

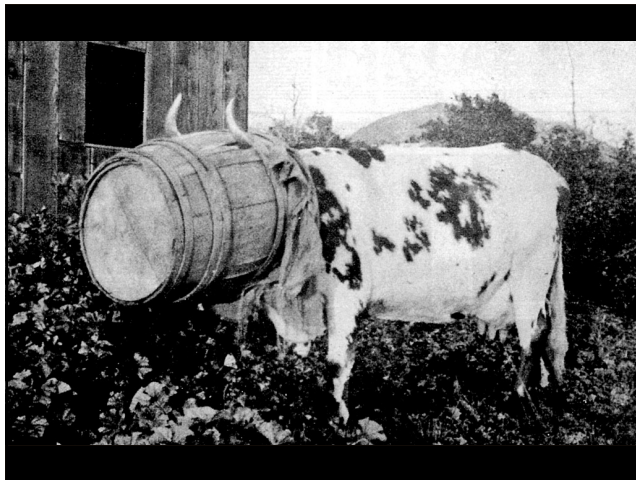
Negotiation Skills
Principles for Success

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ED Directors Academy
Phase I – Dallas, 2022

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“Everything we want ... is under the control of... someone else.”

Roger Dawson

4

“The first offer
is never
the final offer.”

Edward Levin

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Successful negotiation
is a mutually acceptable
resolution of a conflict.

6

What is your view
of a classic negotiation?

➤ _____

➤ _____

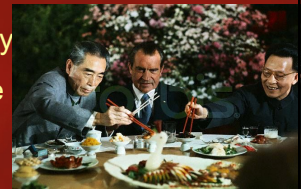
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Negotiation is Distasteful

To some because:

- The Tijuana Syndrome / NYC Electronics Store
Haggling feels cheap
- The International Treaty
Unobtainable expertise

Think So?



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Concession Behavior
Soviet View



Concessions are
a sign of weakness.
Ask for more!!

11

Kids are good negotiators
because they innately
understand...



SUCCESS

Negotiation is
Knowing and Caring
about what you want!

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Components of Success

- Attitude
- Information
- Time
- Power
- and...

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Planning (Among Inexperienced)

90% of planning occurs just
before the negotiation . . .

10% occurs afterwards!

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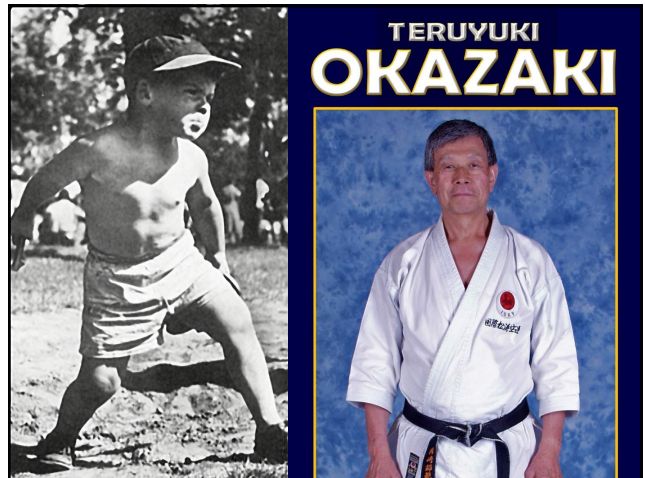
Planning

Like a wedding, good negotiations are well orchestrated events.

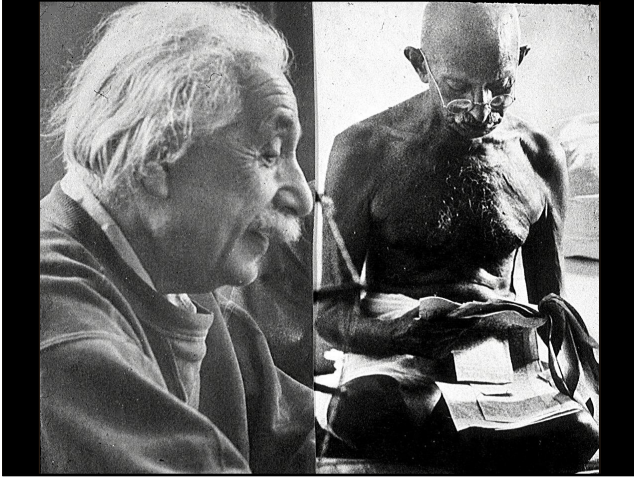
Among novices, preparation is the most frequently ignored component of negotiations



