

Negotiation Skills

Developing Solutions that Work

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The Art of Negotiating



"If you want a hamster ...



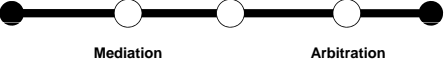
you start by asking
for a pony."

Annabel, aged 6, posted on the Internet

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The Dispute Resolution Continuum

Negotiation Conciliation Adjudication



Mediation Arbitration

Less More

← →

Level of Control

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Negotiation Defined

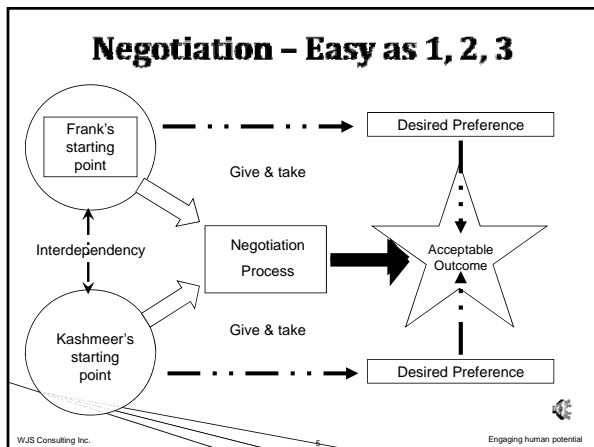
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 verb, transitive
 to discuss or discuss with another person or group of people in order to reach an agreement or to settle a dispute.
 The negotiators met for several hours.
 They negotiated the terms of the contract.

negotiable (neg-oh-see-ee-oh)
 adjective
 1. that can be transferred to another, as a check or promissory note (usually by endorsement).
 negotiable instrument
 2. that can be discussed or discussed with another person or group of people in order to reach an agreement or to settle a dispute.
 negotiable terms

... a give-and-take decision making process involving interdependent parties with different preferences.

Kreitner, R. & Kinicki, A. (2004). *Organizational behavior*, 6th ed. New York: McGraw-Hill/Irwin.

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Negotiation Defined - The Sequel

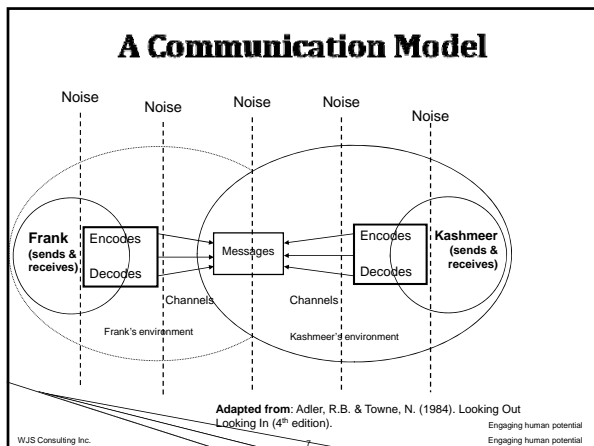
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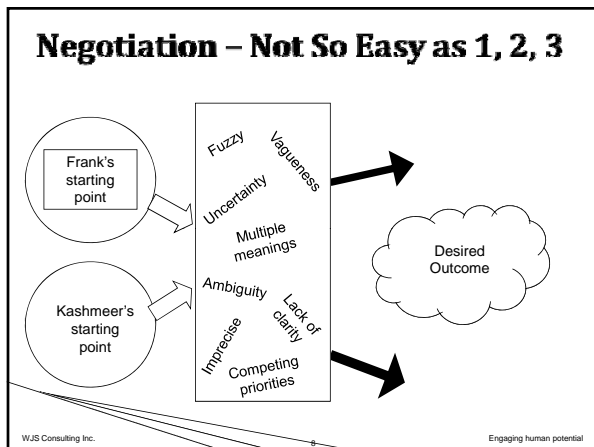
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Negotiation is a form of communication where the purpose is to persuade the other person(s). - UNESCO


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Levels of Disagreement or (shhh) ...

... Conflict



- Substantive
 - something tangible, content oriented. (eg. working conditions)
- Procedural
 - the way in which decisions are made. (eg. Wanting to have greater involvement in decision making)
- Emotional
 - related to needs such as belonging, respect, etc. (eg. Feeling angry about how a colleague treated you).

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Exercise

- ▶ Think of a recent situation where you had a disagreement and it did not go well. In 20 seconds, describe it to your partner.
- ▶ In retrospect try to identify the substantive, procedural and emotional elements of the conflict. Were both parties discussing the same level of disagreement. Take 3 minutes.
- ▶ Reverse roles

LEVELS OF CONFLICT

- ▶ **Substantive:** something substantial
- ▶ **Procedural:** the way decisions are being made
- ▶ **Emotional:** related to needs such as respect and belonging

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Positions and Interests

Frank

Kashmeer

Common Ground


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Positions

- ▶ Solutions to a perceived problem
- ▶ A stand
- ▶ Common language centres around:
What I want or don't want

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Interests




- ▶ Wants: a desire for something that is lacking or missing
- ▶ Needs: what is required for comfort
- ▶ Concerns: uneasy or anxious thoughts about something of importance
- ▶ Fears: a threat, real or imagine; anticipation of an unsupported experience

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Principled Negotiation

... as opposed to what's displayed here!

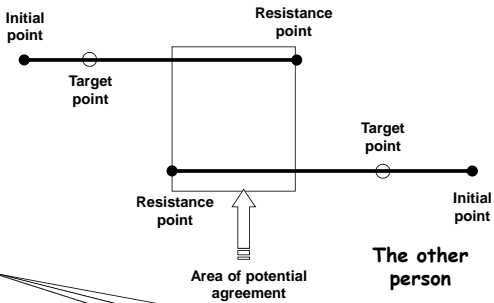


- ▶ Separate the problem from the person or people
- ▶ Focus on interests, not positions
- ▶ Find common ground resulting in a wise agreement
- ▶ Use objective criteria to evaluate the agreement

Source: Fisher, R. and Ury, W. (1981). *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books.

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Bargaining Zone Model of Negotiations



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Quote of the Day

".. you can't get what you want from another person – except by coercion – unless that person is getting what he or she wants from you.

-- Tessa Albert Warschaw, author Winning by Negotiation



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