

Negotiation Essentials



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Negotiating Essentials Course Information

Introduction

In this interactive training, you will explore interest-based negotiation and essential strategies to enhance your negotiating and influencing skills and build partnerships inside and outside your organization to drive win-win results.

Objectives

By the end of this program, you will be able to:

- Understand your negotiating style and the style of others
- Utilize a Negotiation Preparation form to improve negotiation readiness
- Learn the skills of identifying interests, issues, positions, and options, applying concepts to your own negotiations
- Assess your leverage considering BATNAs
- Explore a model and a 3-Stage process for win-win negotiation
- Identify and practice key communication skills for successful negotiation through exercises and case studies
- Apply tools for breaking deadlocks and handling difficult circumstances
- Improve your brand as a strategic negotiator

Pre-Work:

- Negotiation Self-Reflection
- Negotiation Style Assessment

For This Workshop...

Rate your skill as a negotiator between 1 and 7.

(1 is not well skilled and 7 is highly skilled.)



What is one goal that you have for this workshop?

Negotiation at Work

1. Who do you negotiate with?

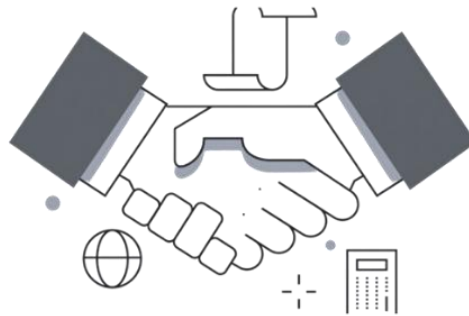
2. What do you negotiate about?

3. What is negotiation?

Definitions

Negotiation

A negotiation takes place anytime two or more people are communicating and at least one of those persons has a goal or end result in mind and needs consent, permission, input or something tangible from the other party.



BRAINSTORM: What are some negotiations you have coming up personally or professionally that you are preparing for?



Exercise

House Sale

NOTES:

Agreement:

What did you learn?

Objective Criteria:

The standards, principles, benchmarks, and monetary values that are independent of the parties' preferences used to evaluate a fair outcome. (i.e. Fair market value, legal precedents, expert opinions, industry standards, etc.)

Negotiation Game

Write down any you learned from the exercise.

What did you learn about negotiating and influencing?



Meta-Negotiation

Negotiating about the process we use to negotiate.

