

Strategies for Successful Negotiation

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Roadmap

- Discover the 7 step prep process for effective negotiation
- Explore principled negotiation skills
- Learn how to avoid getting derailed by negative emotions



Integrative Bargaining Techniques

“The emphasis on relationship building marks integrative bargaining’s approach as being oriented toward a long-term vision for future negotiations with your counterpart”

*Prof. Michael Wheeler
Harvard Business School*



The 7 step prep process

- Focus on interests, not positions
- What are my/their alternatives? (BATNA)
- Invent options for mutual gain – get creative
- Insist on objective criteria – legitimacy
- What commitments should I seek or make?
- Focus on the relationship:
 - The pursuit of joint value
 - Separate people from the problem
 - Perception
 - Emotion
- Effective communication: Verbal & non-verbal behaviour

1. Focus on interests: Yours & theirs

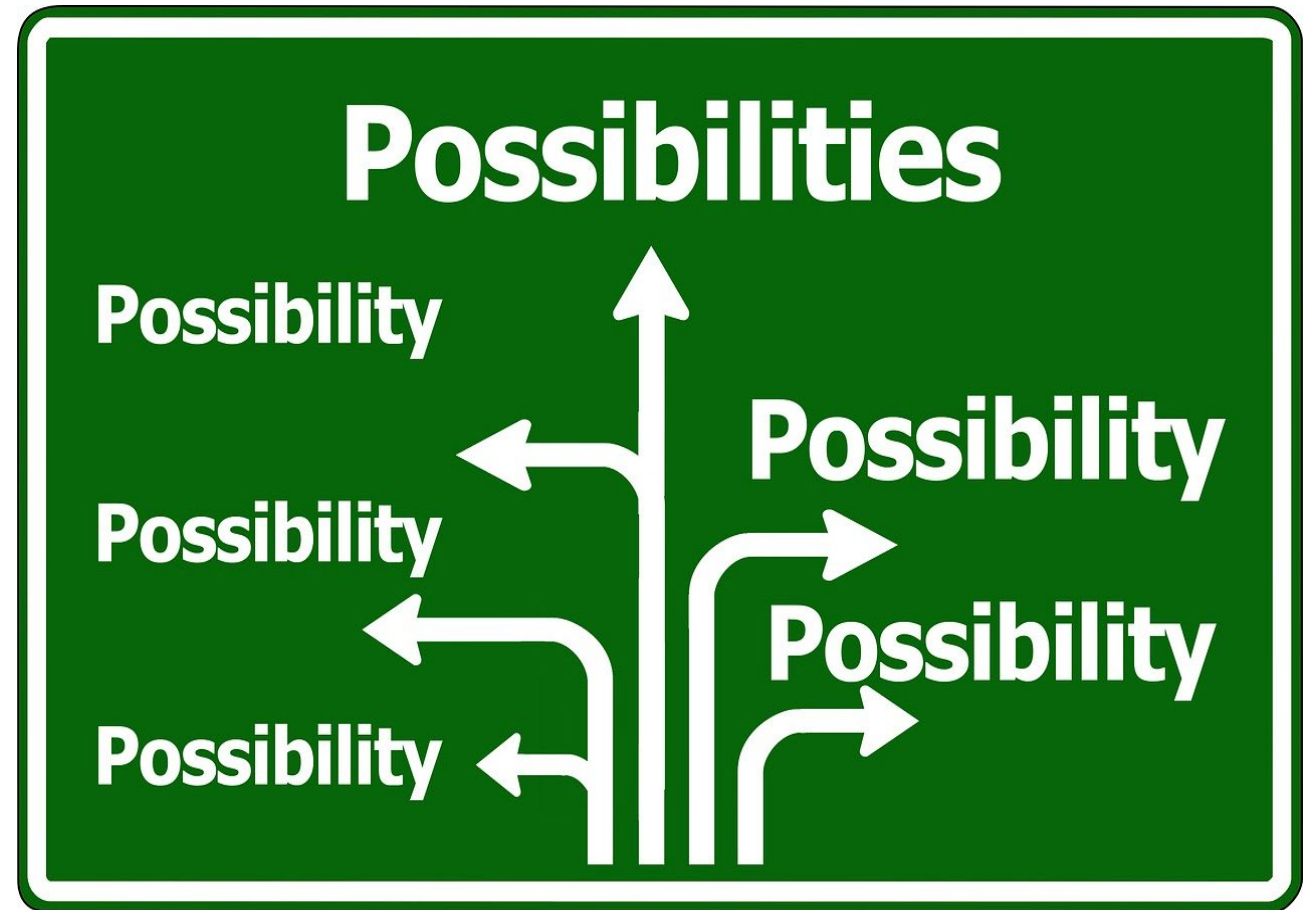
Search for information. Use your excellent communication skills, listen and ask questions with a focus on detecting the other party's interests



Most of us are in the dark
when it comes to knowing
all of our interests



What is your BATNA:
Best alternative to a
negotiated agreement?



