

# Effective Negotiating Skills

## A practical Training Guide

### Seminar Outline

Session	Session Content	Manual/Activities
1	Negotiating objectives Negotiation Skills Negotiation some practical definitions Learning styles	 Exercise 1: Learning styles audit  Exercise 2: Learning styles epitaphs  Handout #1: Learning styles
2	Basics of negotiating The nature of conflict How to use the A/R Test The six basic steps in negotiating	 Exercise 3: Simulated negotiation  Handout 2: Basics of Negotiating (diagram)  Handout #3: The six basic steps in negotiating
3	Communications in conflict Types of negotiators Develop a win/win philosophy Process of bargaining	 Exercise 4: Disagreement & conflict  Exercise 5: Listening practice  Handout #4: Listening skills  Handout #5: Types of negotiators  Handout #6: Develop a win/win philosophy  Handout #7: President Reagan on Negotiation
4	Case Study	 Exercise 6: Negotiation Case Study Acme Supermarkets
5	Pre-Negotiation tasks Target setting Negotiator's guide to preparation	 Exercise 7: Negotiation: Multiple Choice  Exercise 8: Characteristics of a successful negotiator  Handout #8: Planning a Negotiation  Handout #9: Negotiator's Checklist
6	The special tools of negotiation Eight critical mistakes The Alpha-Beta Negotiating Model	 Exercise 9: Your Negotiating Style  Handout #10: Avoidable Negotiating Errors  Handout #11: The Alpha-Beta Negotiating Model
7	Bargaining Stages Creating Movement Sorting out the Issues	 Exercise 10: Negotiation Skills  Exercise 11: Force Field Analysis  Handout #12: Bargaining Stages
8	About Stress Handling Stress Managing Stress Stress Types Final Considerations	 Exercise 12: Review Questions  Handout #13: Managing Stress

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### Seminar Timetables

Section	Content	Slide/s	Timing (mins)	Page No:
1.	Examples of negotiation	1.1	4	3
1.1	Negotiating objectives	1.2	4	3
1.2	Negotiation skills	1.3 1.4	5	4
1.3	Negotiation some practical definitions	1.5	2	5
1.4	Learning styles			6
1.4.1	The way we learn	1.6	10	6
	Exercise 1: Learning style audit and feedback	1.7 1.8	40	
1.4.2 - 1.4.5	Learning styles			7
	Reading by group Distribute Handout #1		10	
	Exercise 2: Learning style epitaphs and feedback		15	
2.1	Basics of negotiating Distribute Handout #2	2.1	10	13
2.2	The nature of conflict	2.2 2.3 2.4	10	15
2.2.1	The A/R Test	2.5	5	15
2.3	How to use the A/R Test	2.6	10	16
	Exercise 3: Simulated negotiation		35	
2.4	The six basic steps		10	17
	Reading by group Distribute Handout #3		10	

<b>Section</b>	<b>Content</b>	<b>Slide/s</b>	<b>Timing (mins.)</b>	<b>Page No:</b>
3.1	Communication in conflict Exercise 4: Disagreement and Conflict		10	23
3.1.1	Communication & listening	3.1 3.2	} 10	23
3.1.2	Improving your listening ability	3.3		5
3.1.3	Listening as reinforcement	3.4	5	25
3.1.4	Interactions & feelings	3.5 3.6 3.7	} 10	25
	Exercise 5: Listening Practice Distribute Handout #4			20
3.2	Types of negotiators Distribute Handout #5	3.8 3.9	} 15	27
3.3	Develop a win/win philosophy Distribute Handout #6	3.10		10
3.4	Process of bargaining Distribute Handout #7	3.11	5	31
Session 4	Negotiation Case Study Distribute Exercise 6 See instructions for use		Intended to occupy the entire session	33
'5.1	Exercise 7: Multiple Choice Pre-negotiation tasks		10 5	45
5.1.1	Where to start planning	5.1 5.2 5.3	} 7	45
5.1.2	Where to get information	5.4		5
5.1.3	Decide how much time is needed	5.5	10	46
5.1.4	Identifying sources of power	5.6	5	46
5.1.5	Threats and offers	5.7 5.8 5.9 5.10	} 8	47
5.1.6	The advantages of planning Planning a negotiation (diagram) Distribute Handout #8	5.11		10
5.2	Target setting			51
5.2.1	Why set targets?	5.12	5	51
5.2.2	Target setting and concession making	5.13		51
5.3	The DO's and DON'T's of the conduct of a negotiation	5.14 5.15	} 10	52
5.4	Negotiator's guide to preparation Distribute Handout #9	5.16		5
	Exercise 8: Characteristics of a successful negotiator		10	