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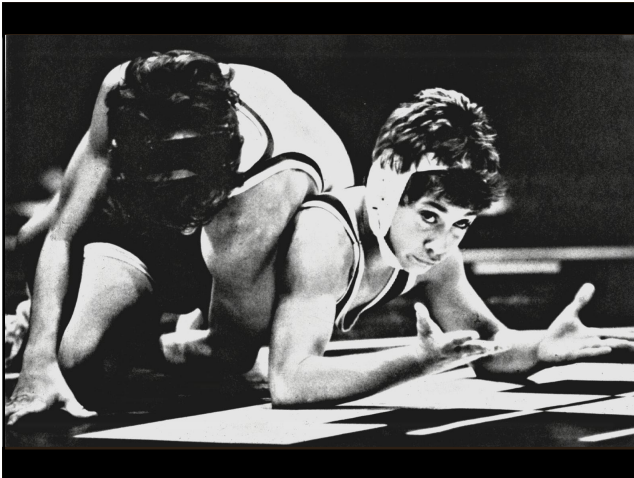
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A collage of images. The top left shows a rhinoceros in a field with a person's hand near its head. The top right has a red background with the text "Create an environment of trust". The bottom left features a quote: "Seek first to hear, then to be heard." followed by "Stephen R. Covey". The bottom right shows a hand holding a stopwatch. A white arrow points from the quote towards the stopwatch.

Create an environment of trust

"Seek first to hear, then to be heard."
Stephen R. Covey


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“I will bury you!”

Nikita Khrushchev


A TIME magazine cover featuring Nikita Khrushchev with a nuclear explosion behind his head. The magazine title "TIME" is at the top, and "KHRUSHCHEV" is at the bottom right of the cover image.

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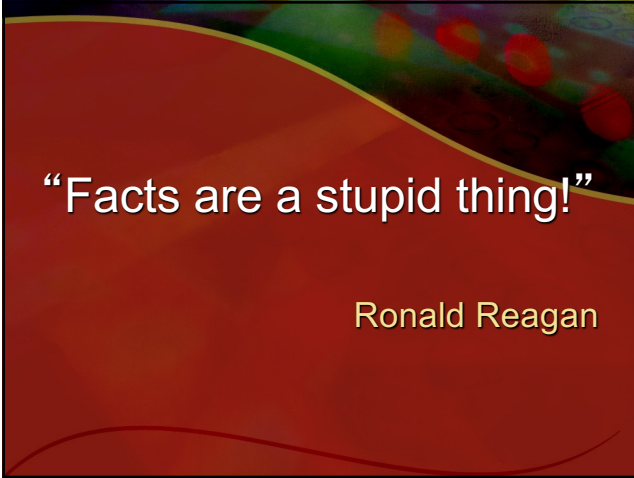


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Learn to control your emotions.
Emotional negotiations harbor resentment.

A close-up photograph of a man wearing a mask that looks like a mouth with teeth. The man has a serious expression and is looking directly at the camera.

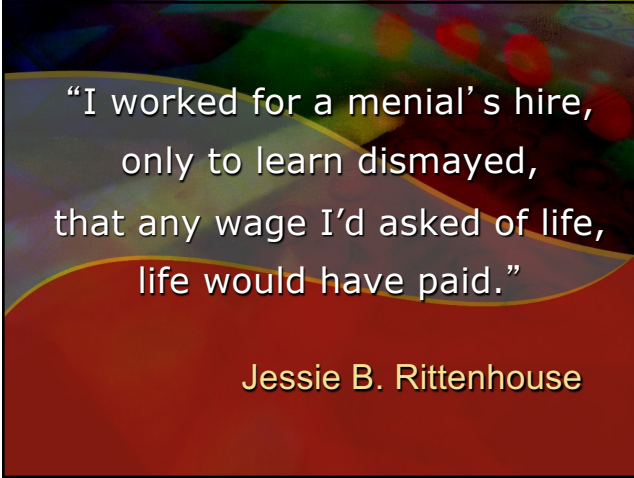
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“Facts are a stupid thing!”

Ronald Reagan

25



“I worked for a menial’s hire,
only to learn dismayed,
that any wage I’d asked of life,
life would have paid.”

Jessie B. Rittenhouse

26



Do aspirations matter?