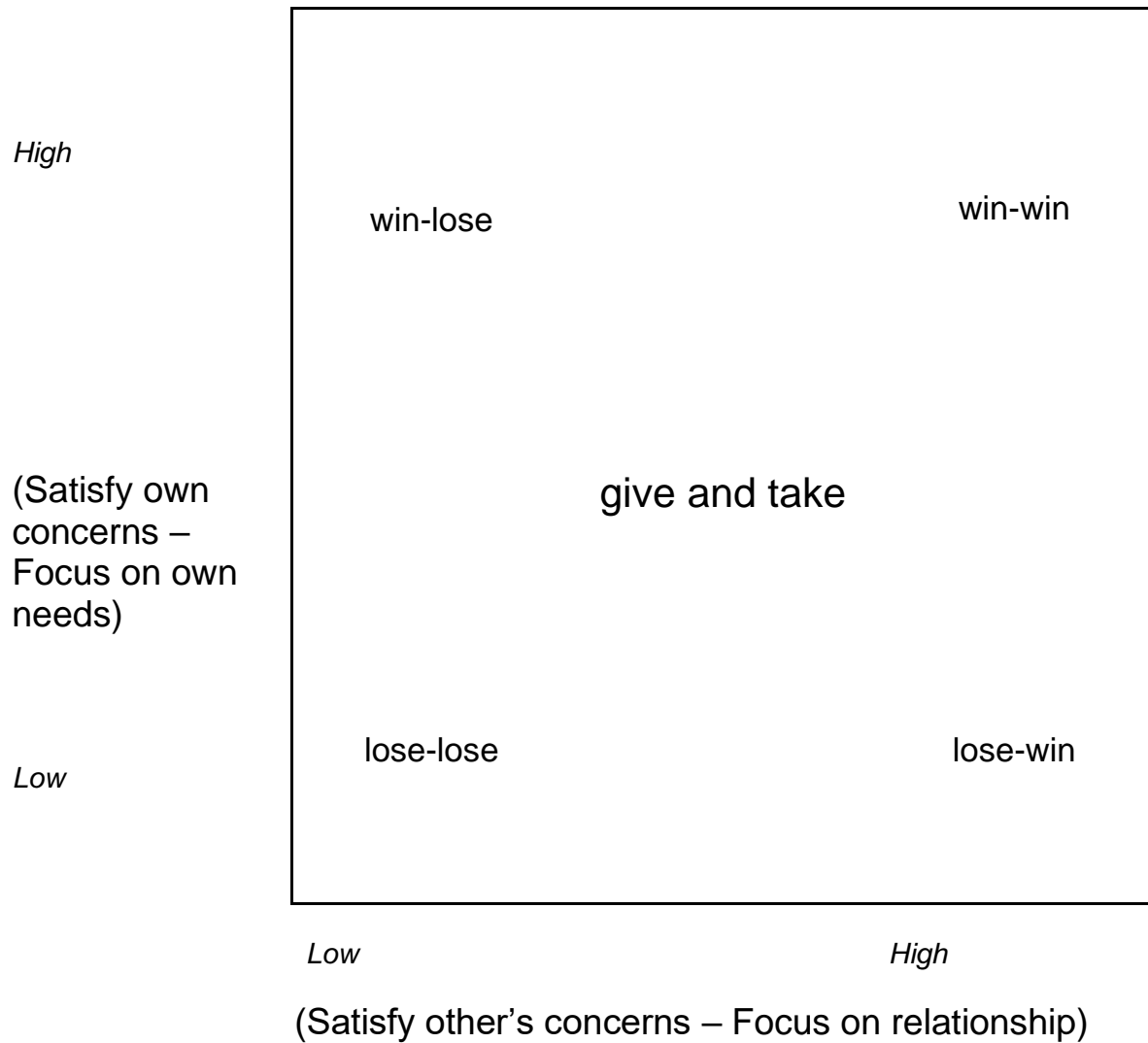
Three Outcomes of Negotiation

1. **Substantive** – the actual result or deal that both parties agree on often detailed in an agreement. It is what negotiators are ultimately trying to achieve through the negotiation process. What are you getting? (Dollar value, share, behaviour, etc.)
-
-
-

2. **Process** – describes the series of steps or actions taken to reach an agreement between two or more parties. It may include preparation, discussion, multiple meetings or communications, bargaining (making proposals, counteroffers and compromise), agreement and implementation.
-
-
-
-
-
-

3. **Relationship** – What is the status of your relationship with the other party before and after a negotiation is over? (Better, worse or the same and does it matter?)
-
-
-

Negotiating Styles



Characteristics/Preferences of Negotiators

AVOIDS – Likes or would rather live with the status quo. Can be someone who avoids or withdraws from conflict or differences. Could just be postponing or delaying until the timing is better or they get the information they need.

ACCOMODATES – Very agreeable. Is focused on the relationship to a point of being potentially passive. Non-competitive. Creates a lot of value for the other party does not claim value for themselves.

COMPROMISES – Makes some concessions for trade-offs. Goes for the middle ground and uses a bargaining approach. Both parties win but not as much as they could. Both parties create and claim some value.

COMPETES – Can be aggressive, self-focused. Selective listener, domineering and can use hard or manipulative tactics. Can be argumentative. Often uses a hard bargaining, take it or leave it or other positional approach.

COLLABORATER – Focuses on negotiation as a mutual problem solving approach. Uses assertion, respectful of others, uses effective listening and appropriate disclosure skills. Generates creative options. Encourages a two-way dialogue during the negotiation phase. Collaboration can also be referred to as Win-Win, interested based or cooperative negotiating.

Statistics on Negotiation Styles

65% – of negotiators are cooperative or collaborative

24% – are aggressive or competitive

11% – unknown

Source: Gerald Williams – Research on Denver based Attorneys

See: www.negotiation.com

Article – Negotiating Styles in Bargaining by Charles Craver



Positions & Interests

On any given day we are exposed to a variety of situations and information. Given any of these situations, we can quickly form a position. **A position is the specific stance, demand, fixed view, judgment or desired outcome in a situation.**

We do not come up with our positions in a vacuum. We have our own reasons for asserting the position that we have. Our position is based on our interests. **Our interests are our underlying needs, wants, fears, hopes, concerns, expectations and imposed interests.** Understanding interests helps to reveal the deeper motivations and goals of each party.

It is often helpful to identify each individual problem or issue within a negotiation. **An issue is a problem that needs to be solved. It may be expressed as a specific point, topic or point of contention. Often in a negotiation there are multiple issues.** In order for an agreement to be reached a solution must be developed for each issue.

Influencing Skills

Influencing

The ability to gain support for one's views and opinions and to achieve results and meet goals through the assistance, cooperation or efforts of others.

Notes:



People who can successfully influence others tend to be people who have a character, reputation, credibility and/or expertise that persuades others to change their mind.

Influencing Skills & Characteristics

The following is a checklist of key influencing skills that influential people possess and use. What is the **one** skill that you could work on in order to improve your ability to influence or persuade others?

_____ ***They use a positive approach when dealing with people and situation.***

This skill means people of influence tend not to whine, complain or condemn others. They ensure that when they are dealing with others – that they do not make others “lose face”. That means that other people are not intentionally made to look stupid, wrong or bad. In fact, effort is made to ensure that that does not happen. They don’t say things like, “I told you so” or “You’re wrong”. Influential people also readily take responsibility for their own part in situations.

_____ ***They develop a positive rapport/relationship with the person that they are working with.***

They show interest in the person, understand their point of view and show them respect and consideration.