Invent Options for Mutual Gain

Think outside the box



- The sisters & the orange
- Judgment hinders imagination
- Invent first, decide later
- Expand the pie & select from a variety of options



Legitimacy: the case for using objective criteria

Fair standards: market value, scientific judgment, professional standards, moral standards, tradition

Fair procedures: “one cuts and one chooses”, “take turns”, “draw lots”, “let someone else decide”

People using objective criteria tend to use time more efficiently



Commitment

- Clarify your objective (ultimately what do you want?)
- Identify the issues that need to be discussed
- Commit to understanding the other side
- *Don't forget logistics:
 - Where will this conversation happen?
 - For how long?
 - What is on the agenda?



Focus on the relationship

- The pursuit of joint value
- Separate people from the problem
- Be aware of perceptions
- Be cognizant of handling emotions



Separate the people from the problem

- The other side has emotions, deeply held values, different backgrounds & viewpoints
- They are **unpredictable** (and so are you)!
- Our desire to feel good about ourselves & concern over what others think of us, makes us more sensitive to others interests
- Negative emotions cloud this sensitivity and cause defensiveness & tunnel vision

Treating people & problem as one

The discussion becomes entangled with personal interests & the relationship itself

You may express anger toward another because he/she is associated with the issue

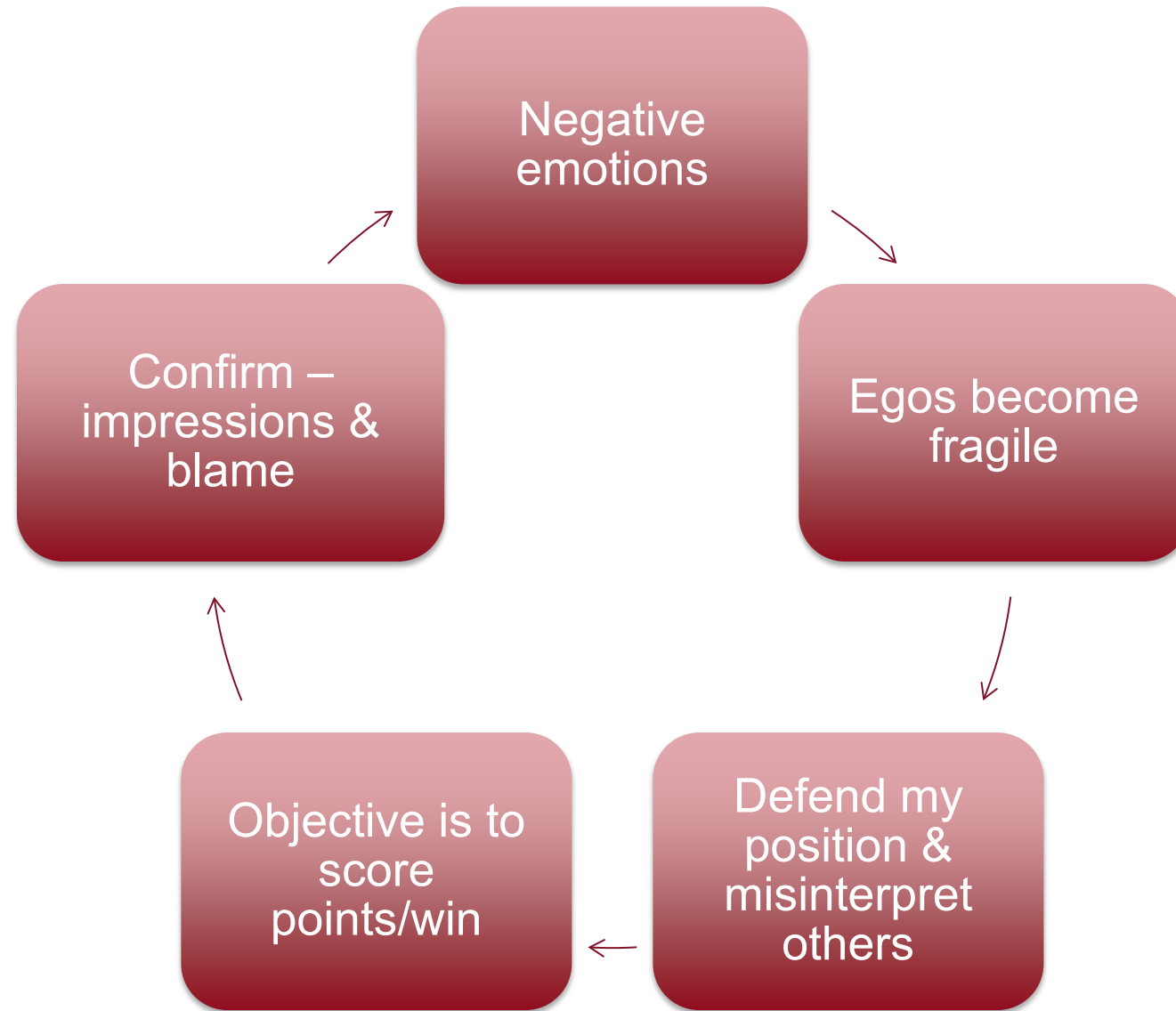
On both the giving and receiving end, we are likely to treat people and problem as one

