

A Negotiation resource prepared by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Two principles of assertion

You don't get what you don't get ask for
You get a lot of what you do ask for

Andrew Gibbons

Two ways to view interpersonal fear

F antasy
E xpressed
A s
R eality
F alse
E vidence
A ppearing
R eal

Two aspects to a negotiation position

A position is a solution to the underlying issue
A position is what is decided upon.

NZ Steel

Three thoughts on interests and positions

The real issues in conflict management and negotiation are interests not positions.
Look beneath positions, find shared and conflicting interests.
Skilled negotiators resolve conflict by uncovering all interests, and seek to build on common ones.

NZ Steel

Four steps to negotiation

Start with the end in mind
Help them prepare too - no surprises
Seek and build alignment of interests
Send one message - be organised

Danny Ertel

Four aspects of a negotiation interest

An interest is:

A desire, concern, goal or need that drives a position.

An interest is what caused you to come to a conclusion.

NZ Steel

Four ways to persuade

Quickly establish credibility

Frame your position on common ground

Provide evidence supporting your wants

Connect at an emotional level

Jay Conger

Four dilemmas for negotiators

Conceding or Being stubborn

Be jovial or Hostility

Bending or Domineering

Uncommitted or Undercommitted

W Masterbrook

Four stages of negotiation

Prepare Assess objectives - yours and theirs
 Decide on areas of possible flexibility
 Plan approach and sequence of events

Discuss Exchange positions and issues
 Create a positive working climate
 Listen carefully and question thoroughly

Propose Specify what you want
 Seek compromise - get a win/win if possible

Bargain Ask for what you want - modify if you need
 Don't concede without trading

Four essentials for negotiation

Separate the people from the problem

Focus on interests not positions

Generate many options

Use objective standards

Fisher and Ury

Four reasons not to show your hand

Sensitive or privileged information
Information not yours to share
Information that diminishes your power
Information that may fluctuate

Four sources of conflict

Commodities
Principles
Territory
Relationships

Conflict resolution network

Four ways to manage emotions

Expressing
Containing
Reacting
Responding

Four 'C's of negotiation

Capitulation give in...bad idea
Coercion force a short term 'solution'
Compromise bargain and trade to agreement
Consensus total harmony of opinion

Andrew Gibbons

Five ways to get past 'no'

Don't react, go to the balcony
Disarm them: go to their side
Change the game: don't reject...reframe
Make it easy to say yes, build a golden bridge
Make it hard to say no, bring them to their senses not their knees

William Ury

Five things rules for investigative negotiation

Find out why your counterpart wants what they want
Seek to understand and mitigate the other's constraints
Interpret demands as opportunities
Create common ground
Keep investigating even after the deal has gone

Malhotra and Bazerman

Five things negotiators must know

What you want and what you don't
What other parties want and don't
Your concessions
Your alternatives
Subject matter – yours and the other's

John Dolan

Five factors around power and influence

Technical competence
Credibility
Trust and honesty
Interpersonal skills
Drive, energy and enthusiasm

Mike Phipps

Five ways to handle conflict

Competing	assertive and unco-operative
Collaborating	assertive and co-operative
Avoiding	unassertive and unco-operative
Accommodating	unassertive and co-operative
Compromising	mid-point on both dimensions

Robert Blake

Five parts to a BATNA:

Best
A lternative
T o
N egotiated
A greement

Ury and Fisher

Six types of assertion

Basic
Empathetic
Consequence
Negative feelings
Discrepancy
Responsive

Ken and Kate Back

Six parts to the POTASH model of negotiation

P lanning
O pening
T esting out
A djusting
S haping
H andshaking

Six things really good negotiators do well

Consider the context
Build relationships
Commit explicitly to honesty and openness
Negotiate in person
Deal with the principal
Trust, but verify

Roy Lewicki

Six questions on personal power

What does power mean to you?
Who has power over you?
Over whom do you have power?
Around whom do you feel powerful?
Around whom do you feel powerless?
How do you manage your power?