_____ ***They exhibit exceptional listening skills and seek to understand the other party.***

By listening intently and sincerely to another person, they build rapport, respect and obtain information that helps them understand the other person and how to develop outcomes in situations that can be of benefit to the other party. They ask effective questions. They let the other person do much of the talking. They understand that people agree to things much more readily when they see the immediate benefit for themselves.

_____ ***They avoid arguments.***

Arguing is not a thorough or helpful process to problem solving. Those who influence do not argue – they have discussions which incorporate both parties’ points of views and involve others in developing solutions.

_____ ***They value the relationship.***

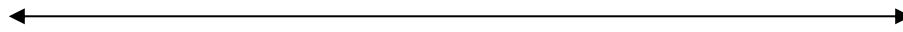
Influential people understand that the future of their relationship with the other party depends on what is agreed to. If we convince someone to agree to something that is bad for them, it will undermine the future relationship and probably the reputation of the person who did the convincing.

_____ ***They have self-confidence.***

People will not be persuaded by someone who does not believe something themselves. Effective influencers have confidence in themselves and the outcomes of their approach.

Communicating Assertively

People who are effective at influencing and negotiating use assertive behavior. This puts all parties on a level playing field. Assertive people are less hostile, better listeners and think about negotiation as a problem-solving opportunity. Assertive people are clear about their own needs and are considerate of the other party's needs as well.



PASSIVE

ASSERTIVE

AGGRESSIVE

Passive Communication	Assertive Communication	Aggressive Communication
<ul style="list-style-type: none"> • Focuses on other's needs and wants • Ignores or minimizes own interests • Is unclear and leaves others guessing • Blames others 	<ul style="list-style-type: none"> • Doesn't attack • Respects others and their rights, interests and feelings • Is clear and direct • Focuses on own feelings, interests and needs • Sets limits 	<ul style="list-style-type: none"> • Attacks • Is indirect • Blames others • Blocks communication • Humiliates/hurts others

Interest-Based Negotiation Model

<p>Stage 1:</p> <p>PREPARATION</p>	<ul style="list-style-type: none"> • Prepare on defining our interests, the other party's interests (tentatively), goal/outcome, relationship, process, four options for resolution and BATNA, background information, try to identify (ID) assumptions • Prepare a good opening statement • Establish positive atmosphere & intention • Establish some simple ground rules as required (time, process, etc.)
<p>Stage 2:</p> <p>NEGOTIATION DISCUSSION</p>	<ul style="list-style-type: none"> • Invite the other party to share their perspective & issues they would like to cover • Use active listening • Share your perspective of the situation • The other party uses active listening (Invite them to do this if they are not doing it voluntarily) • If the other party does not wish to start – go ahead • Identify the issues that were mentioned or that have been raised • Talk more about the issue • Tackle one issue at a time • Use the list of issues as an agenda • Use probing questions to find out what issues are concerning both parties • Identify areas of agreement (common ground) • Find out as many of the other party's interests as possible • Check out assumptions
<p>Stage 3:</p> <p>OPTIONS & AGREEMENT</p>	<ul style="list-style-type: none"> • Brainstorm Options (possible solutions) & be creative • Choose the best solution for both parties where possible • Decide who will do what • Define time lines • Record the agreement as is necessary • Check to make sure the solution is working

STAGE 1 – PREPARATION

Purpose:

In this stage we try to prepare as best we can for the negotiation. We need to prepare on several factors to determine whether we should even undertake the negotiation in the first place.

In addition, if the negotiation takes more than one session we will need to prepare consistently as new information or issues arise.

In preparation, we want to ensure that in addition to what we already do to prepare we must also consider:

- ➔ our own interests,
- ➔ the other party's interests
- ➔ options for resolution that would work for both parties
- ➔ BATNA – Best Alternative to a Negotiated Agreement

Ask yourself these questions:

- ➔ What do you want to achieve?
- ➔ What are your interests?
- ➔ What are the interests of the other party?
- ➔ What are four possible options for resolution?
- ➔ What assumptions might I be making in this situation?
- ➔ Do we have a BATNA or a WATNA?

In this stage we try to prepare as best we can for the negotiation. We need to prepare on several factors to determine whether we should even undertake the negotiation in the first place.

To prepare for a negotiation most people consider:

- Their own goals
- The range of what they would accept (minimums and maximums)
- Finding out about the other party and their style
- Past agreements
- Objective criteria or fair standards in the situation
- Understanding who decision makers are
- Time lines
- Develop a strategy
- Get pertinent background information
- Understand options/alternatives
- What issues need to be negotiated? (What problems need to be solved?)

ISSUE – is a problem or theme that needs solving. Most negotiations have multiple issues, price, timing, product specifications, etc.

Issues should be named:

- Briefly
- Neutrally
- In language that does not escalate or trigger others

If you fail to plan – you plan to fail.

