

Negotiate

Effective Negotiating

- How to get what you want
- Help others get what they need
- And preserve relationships

Negotiate

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Learning Outcome

- Reach acceptable agreements – “meeting of the minds” – that produce desired results.

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Learning Objectives

- Clearly state the outcome or result required.
- Define and advocate values that build relationships.
- Understand personal responses to the stress of negotiating.
- Examine negotiating issues from the other side, as well as other stakeholders.
- Prepare options to increase flexibility for the issues.

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Learning Objectives

- Rehearse your action, others’ response, and your counter-response during the negotiating process.
- Deal with others’ tricks, tactics, and tantrums.
- Conduct, document, and debrief successful negotiations.
- Develop a personal action plan for improving your negotiation skills.

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ProjectLEADER® Principles for Successful Negotiation

- Prepare, Plan, Practice
 - Prepare the Foundation
 - Plan the Details
 - Practice the Negotiation

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What is Negotiating?

- **Negotiating is the process of reaching agreement.**
- **In contract language, an agreement is “A Meeting of the Minds.”**

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When are you Negotiating?

- **Can you give Examples of each of these?**
 - Influencing
 - Selling
 - Bargaining
 - Bartering
 - Arranging
 - Contracting
 - Developing
 - Coordinating
 - Getting Commitment

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What do we Negotiate?

- **Everything in The Project System!**

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ProjectLEADER® Principles for Successful Negotiation

- **Be aware when you are negotiating!**
 - Recognize answers of convenience!
 - When people tell you what you want to hear – they are!
- **Listen to non-committal words**
 - Try, If, Might, Could, Would
- **Advocate committal words**
 - Will, Do, Complete, Deliver

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What is Successful Negotiation?

- **Everyone believes the agreement meets their basic needs.**
- **Each person believes others accepted his or her concerns as legitimate.**
- **All parties believe the process was fair and equitable.**
- **Each person believes the other will keep the agreement.**
- **The negotiators are willing to have a “rematch” in the future.**

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ProjectLEADER® Principles for Successful Negotiation

- **Be win-win**
 - Both sides must get their basic needs met.
 - Seek to understand the other's needs
 - The more you understand, the more they understand, the better the outcome.

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The Key to Winning Negotiations

- **Plan**
 - **Prepare**
 - **Practice**
- **Plan**
 - **Prepare**
 - **Practice**

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ProjectLEADER® Negotiating Process

- **Context** – identify and use people and place variables
- **Content** – define all parts being negotiated
- **Conduct** – plan and rehearse negotiating
- **Complete** – document the agreement

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ProjectLEADER® Principles for Successful Negotiation

- **Listen, Listen, Listen and Listen again.**

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1. Context Non-Verbal – Theirs, Yours?

- **What is on the outside?**
 - What do you / they show?
 - Look at all the nonverbal: body, arms, coloration, eyes, tonality, volume, rhythm.
 - Observe tiny changes.
- **Use this to read their reactions.**

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2. Context Reality

- **How do they experience reality? You?**
- **Language** – see, hear, read, do, feel
- **What kind of people are they?**
 - Pictures – have to see it.
 - Auditory (hearing) – have to hear it
 - Internal – have to think about it, talk to self
 - Action – moves to or away from the problem
 - Emotive – has to feel about it first before acting
- **Speak in their language!!!!**

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3. Context Criteria / Values

- What are their 'hot buttons'? Yours?
 - What is important to them?
- Structure your position in their values.

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4. Context Emotional State

- What is it? What does it need to be?
- Need to establish rapport!
- Change your and their state so it is beneficial.

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5. Context Reaction to Time

- What does time do to your / their Emotional State?
- Decisions are made at deadlines.
- Disconnect your time warp, connect theirs.

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6. Context Source of Energy

- Do you / they get energy from self or from others?
- Introverted versus Extroverted
- Take lots of people for introverts to drain them of energy or vice versa.

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7. Context Learning

- What does it take to believe or be convinced that you or they know?
 - How many times – repetition
 - Quick learners or have to experience it several times.
 - Partial evidence – go on little data
 - Learn it new each and every time
- Give them the required repetition

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8. Context Decision Approval

- where do you / they get their basis for deciding?
 - internal – make decision alone
 - equal – mixed additional references, opinions
 - external – look to others to make the decision

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9. Context Decision Strategy

- **How do you reach a decision?**
 - What steps do you / they take to decide?
 - This can be a quick or laborious process.
 - What do you / they see, hear, feel, think, and then decide?
 - What are the steps to making a purchase?
- **Structure the presentation in these steps.**

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10. Context Physical Setting

- **What is the physical setting?**
 - What is its impact on the people?
- **Change to your advantage**

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ProjectLEADER[®] Principles for Successful Negotiation

- **Value the other side.**
 - Discounting the other side takes forms invisible to you but as shining as the sun to the other.

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1. Content Desired Results

- **What is the result or outcome that you want?**
- **That they want?**
 - The more clearly this is defined, the more likely it will be obtained.

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2. Content Business Interests

- **What are the business outcomes, objectives in this situation?**
 - For both sides

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3. Content Personal Interests

- **What are the personal outcomes, objectives in this situation?**
 - For both sides

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4. Content Perception of Issues

- **Perception is reality, right or wrong.**
 - What is your / their perception of the issues?