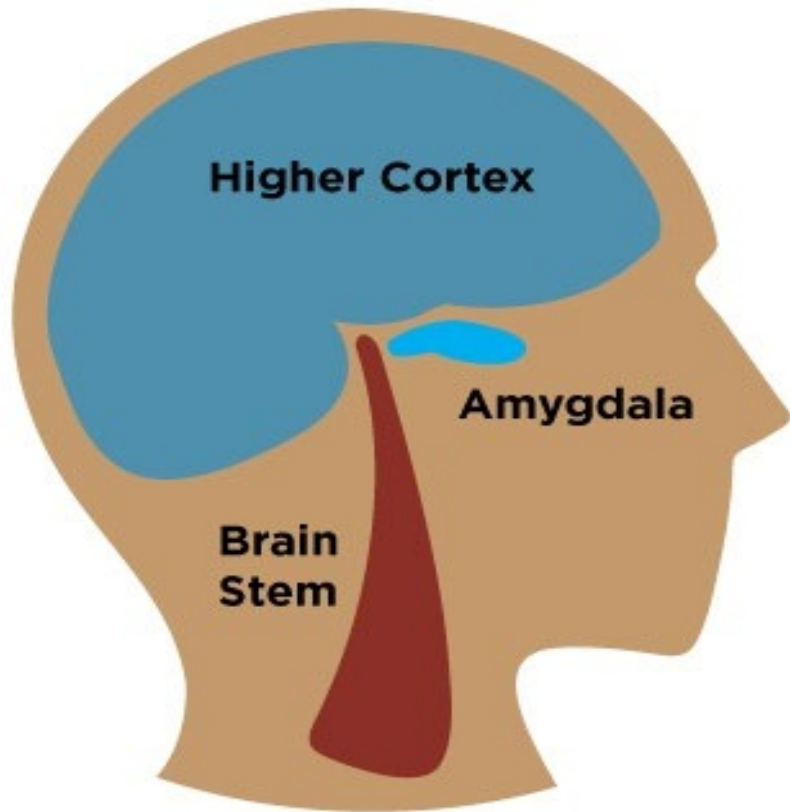
Ex. **"Our bank account is low"** may be intended simply to identify a problem, but it is likely to be heard as a personal attack