NEGOTIATION PREPARATION FORM

Goal of Negotiation:	
Issue/s in the negotiation that need resolution:	
Four of My Interests: 1. 2.	3. 4.
Four of the Other Party's Interests: 1. 2.	3. 4.
Relationship: Current	Desired:
Options for Resolution: 1. 2.	3. 4.
My BATNA's:	Their BATNA's:
Opening Statement:	

OTHER ELEMENTS OF STAGE 1

A. BATNA – BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT

A BATNA is an alternative to negotiating with a particular party. It is an alternative way that you can solve your problem. For example, if you want to purchase software from an IT vendor and the negotiation is unsuccessful; your BATNA is to negotiate with an alternative vendor. If, however, there is not another available vendor, your BATNA may be to write your own software. Talking to other parties, solving the problem yourself or other processes such as litigation are examples of BATNA's. This term was coined by Roger Fisher in the book *Getting to Yes*.

Muscle level is the amount of power or force you use in a negotiation. There are two basic mistakes regarding the use of force or power:

- Too much too soon
- Too little too late

B. OPENING/INTRODUCTION

The opening sets a tone for the negotiation. It gives a sense of whether the discussion will be competitive and positional OR collaborative and cooperative.

Interest Based Negotiation:

DO:

- ✓ Be brief in your opening
- ✓ Set a collaborative tone
- ✓ Be neutral in your language

DON'T:

- ✗ Set out your position in the opening statement
- ✗ Talk too long
- ✗ Take over the process
- ✗ Get into your side of story telling – without inviting the other party to go first

Example:

After our discussion yesterday, I can see that we have an opportunity to determine how we deal with work distribution. I would like to work together to come up with a fair and equitable way to share the workload.

***“90% of your success
in a negotiation comes
from a good opening.”***

Brad McRae

STAGE 2 – NEGOTIATION DISCUSSION

In the negotiation discussion phase, the intent is to get a clear understanding of both party's interests surrounding the issue at hand. That way it is possible to generate options/possible solutions that will work for both parties to create a win-win solution. It is most effective to discuss one issue at a time. It is ideal to:

- Invite the other person to share their views.
 - Paraphrase and clarify: “So you’re saying that...” or “What’s important to you is...”
 - Share your views.
 - Summarize the interests of both parties
- A. Discuss one issue at a time – keep a list of issues (agenda). The negotiation is not finished until all of the issues have a solution/agreement.
- B. Explore each side of the problem – PERCEPTION.
- C. Check out your assumptions.
- D. Use effective communication skills.

You can't change someone's mind – until you know where their mind is!

Author Unknown



DO:

- ✓ Do take the time to listen to the other party
- ✓ Ask questions
- ✓ Be patient
- ✓ Paraphrase, restate and summarize to check for understanding and to help the other party feel heard
- ✓ Share information
- ✓ Highlight common ground
- ✓ Highlight progress made
- ✓ Check out assumptions
- ✓ Take breaks as needed

DON'T:

- × Rush
- × Argue
- × Push only one solution
- × Be a poor listener
- × Keep important information to yourself

PERCEPTION

- We are selective about what we notice
- We miss seeing things that are there
- We see things that aren't there
- Our own perception shapes the interpretation of information because we attach meaning through our own filters
- We all see things differently
- Don't argue about differences and be judgmental
- Opportunity – understand how others see things

*“We do not see things as they are
– We see things as we are.”*

Anais Nin

ASSUMPTIONS

Definition:

To take information as fact without proof. To presume, postulate.



Check Out Your Assumptions!

Don't Believe Everything You Think!

Be Curious!

COMMUNICATION SKILLS FOR EFFECTIVE NEGOTIATION

HOW DO WE COMMUNICATE?

- **Words** = 7% - content of what is being said
- **Voice tone** = 38% - the clues for feelings & emotions - listen for emphasis, speed, pitch, and/or volume
- **Body Language** = 55% - observe hands, arms, legs, face, and/or fidgeting

Note: *Specific figures vary according to the research you read. Commonly used average is upward of 50% of what we communicate is through our body language.*

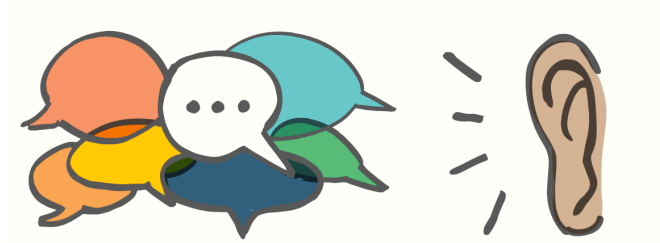
We have over 60 facial gestures as part of our non-verbal communication.

