

*"THE WORKPLACE SPECIALISTS WITH
A DIFFERENCE"*

*Negotiation Skills
Participant Workbook*



Introducing Negotiating Skills

Training Objectives

Welcome to Negotiation skills. We are all negotiating in different ways constantly and depending upon what we are negotiating different approaches will determine different outcomes. In this workshop the key learning objectives are:

- Understanding the essential elements involved in a negotiation
- Becoming a more effective negotiator
- The structure and process of negotiation
- Preparing and planning a negotiation
- Detecting the verbal and non verbal signals
- Delivering assertive proposals
- Recognising the different needs and motivations in a negotiation
- Minimising and optimizing concessions

What are the most common negotiations you are involved in? With whom do you have to negotiate?

Introducing Negotiating Skills

**What is a
Negotiation?**

A simple definition of negotiation is:

To confer with another or others in order to come to terms or reach an agreement.

**What is the
group's
definition of
negotiation?**

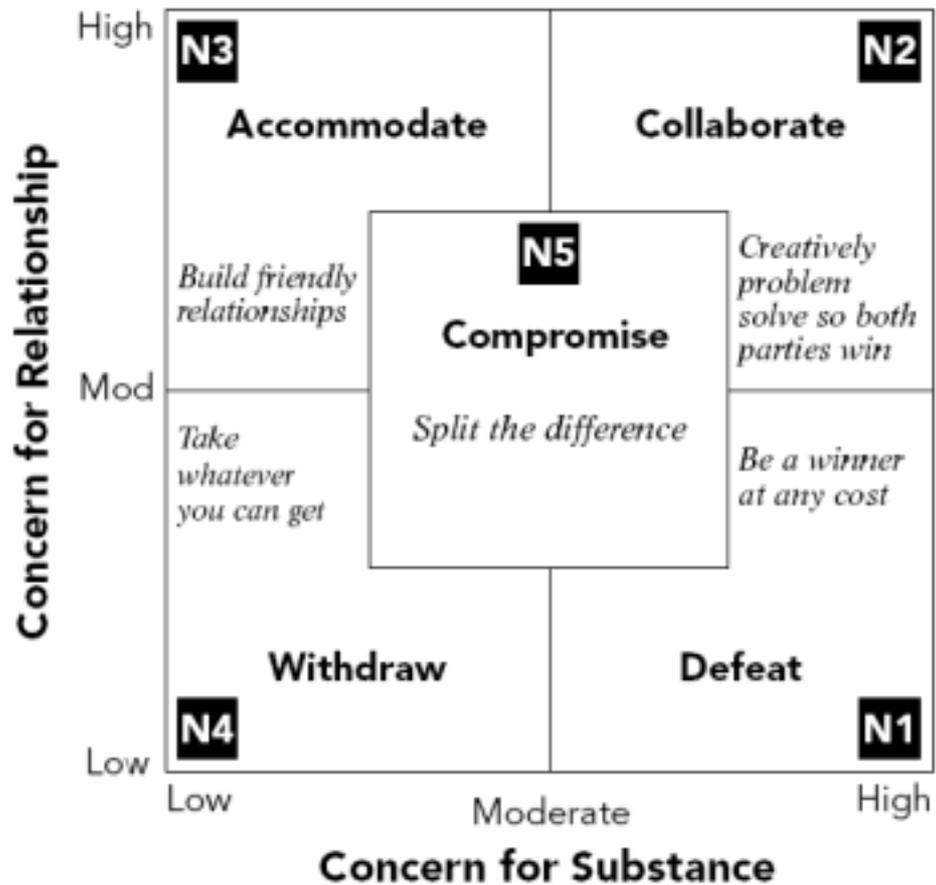


**What does a
good
negotiation
look like?**



Introducing Negotiating Skills

The following matrix displays five negotiation styles that can assist in defining the negotiation style that can be used in particular situations.¹