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5. Content Assumptions

- **What are not facts but are being treated as facts in this situation?**
 - Yours / Theirs?

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6. Content Motivation

- **What is driving both sides?**
- **What brings you / they to the table?**
- **How important is this negotiation?**
 - To you? To them?

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7. Content Options

- **What are all the possible parts and all the possible acceptable solutions?**
 - The more of these that are generated the better the outcome!

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8. Content Power

- **What power does each side have?**
 - The more you believe you have the more you will have.
 - The more you believe they have the more they will have.
- **External Authority – can they make the decision?**
 - Do you need to use someone else?

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9. Content Timeline

- **What is the time requirements of this negotiation?**
 - Remember the impact of time!

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10. Content Strategy and Tactics

- **Strategy** – the main thrusts of the negotiation.
- **Tactics** – the games used to negotiate.
 - Theirs / Yours?

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ProjectLEADER® Principles for Successful Negotiation

- **The more options, the more likely the outcome!**

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ProjectLEADER® Principles for Successful Negotiation

- **The higher the expectations, the greater the outcome!**

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1. Conduct Build Rapport

- **Mirror, match, and talk about things.**
 - What is their ritual, words, physical posture, speaking rhythm, emotional state?
- **Take the time to get to know them?**

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2. Conduct Measures of Success

- **Remember the criteria of successful negotiations?**
- **Agree on Measures of Success**
 - How will we measure the outcome?
 - What are objective measures for the result?
 - For the conduct of the negotiation?
 - Theirs / Yours

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3. Conduct Agree on the Options

- **What are the options?**
- **Which are acceptable to both sides?**
- **What are acceptable to only one side?**

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4. Conduct Agree on Relative Importance

- What is the priority of the options?
- Which are more important than others?

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5. Conduct Find Areas of Agreement

- What are the areas of agreement?
 - Get people saying yes. The more areas the better.
 - May have to break up issues to find more areas of 'yes.'

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6. Conduct Identify Issues to be Resolved

- What are issues to be resolved?
- Define them clearly
 - Again, break up to get the area of 'no' as small as possible.

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7. Conduct Opponent's Tactics

- Assert their position
- Attack your ideas
 - what will they say and do?
 - What is your response?
- Attack you personally
- Games

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8. Conduct Your Tactics

- Look behind their position for their interest
 - for what is important to them.
 - Be open, invite criticism, ideas, thoughts. The more the options, the more likely an agreement.
 - Reframe personal attack to attack on the problem.
 - Ask questions – be silent, wait, use silences to listen.

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9. Conduct Evaluate Time and Distance

- How far apart are you?
 - What is the time?
 - What is the distance?
 - between the two sides to agreement?

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10. Conduct Maneuver

- **How much room is there for you and for them to maneuver?**
 - How great are the tolerances for each? What is the terrain and topography of the area for agreement?
- **What are the moves needed to reach an agreement?**

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11. Conduct Walk Away Options

- **What if you cannot reach an agreement?**
- **What are options to no agreement?**
 - This needs to be discussed.
 - This gives freedom to not reach a bad decision.

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ProjectLEADER® Principles for Successful Negotiation

- **Use greed as a warning – avarice**
- **Use power as a warning – ambition**

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ProjectLEADER® Principles for Successful Negotiation

- **The more flexible, the better the outcome.**

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1. Complete Share Understanding

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2. Complete Detail Steps

- **To Satisfy Agreement**

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3. Complete Time Line for Action

- **Define**
- **Time is separate from the steps**
- **Schedule the steps**

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4. Complete Record Agreement

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5. Complete Maintain the Relationship

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6. Complete Close and Celebrate

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ProjectLEADER® Principles for Successful Negotiation

- **Nurture the relationship – you will negotiate again with the same person.**
 - (Divorce may not be an option!)

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ProjectLEADER® Principles for Successful Negotiation

- **Be Tough on the Issues**
- **Respect the People**

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Now what are you going to do with this?

- Write three commitments for your personal change to improve your negotiating.

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Effective Negotiating

- How to get what you want
- Help others get what they need
- And preserve relationships

Negotiate

Thank you

Options

- Dealing with Attack
- Problems within Negotiations

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Dealing with Attack Find the position, the motivation

- Look for the position behind the attack.
 - Find possible options within the attack.
- Define the motivation behind the attack.
 - What is the value or interest underlying the attack.
- Find ways to satisfy that value or interest.

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Dealing with Attack Hear their perception, criticism

- Don't defend your ideas, ask for critique, for what is wrong.
 - As for specific situations where there may be a problem.
 - How would they deal with the problem?
- Look for areas of agreement.

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Dealing with Attack Attack the problem

- **Recast an attack on you as an attack on the problem.**
 - Break the pattern of exchanging blow for blow – do not attack back
 - Listen, listen, listen
 - Ask them to relate the attack to the problem.
 - What is important to you within the attack?
- **Develop Options**

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Dealing with Attack Questions and Silences

- **Ask questions and pause.**
 - Use questions not statements
 - Be silent after a question – do not fill the silence. Much work is done in silence.

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Problems within Negotiations

- **Data**
- **Interests**
- **Structural**
- **Values**
- **Relationship**

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