- **Approximately 75% of verbal communication is misunderstood, ignored or forgotten.**
- **We can think about five times faster than someone can speak.**
- **80% of body language is communicated through facial expressions.**

LISTENING SKILLS

TENDENCIES TO AVOID

- Interrupting
- Fidgeting
- Not giving someone a chance to talk
- Restating what someone said in a negative way
- Rushing a person
- Walking away without explaining why
- Avoiding eye contact
- Acting as if your time is being wasted
- Sarcasm
- Answering the phone, talking to others and not focusing on the person who is speaking
- Changing the topic
- Looking at your watch
- Reading
- Judging



PRACTICES TO USE

ATTENDING SKILLS

- Appropriate body motion and posture
- Eye contact
- Concentrate on what is being said and THEIR perspective

SUPPORTING SKILLS

- Showing empathy
- Validating
- Paraphrasing
- Attentive silence

ENCOURAGING SKILLS

- Questioning
- Minimal prompters (nodding head, yes, uh-huh)
- Attentive silence
- Respect
- Conducive environment

KEY LISTENING TECHNIQUES

Listening Behaviour	Purpose	Examples
<i>Attending Skills</i>	To convey that you are interested and listening. To encourage the person to continue talking. Your tone & body language needs to be neutral (i.e., not conveying good, bad, right/wrong).	“I see.” “Uh-huh.”
<i>Reflecting</i>	To demonstrate that you understand how the speaker feels about the topic.	“So, you’re saying that you feel ...” “Sounds like you were really mad about ...”
<i>Questioning</i>	To get more information about a subject. To be certain you understand what is being communicated.	“Could you explain more about ...?” “Do you mean that ...?” Questions can be open or closed. Effective questioning is the key.
<i>Summarizing</i>	To bring all the discussion into focus in terms of a summary.	“These are the key ideas you have expressed ...”
<i>Paraphrasing</i>	To check our meaning and interpretation with the speaker. To show you are listening and that you understood what the speaker is saying. To encourage the speaker to analyze other aspects of the matter being considered and discuss it with you.	“As I understand it then, your plan is ...” “This is what you have decided to do and the reasons are ...” “If that’s the case, what do you think about ...?”

EFFECTIVE QUESTIONS

- ➔ Non-judgmental and non-evaluative
- ➔ Can be open or closed
- ➔ Begin with “why” only after careful consideration
- ➔ Follow or lead (the speaker) as appropriate
- ➔ Decrease defensiveness
- ➔ Can yield quality or quantity of information

Read the following questions. If you think it is an effective question that would be helpful (mark it E). If you think it is an ineffective question that would make it more difficult to communicate, mark it I for ineffective.

1. What are your concerns?
2. Which option do you think would be best for you?
3. Why didn't you phone me right away when you needed different equipment?
4. Why can't you make up your mind?
5. Why don't you just do your job?
6. How can we work together to get this project completed?
7. Who else would benefit from knowing about this change?
8. How can we best solve this situation?
9. What makes you think that's a good idea?
10. Who asked you?
11. Why doesn't this shipment of chairs meet the order specifications?
12. What is most important to you about your approach?

LISTENING TO OTHERS – TIPS

- When listening, always follow this order: 1) hear, 2) understand, 3) interpret, and 4) respond; don't jump from "hear" to "respond" without making sure you understand.
- Focus your attention on understanding someone's meaning instead of formulating your response.
- Avoid interrupting people; wait until they have finished making their points.
- When disagreeing with someone, summarize what you think his or her position is before responding with your point of view.
- Ask open-ended questions to draw out a person's thoughts and feelings by using phrases beginning with "what", "how", "describe", "explain," and so forth.
- In meetings, paraphrase what others have said when clarification is necessary.
- Reschedule a conversation if you cannot give it your undivided attention.
- Attend to the feelings, as well as the content, of the message.
- Use close-ended questions strategically.
- Use your knowledge of nonverbal behaviour to assess how a person is feeling.
- Maintain good eye contact without staring.
- Sit or stand squarely facing the other person. Lean forward to show interest.
- In intercultural situations, adapt your listening behaviours to ensure they are respectful of the other person's culture.

Adapted from Successful Managers Handbook

SHARING OUR PERSPECTIVE

DISCLOSURE SKILLS

When we are entering into a problem-solving process, it is vital for us to be prepared to share our perspective and view. The art of sharing our side in a non-threatening way is called disclosure skills. It is important for us to take responsibility for the views and information that we share with others. Here are a few skills that we can use to specifically share information:

Preference Statements – Clearly communicate your preference or desire rather than stating them as demands or forcing others to guess what you want.

Examples:

- My preference is ...
- If it were up to me ...
- What I would like is ...
- From our perspective, it would be best if ...

Interest Statements – Clearly state your wants, needs, fears, hopes and concerns.

Examples:

- What concerns me is ...
- What we really need is ... because ...

Purpose Statements – Disclosing our intentions enables others to understand what motivates us and minimizes the opportunity for misunderstanding. It also reduces the chance for others to unknowingly operate at cross-purposes.

Examples:

- What I'm trying to accomplish is ...
- We're hoping to ...
- I am in the process of ...
- My intention is ...

Naming Observations – Describe what you are currently observing between yourself and the other person in a non-positional way.