Negotiating Styles

Style	Description
<p>Accommodate</p> 	<p>If the relationship is a high concern for the negotiator, and the substance of the negotiation is of a low, the negotiation style that tends to work is one based on a friendly relationship.</p> <p>For example: Deciding on which movie to go to with a friend</p>
<p>Collaborate</p> 	<p>If there is a high concern for the relationship, and there is a high concern for the substance of the negotiation, use creative problem solving so that both parties achieve what they want.</p> <p>For example: A preferred supplier negotiating with a wholesaler for higher commission. The supplier wants to make more when they sell more and the wholesaler wants them to sell more of their product specifically</p>
<p>Withdraw</p> 	<p>If there is low concern for the relationship, and there is low concern for the substance of the negotiation, take whatever you are able to get.</p> <p>For example: a company dealing with an insolvent client will take whatever they can get for the debts they are owed.</p>
<p>Defeat</p> 	<p>If there is low concern for the relationship and a high concern for the substance of the relationship, be a winner at any cost.</p> <p>For example: buying a new car, you may not be concerned about the relationship with the car dealer, but you want the best deal – as the negotiator you are likely to push further for the best deal.</p>
<p>Compromise</p> 	<p>If the relationship is important and the substance of the negotiation is important, split the difference.</p> <p>For example: Couples negotiating on which house to purchase</p>

The components of a negotiation

The parties involved enter into D_____.

C_____ of objectives.

Determination of P_____.

S_____ in determining the other parties needs.

R_____ that priorities and needs usually differ between parties.

Persuasion and C_____ skills.

Ability to P_____ your needs in a way that satisfies the other party.

Ability to do so without C_____ your position or responsibilities.

Acting with I_____, R_____, C_____ and sensitivity.

Maintaining presence, A_____ and R_____.

Meeting both parties' needs with intention of creating overall benefit to both.

Effective negotiators operate out of certain mental sets and sustained attitudes.

These include-

- Maintaining optimum physiology.
- Staying in rapport
- Staying alert and aware / Staying present and in “uptime”
- Dissociating from feelings under pressure
- Separating self from other
- Identifying and dealing with manipulation
- Practicing patience
- Tolerating ambiguity
- Maintaining commitment to negotiate.
- Resisting the temptation to deviate from sound procedural principles

It is critical to understand the types of negotiation and identify whether it is-

win/win

win/lose

lose/lose

Can you think of an example of each of these?

Principles and Procedures of Negotiating.

Negotiating is the process of determining and meeting both parties perceived needs. It is not manipulation or coercion. Take your time when negotiating as power stems from your ability to hold a position.

- 1) Gather as much information as possible prior to a negotiation.
- 2) Ask questions. People are conditioned to answering questions. Answer a question with a question.
- 3) Treat every negotiation as unique and be clear that you are assessing the current situation accurately and not according to what you experienced in the past.
- 4) Do not assume other people share your values.
- 5) Listen and observe closely
- 6) Communication is the response you get.

How much power you manifest is a function of your belief about how much power you have. What is your understanding of this statement?

Principles and Procedures of Negotiating.

Establish rapport. It is built on commonality.

- 1) Plan your negotiation.
- 2) Set and maintain high goals.
- 3) Know your HAP and LAP
- 4) HIGHEST ACCEPTABLE POSITION
- 5) LOWEST ACCEPTABLE POSITION
- 6) Determine all demands before beginning to make concessions. Make sure that all the issues are on the table. Use the “conditional close” which is a version of the
- 7) ‘As if’ frame.
- 8) Be careful about making the first offer. The initial offer is seldom the figure that they would ultimately agree to.
- 9) Do not talk past the end point. When you have finished negotiating **BE SILENT!**
- 10) The other party will value what they get if you make them feel like a winner.
- 11) Quickly accepting their first offer may leave them feeling they should have asked for more. Always declare them a winner.
- 12) Concede slowly, in small increments. Call a concession a concession. They should perceive any concession to be a valuable win on their part. Make sure they feel they have worked for it.
- 13) Make sure your word is powerful. If you can’t deliver, don’t promise to. If you promise something, make sure you deliver.

Common wisdom about negotiating

- 1) Deadlines force agreement.
- 2) Quick negotiations tend to be unfavorable for one of the parties.
- 3) Sellers who are willing to take less get less.
- 4) Sellers who ask for more get more.
- 5) People who give a little at a time do best.
- 6) Whoever makes the first concession on a major issue tends to lose.
- 7) Whoever makes the largest single concession usually loses.
- 8) People tend to under value anything they get for nothing.
- 9) Be willing to take back a concession if it is not reciprocated.

How do we know what we know?

