

Personal Negotiation Skills for the Workplace

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Handouts:

1. PowerPoint Slides

Personal Negotiation Skills For The Workplace

John Settle and Tracey Cairnie

EXERCISE

*WHAT YOU KNOW
(AND WHAT YOU DON'T KNOW)*

Introductory Negotiation Scenarios

What is Negotiation?

- “Mutual discussion and arrangement of the terms of a transaction or agreement” *Webster’s Dictionary*
- “Any communication in which you are trying to get the approval, acquiescence, or action of someone else” (*Michael Donaldson, in “Negotiating for Dummies”*)
- “The process whereby we overcome obstacles – our respective positions – to reach agreement” *Ed Brodow, in “Negotiate with Confidence”*)

Two Different Models of Negotiation:

- Distributional: adversarial, competitive, 'position-based' negotiation
- Interest-Based: collaborative, problem-solving, "win-win" negotiation

Basics of the "Interest-Based" Model:

- Focus on issues & trust-building ("separate the people from the problem")
- Explore the **interests** (the real concerns and needs underlying the issues, not just the **positions** (which are the superficial or "presenting" problems ("wants"))
- Be *creative* and open to possibilities
- Work toward satisfying everyone's interests (*joint problem-solving*, "win-win")

Issues Behind Most Workplace Conflict

- "Communication" issues
- Clarifying performance & behavior *expectations*
- Issues of trust, respect, rapport
- Recognizing *emotional* content of issues
- Failure to deal with concerns promptly
- *Perceptions* – particularly about a lack of consistent, objective treatment

Three Practical Rules

- *Make it EASY for your counterparts to see things YOUR way*
- *Look behind their “positions” to what’s below the surface (their “needs”) and listen for what’s not being said*
- *To get something YOU need, help your counterparts get something THEY need*

To Build Trust During Negotiation:

- *Display integrity, fairness, & consistency*
 - Be transparent about your actions and your reasons
 - Tell the truth – but respectfully
- *Emphasize commonalities*
 - Use “we” as much as “I”
 - Display knowledge of their interests, reflect on joint interests
- *Enhance security*
 - Recognize their concerns, look for ways to help them
 - Reflect on fair standards such as the “rules”
- *Communicate well*
 - Listen actively, ask for & acknowledge their perspectives

Communication Principles for Negotiators

- Listen more than you talk (“80-20” rule)
- Listen for the *underlying* messages and emotions, not just the facts/substance
- Show you understand what they say
- Make it easy for them to talk to you and to listen to you
- Use “active listening” techniques

Chess Players & Poker Players

(from Robert Steinberg, Esq.)

- What are some of the differences and similarities in how chess players and poker players engage at the table?
- What can negotiators learn from them?

The Three Stages Of Negotiation:

Stage 1: Preparation, preparation, preparation

Stage 2: Engagement "at the table"

Stage 3: Closure and affirming the deal

(1) PREPARING TO NEGOTIATE:

Critical to Successful Negotiation!

- Study the person on the other side and how to approach them
- Do your homework on the details
- Frame what you want and the alternatives
 - Aspirational goals
 - Your 'bottom line' needs
 - Your opening point for negotiations
 - Your fallback options if negotiation is unsuccessful
- Plan for some concessions
- Think about other side's planning on above

(2) AT THE TABLE:

- Continually build trust on a personal, human level.
- Project confidence and a positive outlook.
- Be respectful and patient. Preserve their self-esteem.
- Take a little "heat." Don't let yourself be provoked.
- **Listen** more than you talk.
- Look for *shared interests* to build on --
 don't just butt heads over positions.
- Be frank about difficult issues, but respectful.
- If behaviors interfere, negotiate about the behaviors.
- Keep on the subject, avoid getting sidetracked.
- **Remember your plan**, but be prepared to modify it.

What To Try If You Get Stuck

- "Name it" ("*we seem to be stuck – what can we do?*")
- Take a break
- Focus on principles, escape details
- Break a problem into parts
- Set an issue aside, come back to it later
- If \$\$ are an issue, look at non-monetary things of value
- Recognize what has been accomplished already
- Consider trial periods, using trusted third persons
- Remember: "concessions breed concessions"
- Give things time

(3) CLOSURE:

- Summarize everything agreed to, go over the details ("the devil is in the details").
- Discuss implementation, any outside approvals needed, next steps.
- Get the handshake, if possible!
- If no agreement:
 - Don't blame or burn bridges
 - Summarize where everyone is and why
 - Leave the door open, if possible

Role-Play Exercise & Debriefing

"The Late Employee"