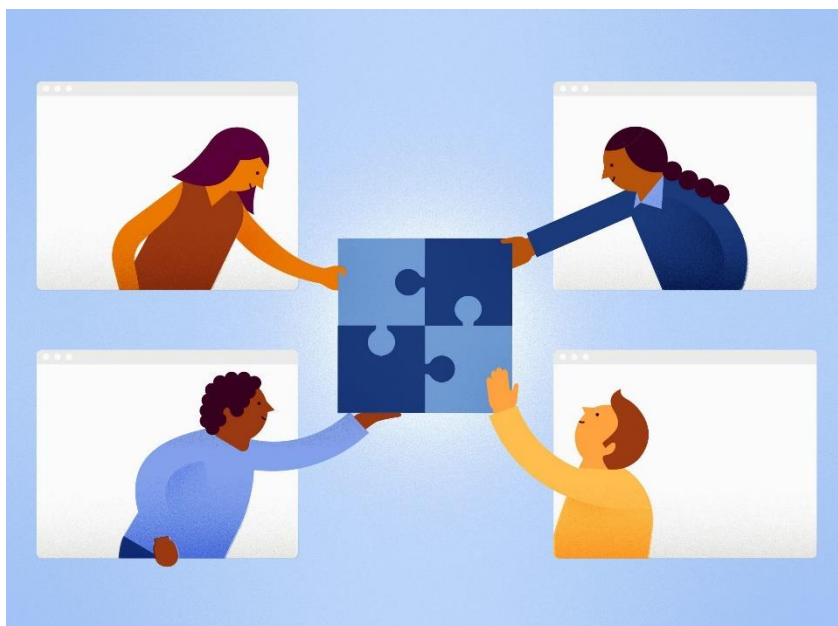
Examples:

- I am noticing that we both seem tired and we seem to be spinning our wheels. I feel I would benefit from a break. Perhaps we could meet tomorrow?
- Your tone doesn't sound enthusiastic – do you have another solution?

Agreement Statements – Acknowledge where you agree with the other party in the midst of the conflict. This increases the amount of the common ground and makes people feel less positional.

Examples:

- I agree with you that ...
- I share your concern that ...
- Your interests in ... makes a lot of sense to me.



Negotiation Range

is the spectrum of options that you would accept in the negotiation. For example, if you are selling a car the lowest price you would accept is the bottom of your range. The medium price is a mid range and the “aspire to” price or highest price that you could hope for is the top of your range. Having a range that is based on fair and objective criteria puts you in an excellent position to finalize an agreement and to be flexible in the negotiation.

Commitment

In our negotiated agreements we want to ensure that the other party is fully committed to execute the agreement. In other words, we want to ensure that they will live up to their conditions and do what they said they will do.

Commitment can be shown when people are willing to sign agreements, leave deposits and when they also agree to penalties for not living up to the agreement.

It is always best to have agreements in writing and signed to show commitment. When people are unwilling to show commitment the agreement is in question.

STAGE 3 – OPTIONS & AGREEMENT

1. What is an option?
2. Why are options important in a negotiation?
3. What is brainstorming?

AGREEMENT/CLOSURE & FOLLOW-UP

1. Elements of an effective agreement:

S

W

A

B

2. How does it make sense to record your agreements at work?

3. Follow up – Set a time in the future that you will revisit the agreement to test whether it still works. It can always be revised.

Breaking Deadlocks

Sometimes a negotiation has gone on for a long time, and progress has been made. However, a deadlock happens when both sides are completely stuck, with neither party being willing to move forward on key issues. It's like hitting a wall where progress stops because each party's needs or demands clash too strongly, with neither side willing to compromise.

1) Go to the Balcony	<ul style="list-style-type: none"> • Done get emotionally hooked • Keep your eye on the prize • Look at the problem like a wise their party
2) Step to their Side	<ul style="list-style-type: none"> • Use double vision • Always assume there is something you don't know • Ask effective questions
3) Invite them to Step to your Side	<ul style="list-style-type: none"> • Invite them to see the problem the way you see it • Invite learning by discovery • Do the unexpected
4) Build a Golden Bridge	<ul style="list-style-type: none"> • Improve or at least not damage the relationship • Give them a yes-able proposition • Help them save face • Write their victory speech
5) Make it difficult to say no	<ul style="list-style-type: none"> • Educate before escalating • Increase your muscle level • If you have a strong BATNA use it • Explore other side's WATNA • Weaken their BATNA or their perception of it

TIPS & STRATEGIES

1. **Keep your eye on the goal/prize** – Stay focused on what you want to achieve through the negotiation process. Do not get distracted by minor issues, or side topics. Keep looking at the overall situation and what will move you forward.

2. **Develop creative options**- an option is a potential solution. Options are different ways of structuring an agreement/deal or resolving issues and provide various paths to a mutually beneficial agreement. Examples are;
 - **Different Terms:** price adjustments, delivery schedules, payment plans, service levels. **Alternative Solutions:** creative solutions that go beyond the initial positions.
 - **Trade-offs:** Combinations where one party may concede something in exchange for something else allowing both sides a satisfactory compromise.
 - **Contingency Agreements:** Proposals that depend on certain conditions or future events, like reducing price for certain threshold targets.