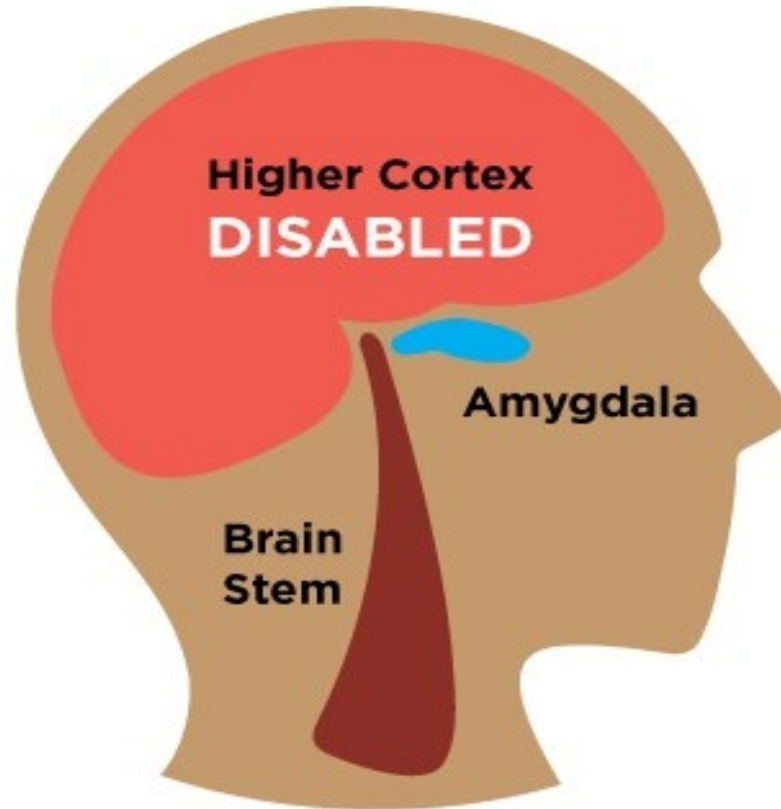


When negotiating it is easy to forget that you must deal not only with other peoples' problems, but also with your own. Your anger and frustration may obstruct an agreement beneficial to you. Your perceptions are likely to be one-sided, and you may not be listening or communicating adequately





LOW Emotion
(Calm, Relaxed)



HIGH Emotion
(Anger, Fear, Excitement, Love,
Hate, Disgust, Frustration)



Perception

- How you see the world depends on where you stand
- We focus on facts that confirm prior perceptions
- We disregard or misinterpret those that call our perceptions into question
- **A skilled negotiator gets to know & feel the emotions of the other side**



The lights go out...egos get involved, creativity is dulled, and we hold to our positions-
No matter how irrational

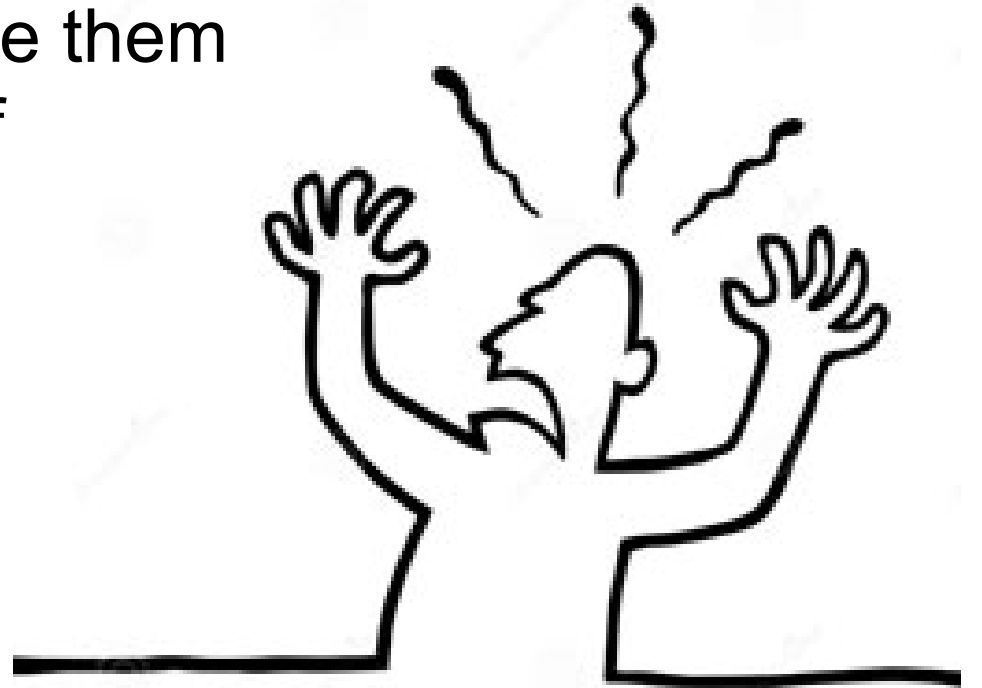


What to do

- Suspend judgment
- Try on their perspective
- Understanding is not agreeing
- Don't deduce their intentions from your fears. It narrows options