The Harvard Experiment

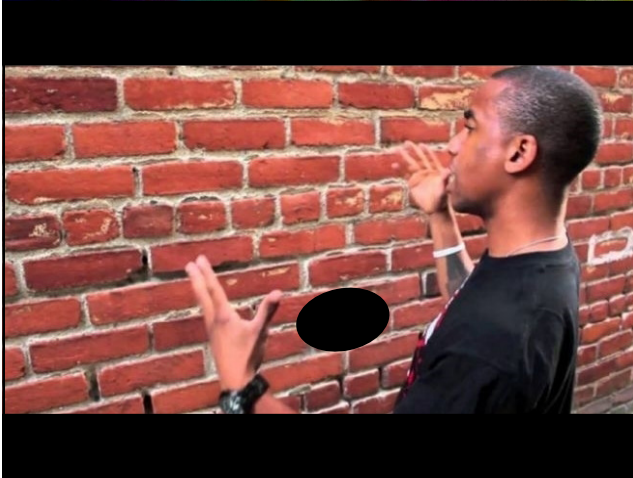
Lawrence E. Fouraker
Dean, Harvard B School

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Do aspirations matter?

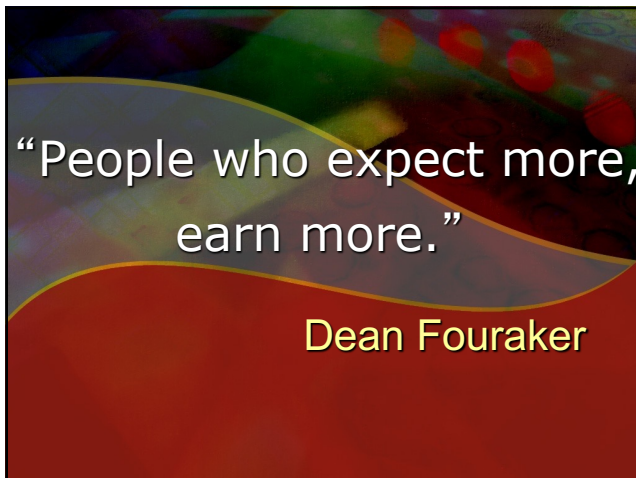
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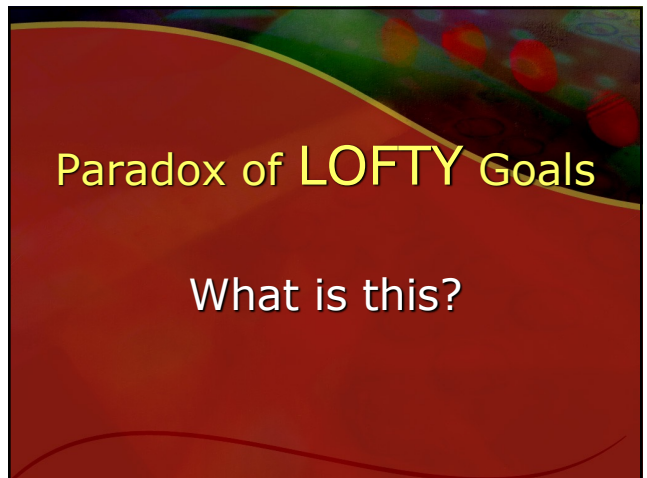
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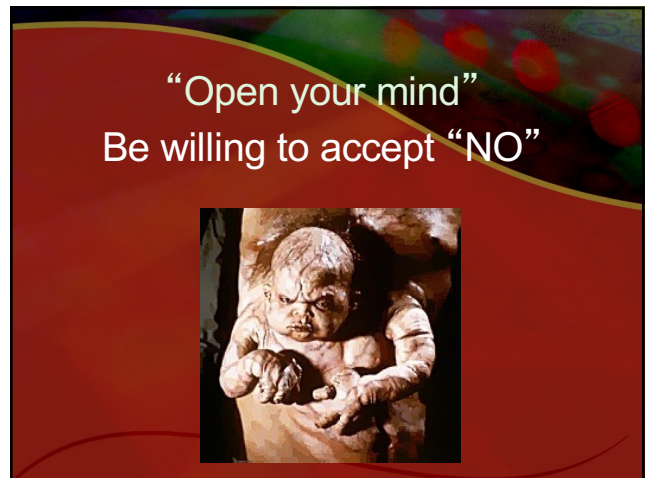
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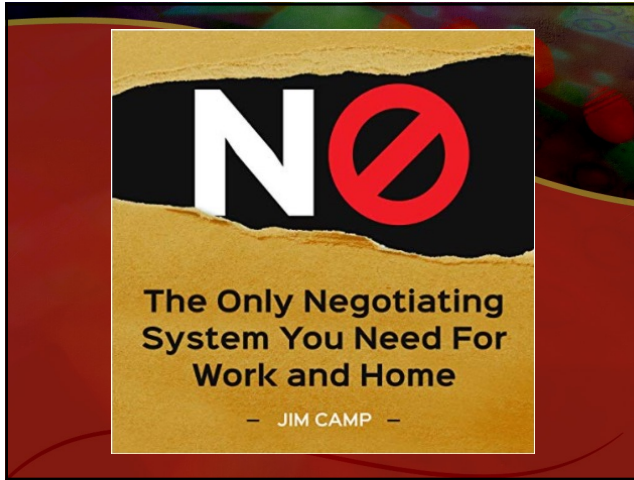
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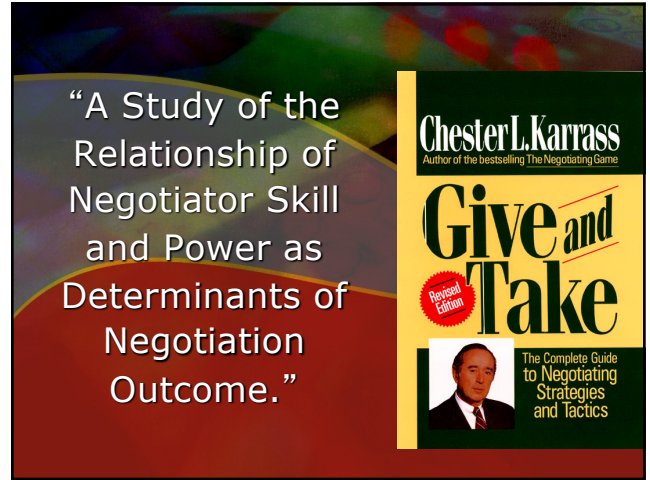
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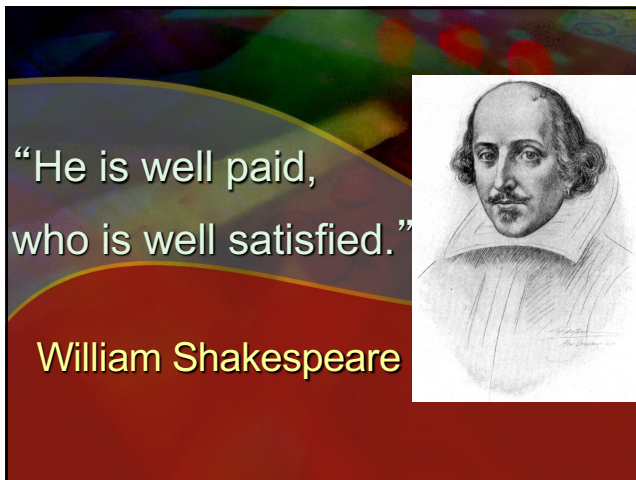
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Fair and reasonable to Me
are Not necessarily fair
and reasonable to You