<b>Section</b>	<b>Content</b>	<b>Slide/s</b>	<b>Timing (mins.)</b>	<b>Page No:</b>
6.1	The special tools of negotiation	6.1		58
6.1.1	Salami	6.2		58
6.1.2	Fait Accompli	6.3		59
6.1.3	Standard practice	6.4		59
6.1.4	Deadlines	6.5	20	61
		6.6		
6.1.5	Pretending	6.7		61
6.1.6	Apparent withdrawal	6.8		62
6.1.7	Good Guy/Bad Guy	6.9		62
6.1.8	Limited authority	6.10		63
6.2	Eight Critical Mistakes	6.11	10	64
6.3	The Alpha-Beta Negotiating Model			65
6.3.1	Two important concerns	6.12		65
6.3.2	Patterns of negotiating behaviour		20	65
	Alpha-Beta Negotiating Model	6.13		66
6.3.3	Five negotiating styles	6.14		66
6.3.4	Which style is preferred?			67
6.3.5	How to use the Alpha-Beta Model			68
	Exercise 9: Your negotiating style	6.15	40	
7.1	Bargaining stages	7.1		70
7.1.1	Early stages	7.2		71
7.1.2	Middle stages	7.3	10	72
7.1.3	Closing stages	7.4		72
		7.5		
	Exercise 10: Negotiation Skills		35	
7.2	Creating movement	7.6		74
7.2.1	Define the problem	7.7		74
7.2.2	Generate alternatives			75
7.2.2.i	Min-Max strategy	7.8		75
7.2.2.ii	Using the Min-Max strategy	7.9	15	76
		7.10		76
7.2.3	Finding a solution	7.11		77
		7.12		
7.2.4	If deadlock continues...!	7.13		77
7.2.5	Big issues into small issues	7.14		78
7.3	Sorting out the issues	7.15		78
7.3.1	Negotiation force field analysis	7.16	10	79
	Exercise 11: Force Field Analysis		20	

<b>Section</b>	<b>Content</b>	<b>Slide/s</b>	<b>Timing (mins.)</b>	<b>Page No:</b>
8.1	About stress	8.1	15	82
8.1.1	What is stress	8.2		82
8.1.2	The causes	8.3		82
8.1.3	Signs	8.4		83
8.2	Handling stress		20	83
8.2.1	From the "home" environment	8.5		84
8.2.2	From yourself	8.6		84/85
8.2.3	From the negotiating process	8.7		85
8.2.4	From the other side	8.8		86
		8.9	15	86/87
8.3	Managing stress	8.10		
		8.11		
8.4	Stress types	8.12	10	88
	Exercise 12: Review Questions		15	88
8.5	Final considerations	8.13	15	89
Total time			12 hours	

## How to use Slides and Exercises

Slide No.	Page	Title	How to use
		Exercise 4: Disagreement & conflict	Use this exercise at the beginning of the session (to get the participants minds working; to counteract sleepiness after lunch?). The exercise looks back to the work of session 2 and serves as a refresher. Allow 5 minutes to complete the quiz and score it. Open discussion; ask "Does anyone want to share their results with us?" Don't force it, make appropriate comments. Use your comments to stress the importance of effective communication and lead into the session.
3.1	23	Listening and conflict	Stress that listening is difficult, especially where there may be disagreement. It is better to listen than talk. "The wise man remains silent in the house of fools". King Solomon.
3.2	23	Distorting factors	Comment on each of these points. Explain that we are all affected by them. The main necessity is to be aware of what happens to ourselves and them.
3.3 3.4	24/ 25	Improve listening ability	Use the two slides to introduce the effective listening techniques and "active listening". Watch the class for signs of active listening. Demonstrate the little sounds and the body language of active listening. The nods, the smiles and so on; and the classic defense/reject posture of arms folded across chest, and the open posture of arms out in front on table with hands linked and relaxed.
3.5 3.6 3.7	26	Interaction and feelings (1, 2 & 3)	Use slides 3.5 and 3.6 to get as much response from the group as possible. Basically the statements are open questions that people can answer from their own experience. Encourage this and lead an open discussion to bring out the main points about communication interactions.
		Exercise 5: Listening practice	This exercise is done in parts. Each part has two scenarios to role play and give feedback. Follow the instructions on the exercise. Give out Handout 4, "Listening skills". Ask the group to go through the Checklist before starting on the exercise. Timing for this exercise, about 20 minutes.
3.8	27	Types of negotiators	Comment briefly on each type of negotiator from the material. Give out Handout 5, "Types of negotiator". Allow class a few minutes to look through it. Recommend they read it in the evening. (Note: Get class to identify the types of negotiator that they will have seen in action during case study in Session 4.)
3.9	29	Negotiating Attitude	Comment on the way in which our attitude affects the outcome of the negotiation. Get the group to give examples of positive/negative attitudes that they have observed. List these on a flip chart.
3.10	30	Win/win	Short lecture on win/win, using text. Give out Handout 6, "Win/Win", for later reading.
3.11	31	Process of bargaining	Draw the session together, showing how the interaction moves the negotiation process along from stage to stage.