Conflict resolution network

Six reasons we don't use personal power

We comply unwillingly with others
We don't use our skills and talents
We choose not to be assertive
We are afraid to ask
We feel trapped by past difficulties
We use disempowering language

Conflict resolution network

Six mistakes in negotiation

Neglecting the other side's interests
Letting price bulldoze other interests
Searching too hard for common ground
Letting positions drive out interests
Neglecting BATNAs
Not recognising your own partiality

James Sebenius

Seven steps to rational negotiation

Interests
Options
Alternatives
Legitimacy
Relationships
People
Commitment

Harvard University

Eight signs of a successful negotiation team

Size of the team
A united front
Role fit
Mutual respect
Preparation time spent well
Clarity of personal contributions and outcomes
Leadership
Time spent together developing understanding

Andrew Gibbons

Eight things negotiators can do...

Say 'no' effectively
Inspire confidence
Be ingenious
'Take it' without negative reactions
Be a patient listener
Have a sense of humour
See the wider context - the wider picture
Articulate complex issues clearly and concisely

Bruce Morse

Eight keys to negotiation

Offer incentives - create a need and a want
Put a price on the status quo
Seed ideas early - build on these
Reframe if you need - keep it flexible
Build consensus - seek common ground
Help others save face
Keep the dialogue going
Look for new perspectives - be creative

D Kolb and J Williams

Nine ideas for negotiators

- Don't get personal
- Control your emotions
- Don't talk out of school
- Leave something on the table for the other guy
- First offers aren't final offers
- Don't negotiate with yourself
- Don't be afraid to take a risk
- Don't over- attribute strength to other parties
- Seek expertise if you need

Robert Winner

Nine tips for negotiators

- Focus on interests first, positions second
- Build trust
- Listen
- Probe
- Challenge everything
- Be patient
- Don't make the first move
- Don't accept the first offer
- Don't make unilateral concessions

Poyner and Sprouill

Nine keys to negotiation

- Have an alternative - negotiate with freedom of choice
- Negotiate when you have an agreement in principle
- Aim high, first positions set limits on best possible outcomes
- Let the other party state their case and wants first
- List and clarify what the others want before you get started
- Bargain and trade - don't just give anything away
- Keep the whole picture in mind throughout
- Be alert for variable and new issues throughout the process
- Keep accurate notes and summarise progress continuously

Alan Chapman

Ten 'right's as a person

- I have a right to:
- Be treated with respect as an equal person
- Define my needs and ask reasonably for what I want and need
- Define my own limits and to say 'no'
- Express my feelings and opinions
- Make my own decisions and to change my mind
- Seek clarification and understanding if something is not clear
- Make mistakes without feeling guilty or made to look foolish
- Hold my own set of values
- Be listened to when I speak
- Refuse to take inappropriate responsibility for other's issues

Ten ways to counter an impasse

When stuck, talk about how you feel
Reframe the issue
Break complex issues down
When in doubt, restate, restate, restate
Stay flexible
Affirm areas of agreement
Clarify criteria
Reaffirm or revise ground rules
Take a break
Explore alternatives

The best negotiators do this:

Spend the time it takes to prepare really well
Test understanding and summarise a lot
Ask many questions to clarify and explore
Give 'internal' information
Flag up behaviour - unless disagreeing
Avoid 'irritators'
Never make immediate counter-proposals
Don't get into defend/attack spirals
Work through one issue at a time
Recognise and emphasise common ground
Assess their performance thoroughly

Andrew Gibbons

Twelve ways to win people to your way of thinking

The only way to get the best of an argument is to avoid it
Show respect for the other person's opinions
If you are wrong, admit it quickly and emphatically
Begin in a friendly way
Get the other person saying 'yes yes' immediately
Let the other person do a great deal of the talking
Let the other person feel that the idea is his or hers
Try honestly to see things from the other person's point of view
Be sympathetic with the other person's ideas and desires
Appeal to the nobler motives
Dramatise your ideas
Throw down a challenge

Dale Carnegie

Thirteen key issues around Negotiation

People
Objectives
Principles
Timing
Bargaining/trading
Movement
Authority
Control
Convergence/divergence
BATNAs
Skills
Leverage
History and aftermath

Andrew Gibbons