

Negotiation Skills

Module 2

Oxford Instruments Foundation Programme

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Module Objective:

Increase awareness of negotiation skills and their application

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SUCCESS in
Negotiations

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Dynamics of Negotiation

Power

Information

Time

Power

Different types of power can be leveraged in negotiations:

- Positional Power: Derived from authority, resources, or hierarchical status within an organisation
- Expertise Power: Based on knowledge, skills, or specialised expertise relevant to the negotiation
- Relationship Power: Stemming from strong interpersonal relationships, trust, and influence with the other party
- Informational Power: Arising from access to critical information or data that impacts the negotiation

Information

Access to accurate and relevant information can impact negotiations in several ways:

- **Understanding Needs and Interests:** Having comprehensive information about the other party's needs, interests, constraints, and preferences enables negotiators to propose solutions that meet mutual objectives.
- **Assessing Alternatives:** Information helps in evaluating alternative options and determining the Best Alternative to a Negotiated Agreement (BATNA), which strengthens negotiating positions.
- **Fact-Based Decision-Making:** Data-driven arguments and evidence-based proposals increase credibility and support persuasive negotiation tactics.
- **Detecting Deception or Bluffing:** Information allows negotiators to identify inconsistencies or deceptive tactics used by the other party.

Time

Understanding and managing time can provide negotiators with strategic advantages:

- **Deadline Pressure:** Time constraints can create a sense of urgency
- **Timing:** Knowing when to make a proposal or counteroffer can affect its reception
- **Patience and Persistence:** Negotiators who are patient and can manage time well are often in a stronger position to wait for the right opportunity or outcome
- **Time as Leverage:** The ability to control or influence timelines can give negotiators leverage

The Process of Negotiation

Prepare	Plan from both sides – anticipate roadblocks and be clear on your desired outcome and where you are willing to compromise.
Negotiate on objective criteria	Don't become too entrenched in your own position. Welcome ideas from the other party about how to proceed.
Have options and alternatives available	Know your objective but ensure you have thought through the compromises you are willing to make.
Exercise communication skills	Be clear and explicit about your own needs and be able to convey your flexibility. Demonstrate effective listening.
Handle the discussion objectively	Try to remove emotion from the situation and approach the conversation with the focus on how you and the other party can reach your mutual objectives.
If you don't succeed	Learn from the experience. Identify at what stage things fell down when you don't reach mutual outcomes.

Prepare – Classify Your Objectives

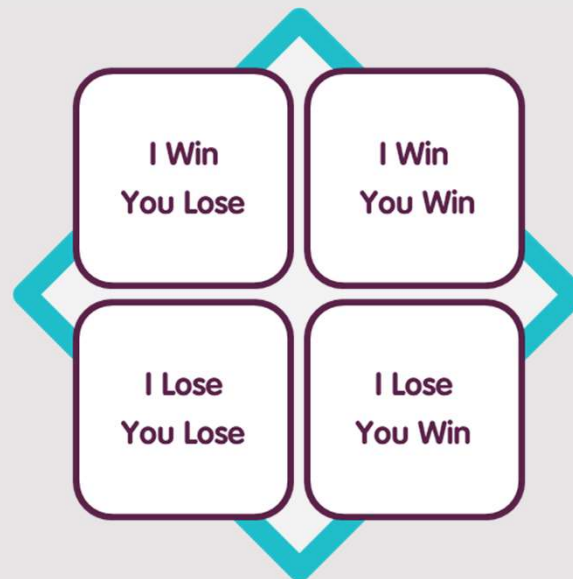
Must	What is your absolute bottom line: the ultimate, unmovable objective?
Intend	What aspects of your wish list are you intent on getting to, but which might have room for manoeuvre?
Like	What other aspects would be of added value but are not essential?

The Win Win Model

Four Possible Outcomes

Aggression
Competition

Assertiveness
Negotiation



Avoidance
Sabotage

Submission
Concession

Know Your BATNA

The Best Alternative To A Negotiated Agreement

If you cannot get what you actually want, what other alternatives are acceptable?

Knowing your BATNA will prevent you from accepting terms that leave you dissatisfied and will help you decide whether to accept what is on offer.

Common Pitfalls

- Underestimating your own value, strengths and ability
- Lack of preparation or forethought
- Being intimidated by a senior or more powerful person
- Filling in pauses in the discussion – not letting the other side think
- Assuming you know what the other side is going to say
- Interrupting
- Unnecessarily offering to be flexible – contradicting the strength of your position
- Negotiating by 'gut feeling' and allowing emotions to influence or lead
- Using ultimatums



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