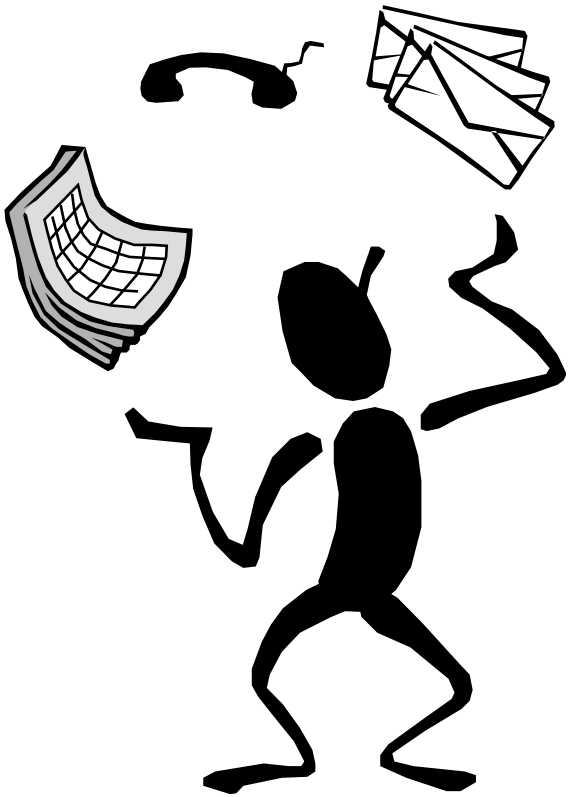
- Real
- Perceived

Objectivity

- Planned Interaction
- Considered Alternatives
- “Measured” Compelling Event
- Clinical
- P -> F -> B

Skills

- Preparedness
- Practice



Developing/Retaining Power

- Knowledge
- Attitude
- Authority
- Objectivity
- Skills

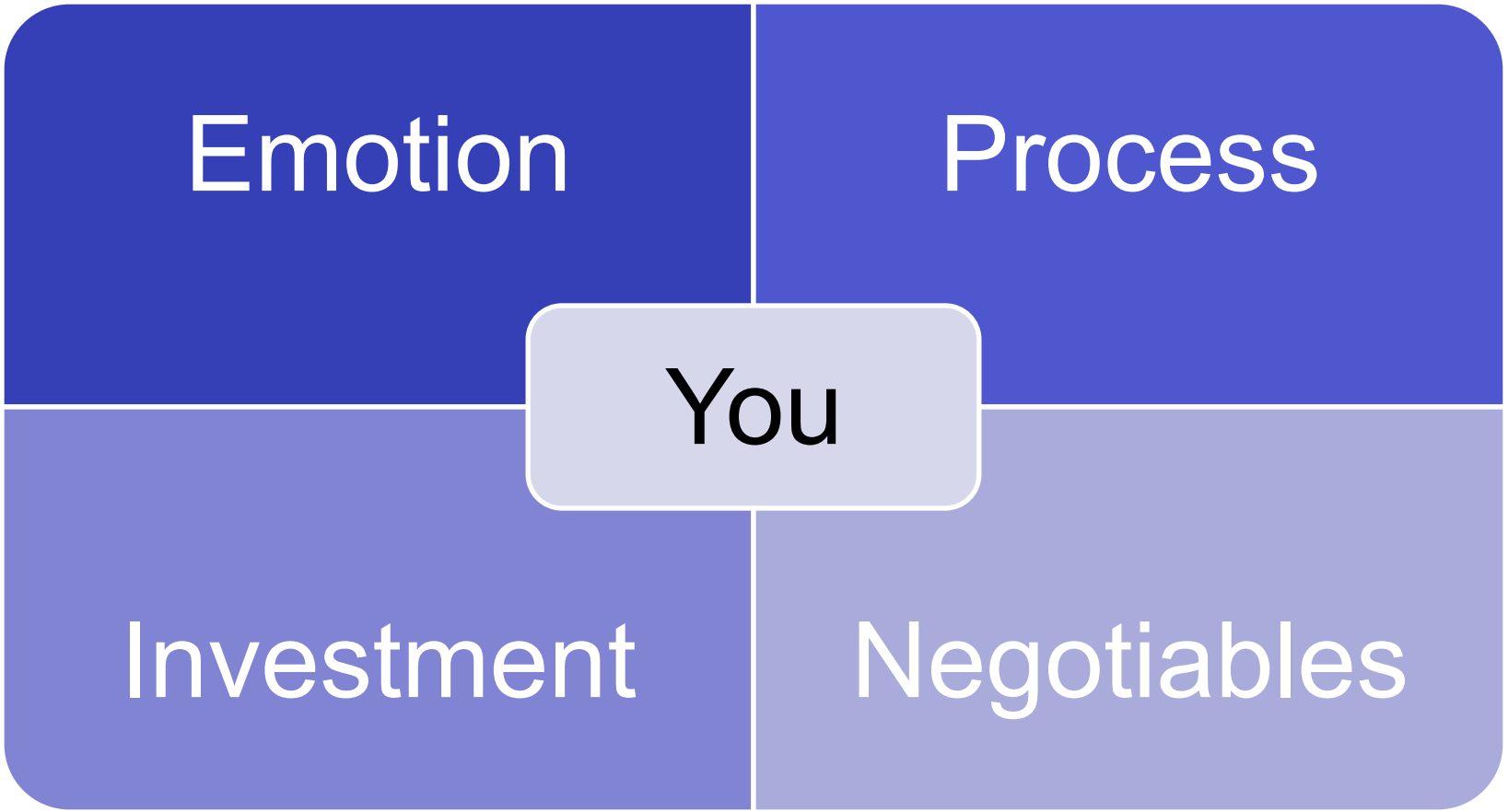
Increasing Knowledge

- Research
- Assumptions (“Think like the other person”)
- Questions
  - Open / Closed
  - High Impact
  - Situation; Problem; Implication; Need-Payoff
- Needs/Wants