3. **Use objective criteria**- The standards, principles, benchmarks, and monetary values that are independent of the parties' preferences used to evaluate a fair outcome. (i.e. Fair market value, legal precedents, expert opinions, industry standards, etc.)

4. **Create and claim value** – metaphorically this means turning a 6-inch pie into a 12-inch pie and making sure you take your pie of the pie. Specifically:
 - **Creating value** in a negotiation is finding ways to make the outcome more beneficial for all parties involved. Instead of just dividing a fixed amount of resources or benefits, creating value focuses on expanding the pie so that everyone can gain more. **Skills:** This can be achieved by understanding interests, exploring options, sharing information and trade-offs and concessions. This takes great listening skills, creativity for option generation and disclosure skills.

 - **Claiming value** – refers means making sure we get the most favorable outcome or the largest share of benefits for ourselves. Set high goals, know your interests, make strategic decisions, use leverage and consider timing and use patience. **Skills:** this can be achieved through strategic preparation, sharing interests, highlighting common ground, knowing your BATNA and being flexible.

5. **Check out your assumptions** – means verifying the beliefs or expectations you have about the other party, the situation, or the negotiation itself. Assumptions are often based on incomplete information, past experiences, biases, and they can significantly impact your strategy and approach. Skills: Clarify information, test beliefs, be open to new information and avoid biases.
6. **Prepare good opening statements**- the first words you say to the other party of significance. It typically highlights your main objective and gives the other party a sense of your approach. It is crucial to set a good tone.
7. **Ask effective questions** – effective questions help guide you to the outcome or goal you have. They are effective when they keep the other party engaged. An effective question is one that helps you gather important information, clarify understanding, uncover the other party's interests and needs, or guides the conversation toward a constructive outcome. Skills: Formulating questions that are one of several types including open-ended, clarifying, probing, problem solving, hypothetical, or agreement/confirmation.
8. **Acknowledge progress** – this is a skill that refers to what is happening in the process of the negotiation rather than the substantive outcome. It may include comments about new information that was shared, gratitude or acknowledgement of a productive process so far, options generated, or references to the relationship, common ground or next steps.
9. **Take breaks** – means stepping away from the negotiation table or process. This is valuable for several reasons including:
 - It allows time for reflection and reassessment
 - Reduces stress and tension and helps negotiators manage emotions
 - Encourage creative thinking and thoughtful decision making
 - Provides time for internal discussion and consultation
 - Can reduce impulsive decision making
 - Builds trust and rapport when negotiators take breaks together and do not focus on the negotiation in conversations
10. **Apologize when appropriate**- when you feel you have said or done something that has been harmful, unhelpful or was seen as disrespectful to another party, apologize. There are many reasons this can help:
 - Demonstrates accountability
 - Reduces tension and defuses conflict, building trust and rapport
 - Encourages reciprocity
 - Clarifies intentions
 - Facilitates problem solving, and protects your reputation as a negotiator to foster collaboration

11. **Help others save face** – refers to the effort to protect one’s dignity, reputation, or self-respect in front of others.
12. Use **incredible self-control**
13. Use **positive nonverbal** communication
14. **Understand the other person’s point of view**
15. **Separate the person from the issue-** distinguish between the individual’s personal characteristics, emotions, and/or role and the substantive issues being discussed. Do not blame the person for the problems or issues that have to be addressed.
16. Be realistic and reasonable in your approach
17. See the negotiation as a mutual problem you can solve together

SELF-DIRECTED ACTION PLAN

NEGOTIATION SKILLS WORKSHEET

What do you want to improve or change?	Implementation: Examples of situations in which I can practice this behaviour/skill.
1. What one strategy, skill or technique will you start practicing consciously over the next three weeks to improve your negotiation skills?	
2. What aspect of your negotiation skills or style do you need to stop doing because it gets in the way of effective negotiation?	
3. What one thing do you do well that you need to make sure that you continue to do well in your negotiations?	