Emotion

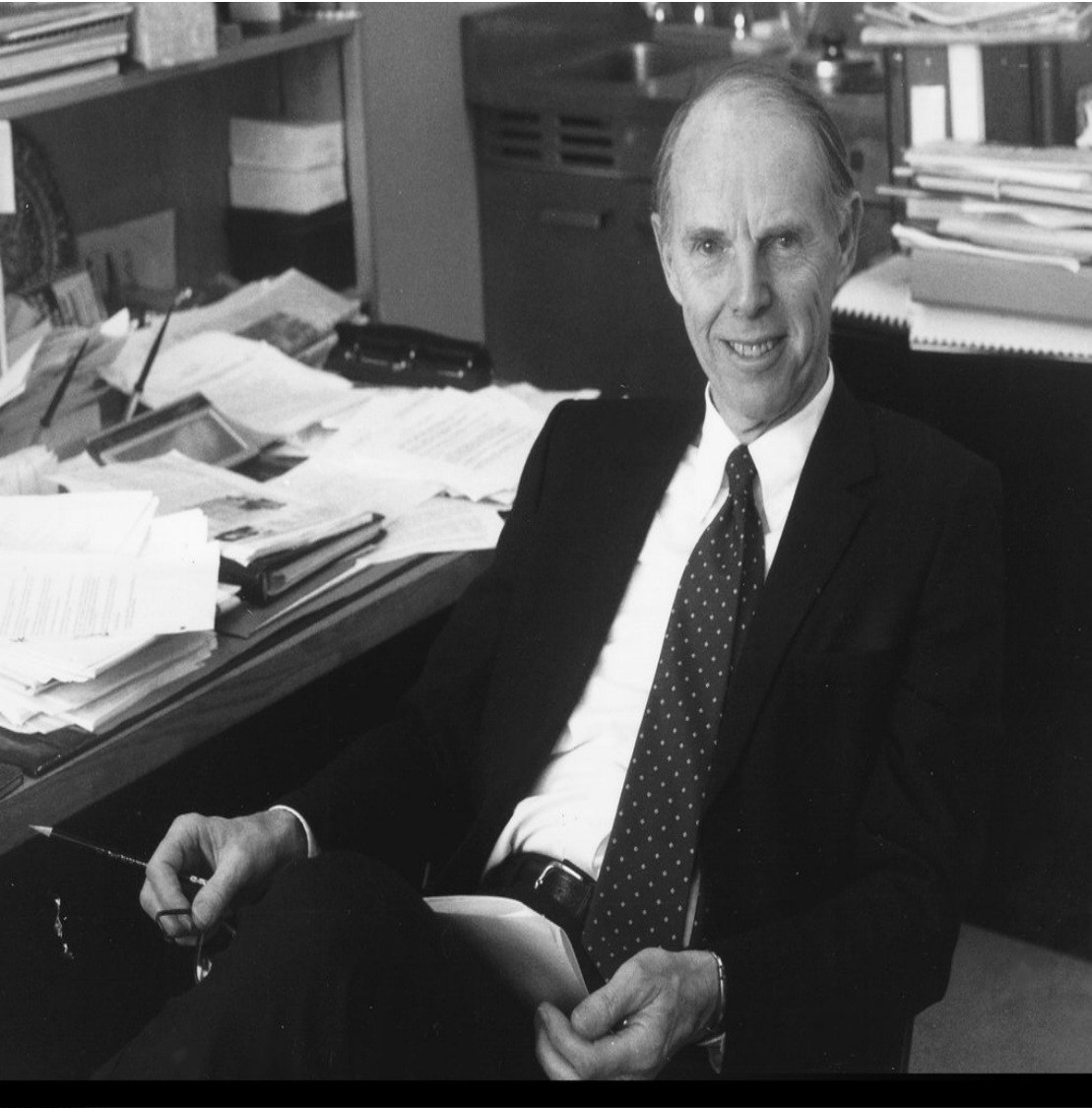
- Make emotions explicit & acknowledge them as valid (free them from the burden of suppression)
- Allow the other side to let off steam
- Don't react to emotional outbursts
- Suggest a break
- Breath
- **Rule:** One person is allowed to be angry at a time



Communication

- Listen actively & acknowledge what is being said
- Examine what is not being said (body language)
- Speak about yourself, not about them (I language)
- Speak for a purpose





"Be unconditionally constructive. Approach a negotiation with this – 'I accept you as an equal negotiating partner; I respect your right to differ; I will be receptive.' Some criticize my approach as being too soft. But negotiating by these principles is a sign of strength."

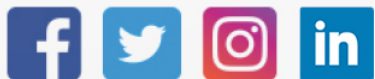
Roger Fisher, Getting to Yes

Recap

- Explored the 7 step prep process for effective negotiation
- Discussed principled negotiation skills
- Examined how to avoid getting derailed by negative emotions



Thank-you!



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