Increasing Objectivity

- Plan
- Consider and Provide Alternatives
  - Elegant Negotiables
- Expect ploys and tactics

Power Abuses = Ploys and Tactics



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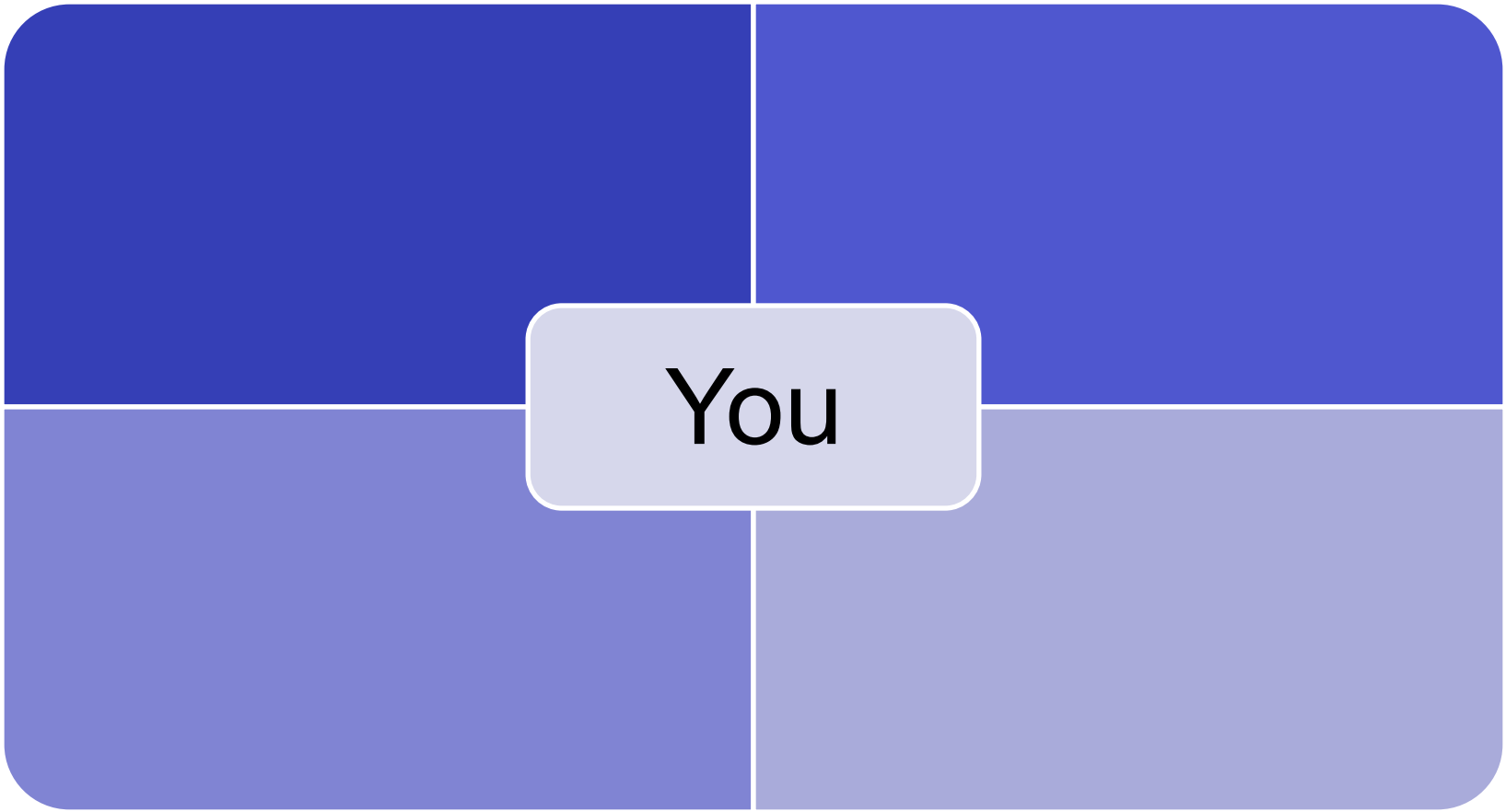

Managing Power Abuses

- Use a ploy / tactic
- Concede / counter-demand
- Use “Golden Silence”
- ***Fully*** investigate the comment
- Acknowledge …and then disagree
- Respond emotionally

Negotiation Practice #2

Improving Skills

- Plan

- Practice / Role Play

Negotiation Plan

- Current knowledge
  - Personality/style; needs/wants; history
- Missing knowledge
  - HIQs to uncover
- Desired outcome/intent
  - Alternatives / “elegant negotiables”
- Power Analysis

Live Application Planning

3 Levels of Intent

Combative	**• Transactional** **• No future relationship**
Collaborative	• Moderately difficult Need/Solution • Future Relationship
Synergistic	• Cost of Failed Agreement = High • “Partnership”

Sources of Power

- Knowledge
- Attitude
- Authority
- Objectivity
- Skills