Recommended Readings

- Bolton, Robert. *People Skills – How to Assert Yourself, Listen to Others and Resolve Conflict*. New York: Simon & Schuster Inc., 1986.
- Brinkman, Rick and Kirschner. R. *Dealing With People You Can't Stand*. New York: McGraw Hill Inc., 1994.
- Carnegie, Dale. *How to Win Friends & Influence People*. New York: Simon & Schuster, 1981.
- Dimitrius, Jo-Ellan. *Reading People*. New York: Random House, 1998.
- Fisher, R. and Ury W. *Getting To Yes – Negotiating Agreement Without Giving In*. New York: Penguin Books, 1991.
- Gitomer, Jeffrey. *Little Green Book of Getting Your Way*. New Jersey: Pearson Education Inc. Publishing, 2007.
- Goldhor Lerner, H. *The Dance of Anger*. New York: Harper & Row Publishers Inc., 1985.
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1987.
- Hirst, Patricia. *In a Perfect World: Interpersonal Skills for Life*. Victoria, British Columbia: Friesen Press, 2015.
- McRae, Brad. *Negotiating & Influencing Skills – The Art of Creating and Claiming Value*. Thousand Oaks: Sage Publications Inc.
- McRae, Brad, *The Seven Strategies of Master Negotiators*. McGraw Hill, 2002.
- Ury, William. *Getting Past No – Negotiating Your Way From Confrontation to Cooperation*. New York: Bantam Books, 1993.
- Williams, Redford & Virginia. *Anger Kills*. New York: Harper Collins Publishing, 1984.

APPENDICES



Negotiation Preparation Form

Goal of Negotiation:	
Four of My Interests: 1. 2.	3. 4.
Four of the Other Party's Interests: 1. 2.	3. 4.
Relationship: Current:	Desired:

Options for Resolution: 1. 2.	3. 4.
BATNA'S – Process: Yours:	Theirs:
Issues:	

Assertive Communications

Practicing "I Messages"

One of your staff members, Jo, is constantly late for work. You have heard complaints from other staff, but haven't had the opportunity to talk to Jo. Jo walks in late today, 20 minutes after the start of the shift. You decide today that you will give Jo some feedback about his behaviour. You decide to use an "I message".

You work on a committee with a person, Adrian, who always cuts people off when they are sharing ideas. You are frustrated by this at the best of times, but today Adrian cut you off three times. You decide to express your concerns to Adrian after the meeting using an "I message".

Think of your own situation and write an "I message" that would help you say what you need to say in a respectful way.

Anger Cycle

THE ALARM REACTION FOR FIGHT OR FLIGHT

IMPACT ON YOU AND OTHERS

- The respiratory rate shoots up, providing more oxygen
- The heart speeds up and blood pressure soars, ensuring sufficient blood supply to needed areas
- Blood leaves the surface to avoid excessive bleeding
- Muscles tense in preparation for strenuous action
- Digestion ceases, so blood may be diverted to muscles and brain
- Perspiration and saliva increase
- Adrenaline pours into the system
- Bowel and bladder muscles loosen
- Skin reddens or pales

THE MIND BODY CONNECTION

Dealing With Emotion

When people share their views in a negotiation – they may feel emotional. Often people show great signs of stress and frustration by crying or by being silent.

It can be uncomfortable to deal with this. Listening and being empathetic and supportive can help the person to feel heard. Dealing with the emotional component of the conflict will often lead to the sharing of important information that can help to identify the issues and resolve the conflict. Sadness and stress are normal feelings that people get when dealing with conflict.

Guidelines:

- Listen
- Offer tissues
- Offer water/coffee
- Be silent
- Encourage the person to share their concerns

NOTES

Defusing Techniques

1. Silence

Silence can be a helpful tool in defusing a person. After making a caustic remark a person may expect a similar retort. Responding with silence can sometimes give them time to think and help them cool down.

2. Taking a break

Leaving the situation, if only for a moment can help the hostile party calm down and give you time to think about your response. Examples: "Please excuse me while I check on this." "I need to discuss how we can solve this. I'll be right back." "Please excuse me while I turn on my voice mail".

3. Changing Space

Moving to another space (office, meeting room, down to the end of the counter) can give both you and the hostile person a chance to cool down to regroup and problem solve. Example: "Perhaps you would be more comfortable in the office at the end. Could I get you a coffee or water before we continue?"

4. Matching and Decreasing Intensity

If a person is speaking loudly with lots of body language, and they are not responding to our soothing and calm tone, one option is to match their intensity to be noticed. This will get their attention and then we can decrease the intensity of the interaction.

5. Apologizing

One defusing technique is to apologize for something that is upsetting the person. This technique may calm them because it shows that you are taking an interest in them, shows empathy and indicates your willingness to take responsibility. Examples: "I'm sorry that you had such a long wait in the line today". "I'm sorry to have kept you on hold for so long – how can I help you?" "I'm sorry that you were taken aback by my comments in the meeting."

6. Criticism Acceptance/Agreement Statements

At times people might make personal comments directed at you. Arguing or becoming defensive is usually unproductive. Show empathy and validate them by agreeing with what you can agree with. Examples: "It must seem that way to you." "Sometimes I am that way". "Yes we do have many forms to complete."

Listening Habits That Can Fuel Hostility

- Interrupting
- Fidgeting
- Not giving someone a chance to talk
- Restating what someone said in a negative way
- Rushing a person
- Walking away without explaining why
- Avoiding eye contact
- Acting as if your time is being wasted
- Sarcasm
- Answering the phone, talking to others and not focusing on the person who is speaking

 ***Do you manage your...***

FACIAL EXPRESSION

TONE

MOVEMENT

GESTURES

BREATHING

COMMENTS