We all have unique ways of filtering vast amounts of information that we experience every day. We represent these experiences using our five senses - sight, hearing, feeling, taste and smell. The way we represent our experience varies from individual to individual. By understanding how we create these experiences, we can appreciate the diversity around us. Since childhood our behaviours have been programmed so to communicate effectively as an adult it is useful to explore our habits and behaviours. We are often unaware of the impact our body language, facial expressions and spoken language have on others. The incredible sense of achievement that comes with enhanced communication is worth the time that it takes to change and develop your skills.

The Components of Communication

Information

Delivery

Mannerisms

Information	Delivery	Mannerisms
Words	Voice	Posture
Common experiences	Tone (pitch)	Gestures
Content chunks	Tempo (speed)	Facial Expressions
	Timbre (quality)	Breathing
	Volume (loudness)	

How do we know what we know?

Eye Movement Exercise

Visual Recall

- What colour was your first car?
- Which is the brightest room in your house?
- What colour is the most recent piece of clothing you bought?
- What colour and shape is the Safeway logo?
- How many roundabouts are there in the main part of town?

Visual Construct

- What would you look like with flaming red hair?
- What would an animal look like with the body of an elephant , the head of a lion and the tail of a peacock?
- Imagine your house in the middle of the desert
- Imagine the clouds changing to pink fairy floss

Auditory Recall

- Listen in your mind to your favorite song
- Which door in your house slams the loudest?
- Sing the first line of Advance Australia Fair
- Who has the softest voice in your family?

Auditory Construct

- Can you hear yourself singing Happy Birthday ?
- Can you hear someone you love saying “surprise!” in a delighted tone
- Can you hear your laughter as it will sound when you are 80 years old?
- Can you hear a child you know saying “ Hooray I’m 18!!”
- Can you hear the purr of the motor of your dream car?

Kinesthetic

- Feel the warmth of an open fire on your face
- How did you feel this morning just after you got out of bed?
- What does ice feel like melting in your hand?
- Think of what it would feel like to slide your hand over sand paper and then onto satin

Representational System Language

Visual Language	Auditory Language	Kinesthetic Language
Imagine, observe	Hear, say	Feel, sense
look, picture	Talk, yell	Cold, warm
Beyond a shadow of a doubt	Argue, tone	Rough, smooth
Clear cut	Quiet, Loud	Grasp, solid
See, aim	Verbalise, discuss	Soft, rigid
View, vision	I hear you	Touch, tension
I see what you mean	That rings a bell	Unite, sensitive
That is not clear	It sounds great to me	Get a grip
Catch a glimpse of that	Everything suddenly clicked	Get a handle on that
Birds eye view	Listen to yourself	Hang in there
In light of that news	That idea has been rattling around in my head	Stiff upper lip
Paint a picture	I am in tune with her	Get in touch with it
Minds eye	Purrs like a kitten	Control yourself
Sight for sore eyes	Loud and clear	Cool/calm/collected
Take a peek		Pull some strings
Looking back on it now		Firm foundations
I went completely blank		
That looks good		

Representational System Detection

How could knowing this information how could you negotiate more effectively?

Exercise in Representational Language Patterns (Work in groups of 4)

One person will tell a story about a hobby they have, a holiday they have been on or a favorite memory. Talk for about 3-4 minutes with one of the group who will be conversing with you and asking questions.

The remaining 2 will listen to the language they use to represent experience and observe eye accessing cues.

One will listen for Visual, Auditory and Kinesthetic words

One will observe for eye accessing cues

Use your tick sheet to listen for the words and make a note of some.

Spend 3-5 minutes and then rotate until you have each had an opportunity to complete each role.

Debrief and discuss what you observed in this exercise.

Recommended Reading

TITLE	AUTHOR
Negotiating in the age of integrity	Wayne Berry
The Negotiating Fieldbook	McGraw Hill
Influencing with Integrity	Genie Z Laborde
NLP - The new Technology of Achievement	Steve Andreas/Charles Faulkner
Instant Rapport	Michael Brooks
Awaken the Giant Within	Anthony Robbins
The Principles of NLP	Joseph O'Connor/Ian McDermott
Believe and Achieve	Paul Hanna
Leading an Inspired Life	Jim Rohn
Seeds of Greatness	Dennis Waitley