Negotiating to Win in Every Day Situations
Session Focus

- Introduction to the negotiation process
- Planning your approach to negotiation
- Negotiation stages
- Negotiation styles
- Interpersonal influence and levels of persuasion
Introduction to the Negotiation Process

What is negotiation?
What are the factors that influence the negotiation process?
How good a negotiator are you?
What is Negotiation?

- Negotiation is the process we use to satisfy our needs when someone else controls what we want.
- Negotiation between companies, groups or individuals normally occurs because one has something the other wants and is willing to bargain to get it.
Factors That Impact Your Negotiation

• Inadequate preparation
• Ignoring the principle of give and get
• Using intimidating behavior
• Being impatient
• Losing your temper
• Talking too much and listening too little
• Arguing instead of influencing
• Ignoring conflict
How good a negotiator are you?
Planning Your Approach to the Negotiation

Learn the importance of using a negotiation planning guide
Negotiator’s Guide to Preparation

- Goals
- Trades
- Alternatives
- Relationships
- Expected outcomes
- Consequences
- Power
- Possible solutions
Negotiation Stages

Charting the six basic steps in negotiating
6 Steps of Negotiation

Step 1: Getting to Know One Another

Step 2: Statement of Goals and Objectives

Step 3: Starting the Process

Step 4: Expressions of Disagreement and Conflict

Step 5: Reassessment and Compromise

Step 6: Agreement in Principle or Settlement
Negotiation Styles

Determining your negotiation style
Comfortable Behaviors

AMIABLE
Strong concern for relationships

DRIVER
Strong concern for substance and outcomes

ANALYTICAL
Strong need for accurate and detailed facts

BLEND
A combination of styles
Interacting Concerns

- **Defeat**: Be a winner at any cost
- **Collaborate**: Creatively problem solve so both parties win
- **Withdraw**: Take whatever you can get
- **Accommodate**: Build friendly relationships

**Compromise**: Split the difference
## What Style to Use

<table>
<thead>
<tr>
<th>STYLE</th>
<th>ADVANTAGE</th>
<th>DISADVANTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Defeat</strong></td>
<td>Good short-term deals</td>
<td>Destroys relationships</td>
</tr>
<tr>
<td><strong>Collaborative</strong></td>
<td>Creative long-term solutions</td>
<td>Takes time and effort</td>
</tr>
<tr>
<td><strong>Accommodate</strong></td>
<td>Easy agreement</td>
<td>One-sided outcome</td>
</tr>
<tr>
<td><strong>Withdraw</strong></td>
<td>Expedient</td>
<td>Unfair agreements</td>
</tr>
<tr>
<td><strong>Compromise</strong></td>
<td>Adequate solutions</td>
<td>Don’t reach optimal solution</td>
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Interpersonal Influence and Levels of Persuasion

Applying your negotiation skills
Improving your ability to convince others of your point of view
Interpersonal Influence

- Pushy
  - Bullying
  - Defeat
- Confident
  - Promoting
  - Collaborate
- Withdraw
  - Quietly
  - Manipulating
- Accommodate
  - Carefully
  - Suggesting

Level of Energy: Gentle to Powerful

Level of Empathy: Coercive to Persuasive
Pushy Bullying (characteristics)

- High energy – low empathy
- Push for what they want and even try to “bully” the other party to reach a desired outcome
- Can be commanding of attention and even loud
- Can be seen to be adversarial and insensitive to the relationship needs of others
- Likely body language:
  - Leaning forward, louder voice, high use of hands in aggressive manner like pointing and very direct eye contact.
Pushy Bullying

Pros
- Loudly commands attention
- Draws negotiations to a rapid close
- Can move negotiations from a stalemate

Cons
- Are often insensitive and miss subtle points
- May adopt a “take it” or “leave it” attitude
- Can lead to win/lose outcomes
Confident Promoting (characteristics)

- High energy – high empathy
- Focus on people and process issues equally
- Focus on key issues pertinent to the negotiation
- Is enthused about the possible forward options
- Find compromise or win/win agreements that can satisfy both sides needs as possible
- Is flexible and adaptive and always looking for different collaborative ways to reach a deal
- Likely body language:
  - Erect, slightly leaning forward posture, lots of use of the hands, good eye contact, confident, usually modulated voice
Confident Promoting

**Pros**
- Quickly focuses on the major issues
- Wins people over with enthusiasm
- Usually adapts to reach a deal

**Cons**
- Can be too aggressive
- Can fail to listen fully
Quietly Manipulating (characteristics)

- Low energy – low empathy
- Likely to keep a relatively low profile much of the time
- Actively plan how to quietly manipulate the other party to reveal a weakness
- May look to distort or bend information to suit their own ends
- Is seen to be secretive and coercive
- Likely body language:
  - Slouched, leaning back, hands clasped or steepled, eyes averted or watching the broad scene with fleeting looks
Quietly Manipulating

**Pros**
- Quickly draws attention to real threats to agreement
- Can subtly focus a debate
- Can raise hidden issues

**Cons**
- May distort information or the truth
- Can exploit other party’s weaknesses
- Can lead to victim/rescuer situations
Carefully Suggesting (characteristics)

- Low energy – high empathy
- Make calm and harmonious contributions
- Offer gentle suggestions on a friendly basis on points where the two parties can agree
- Interested in protecting the quality of the relationships and not necessarily reaching a specific outcome
- Highly accommodating
- Likely body language:
  - Open, neutral posture, attentive, good eye contact, friendly, smiling face, some use of hands when speaking and concentrating, good listener
Carefully Suggesting

**Pros**
- Keeps the negotiation calm
- Good at drawing attention to the “deeper” issues
- Can get people to “open” up

**Cons**
- May not necessarily reach a specific outcome
- Can lead to win/lose outcomes
- Can miss subtle points
Interpersonal Influence - Summary

• Individuals may draw on all four of these different styles in the same negotiation – or in different negotiations from time to time

• One can learn or choose to use more of a particular style than another
ODE Resources

• Learn Now
  – Negotiating
  – Conflict Management

http://ode.hr.gwu.edu/learn-now
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