

Negotiation

MBA / AVIMA 2020, Wildau Institute of Technology

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What is negotiation?

Principled negotiation:

- Separate the people from the problem

- Focus on interests not positions

- Create options for mutual gain

- Use objective standards

- Know your BATNA

Core concerns

The zone of possible agreement

Persuasion

Distributive and integrative negotiation

Negotiation and conflict styles

Empathy

2. Separate the People
from the Problem
and
Core Concerns

YOUR CASE

Draw a negotiation scenario from your work or life that you are thinking about

Write down / visualise key stakeholders and timelines

Separate the people
from the problem

a note on the word problem

keep the emotions out

he's too emotional

focus on the issues

emotions get in the way



put yourself in their shoes



The Iceberg model

A large, jagged iceberg floats in the dark blue ocean under a clear sky. The iceberg's surface is highly textured with vertical ridges and sharp edges. A semi-transparent blue rounded rectangle is overlaid on the upper part of the iceberg.

behaviour

Interests, needs, concerns,
values, emotions

A large, jagged iceberg floats in the dark blue ocean under a clear blue sky. The iceberg's surface is highly textured with vertical ridges and shadows, giving it a dramatic appearance. The water around the base of the iceberg is a lighter, turquoise color.

behaviour

good reasons

The People and the Problem

1. perception, interpretation and assumptions
2. emotions
3. communication
negotiation, workplace and leadership skills

The People and the Problem

1. perception, interpretation and assumptions



cognitive bias

A blurred night photograph of a busy city street. The scene is filled with bright, colorful lights from buildings and street lamps, creating a bokeh effect. A crowd of people is visible in the foreground, their figures blurred as they move through the scene. The overall atmosphere is one of a vibrant, bustling urban environment at night.

The People and the Problem

perception

a story:

the lost smartphone

The People and the Problem

assumptions we make

judgements of other people

The People and the Problem

2. emotions

emotions are never wrong

there is no point disagreeing with emotions

there is always a reason for them



let people tell their stories

be interested in how they feel

let off steam

Separate the People and the Problem

deal with people directly

Fisher and Ury say:

don't let emotions or (difficult) relationships
lead to substantive concessions
decide the outcome on its merits

The People and the Problem

3. communication:

not listening

not talking directly

not asking enough questions

misunderstanding

The People and the Problem

Leaders who don't listen will eventually be surrounded by people who have nothing to say

Listen to understand not to reply

Listen actively, ask questions, summarize, check you have understood correctly. Only answer when you have understood.

Ping and Pong

Ping talks about Ping

Pong talks about Pong



Ping talks about Ping



Pong listens

Pong talks about Pong



Ping listens

It is about focus, and separating out the two stories

Listening bad habits

- I often interrupt
- I jump to conclusions
- I often give advice, even when not requested
- I answer with arguments
- I am impatient
- I am already thinking more about my response
- I try to change the subject to something about me
- I answer with a story about myself



聽

ears: to hear

eyes: to see



undivided
attention:
to focus

mind/ king: to think

heart: to feel

The People and the Problem

it is all about listening and empathy

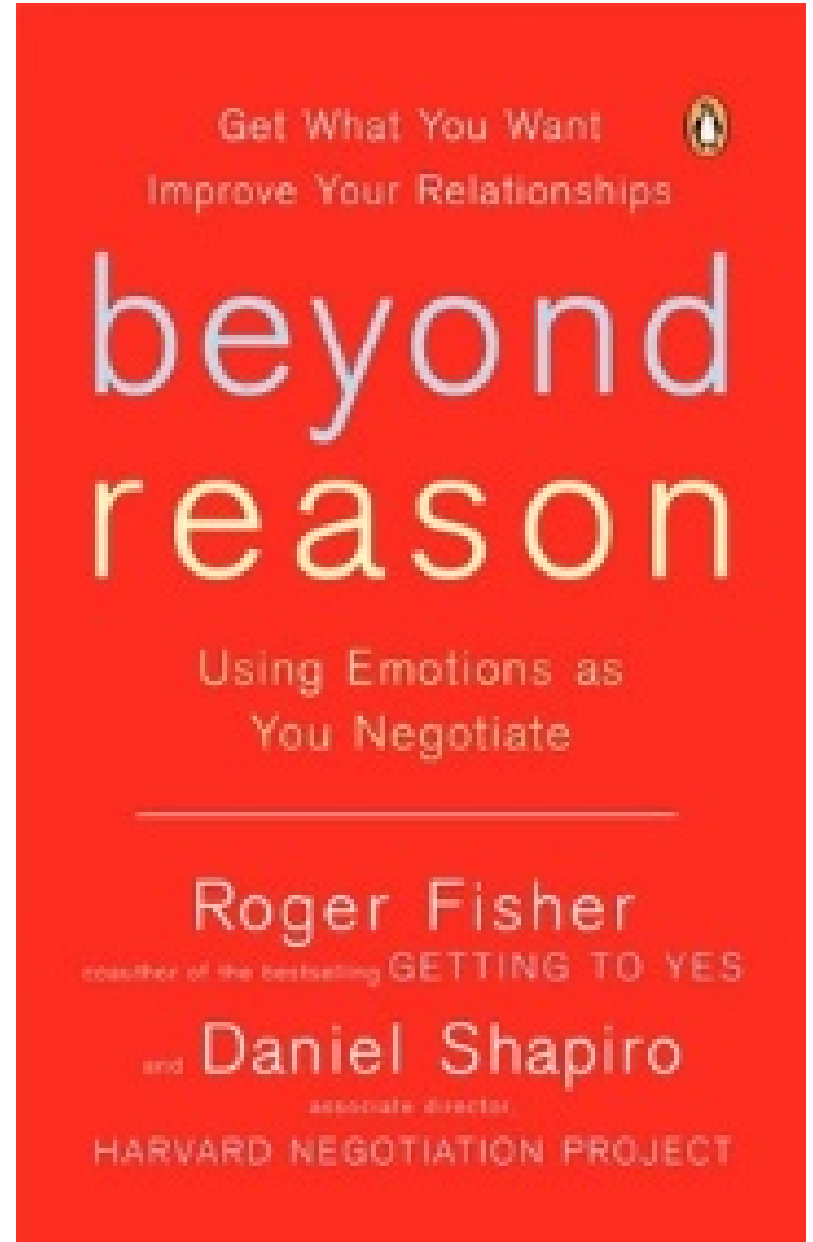
cognitive and emotional empathy
understanding is not agreeing

YOUR CASE

if your partners in this negotiation were to tell their story, saying how they see the case, and how they feel, and you could listen, what story would they tell

Core Concerns

Roger Fisher and Daniel Shapiro, *Beyond Reason. Using Emotions as You Negotiate*



Five Core Concerns

APPRECIATION

Are thoughts, actions, feelings valued or devalued?

AUTONOMY

Freedom to decide respected or restricted?

AFFILIATION

Is a sense of belonging fulfilled?

STATUS

Is status acknowledged and respected?

ROLE

Are roles meaningful?

YOUR CASE

Do the core concerns matter?

The People and the Problem

a final thought

is empathy strategy?

rational choice theory