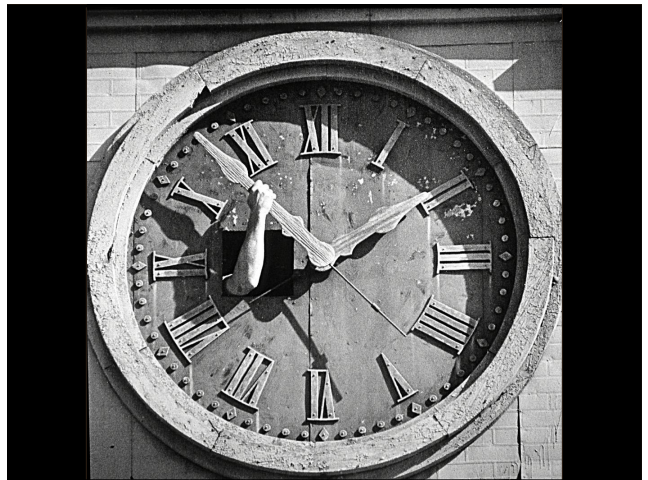
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Time / Deadline

- Greatest concessions occur at the last minute
- Easy settlements don't achieve the greatest concessions
- What happens if you go beyond the deadline...

45



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DEADLINE

Determine:

- Their deadline.
- Is yours real?
- Can it be extended?

48



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Power

Most people believe,
the other side has more.

A slide with a colorful, abstract background. A white rectangular box in the upper center contains the word "Power" in a green, italicized font. Below the box, the text "Most people believe, the other side has more." is written in white.

50

“The dumber one
appears to be, the more
relaxed and vulnerable
the other side will be.”

Roger Dawson

A slide with a dark red background and a colorful, abstract pattern at the top. The text is white and centered.

51

COLUMBO
Principle

Weak = Strong
Dumb = Smart

A small inset image of a man in a trench coat, likely Columbo, resting his head on his hand. The background of the slide is dark red with a colorful, abstract pattern at the top.