In successful negotiation, a negotiator will obtain something of greater value, in exchange for something which is perceived as a lower relative value. Both parties can win; they may have wanted more, but will end up satisfied.

Benjamin Franklin expressed it best when he said:

*"Trades would not take place unless it were advantageous to the parties concerned. Of course, it is better to strike as good a bargain as one's bargaining position admits. The worst outcome is when by overriding greed, no bargain is struck, and a trade that could have been advantageous to both parties, does not come off at all."*

### **3.3.3 Win/Win negotiating has some distinct characteristics:**

**a win/win attitude  
genuine interest in the needs of  
the other party  
flexible approach; a willingness  
to make some concessions to  
get what is wanted  
co-operative  
understanding the importance  
of the give/get principle in  
negotiating.**

Distribute Handout #6



**3.10**



**3.11**



# Session 5 Planning and Preparation for Negotiation

Introduce Exercise 7 — Multiple Choice

## 5.1 Pre-negotiation tasks

Successful negotiation does not happen by chance. It comes from the successful implementation of a well thought out plan.

If there is something you want to acquire through negotiation, be prepared to take some risks. But good preparation will help keep risks manageable, and give you a feeling of confidence.

### 5.1.1 Where to start planning

Start by thinking through your objectives:

**What do you want? and what do you need?  
What are you willing to give for it?  
What is your timetable for giving and getting?**

Once the objectives are established, concentrate on the issues; categorize them as major or minor concerns. Do this for your issues, and also for those you anticipate the other party will identify as theirs. Also, remember issues which are common to both parties.

Factors to consider in the analysis of the issues:

**Economic impact on the parties  
Supply and demand  
Past precedent and standard practices  
Time constraints  
Legal implications and considerations  
Long and short term advantages and disadvantages.**



**Exercise 7**



**5.1**



**5.2**

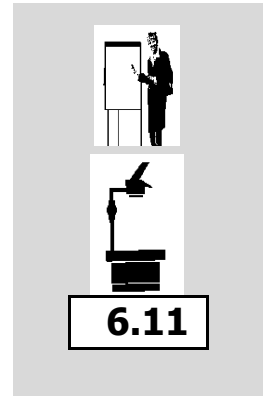


**5.3**

## 6.2 Avoidable negotiating errors

Distribute Handout #10

We cannot do the right things all the time, but some errors we can avoid. Just mentally stand back and think for a little while. This checklist of points (some of which we have mentioned in earlier sessions) indicates some critical mistakes in negotiation. Make every effort to avoid them:



Do I? Don't I?

1. Inadequate preparation  
Good preparation provides a full understanding of your options and allows for planned flexibility at the critical points.
2. Ignoring the give/get principle  
Each party needs to conclude the negotiation feeling something has been gained. Win/Win!
3. Use of intimidating behaviour  
The rougher the tactics, the more resistance. People don't like to be pushed around. Persuasiveness, not dominance, gives a more effective outcome.
4. Impatience  
Give ideas and proposals time to work. Don't rush things; patience pays.
5. Loss of temper  
Bad temper deters development of a co-operative feeling which creates solutions.
6. Talking too much and listening too little  
If you love to listen, you will gain knowledge, and if you incline your ear, you will become wise.  
Talmud
7. Arguing instead of influencing  
Your point of view is best explained by education, not stubbornness.
8. Ignoring conflict  
Conflict is the substance of negotiation. Learn to accept and resolve it, not avoid it.