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The Power of:

- Weakness
- Competition
- Limited Authority

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Competition Solutions

If you are one of several options,
they compete for you.

If you appear desperate,
you compete for them.

56

Competition Solutions

- Gain information
- Describe your uniqueness
- Develop your own options

57



58

The Power of

LIMITED AUTHORITY

59

Limited Authority

- Establish authority early
- Play on pride
- Gain commitment
- Invent your own authority

60

Negotiations

How do you:

- Start
- Concede
- Overcome Obstacles

61

START HIGH

- ◆ Get more
- ◆ Creates perception
- ◆ Room to move

62

Hoveland's
Experiment

A, B, X

63

Hoveland's
Experiment

A, B, X, Y, Z

64

Creating Vision

If you want to move people
along a continuum,
you've got to show them what is
beyond where you want them to go.

RWS

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The Incremental Nature of Concessions

Guccione – Penthouse Boardwalk Casino
Republican Debates – Eminent Domain

66



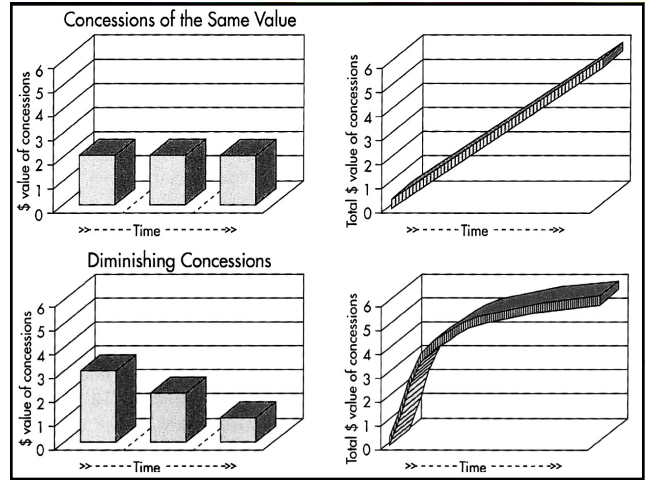
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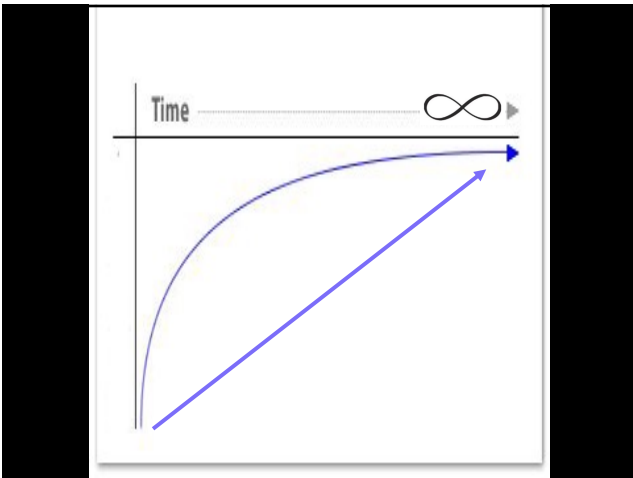
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Karass on Concessions

Winners	Losers
➤ Small Concessions	➤ Large Concessions
➤ Last Concessions	➤ First Concessions
➤ Decrease toward deadline	➤ Increase at deadline

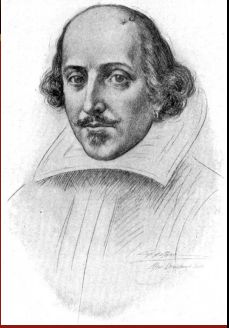
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“...but this swift business
I must uneasy make,
lest too light winning
make the prize light.”

The Tempest
Shakespeare

A small, square, black and white portrait of William Shakespeare, showing his face and a white ruff collar.

74

The “Too Easy” Win

The used car...
a GREAT deal?

75

The “Too Easy” Win

- I could have done better
- Is there something wrong
- I don't trust them

76

The Theory of Yes
Just say
“YES”
Definitely Not
Nancy Reagan

77

Negotiating Ploys
“The greatest cunning
is to have none at all.”
Carl Sandburg


78

Negotiating Ploys


- Bait and Switch
- Good Guy / Bad Guy
- Higher Authority
- Funny Money
- False Reluctance
- End Run
- Puppy Dog
- Nibble
- Abuse
- Flinch

79

“Try it,
you’ll like it.”



**The Puppy Dog
Technique**



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Focus on interests,
not positions.

Getting to Yes
Fisher and Ury

82

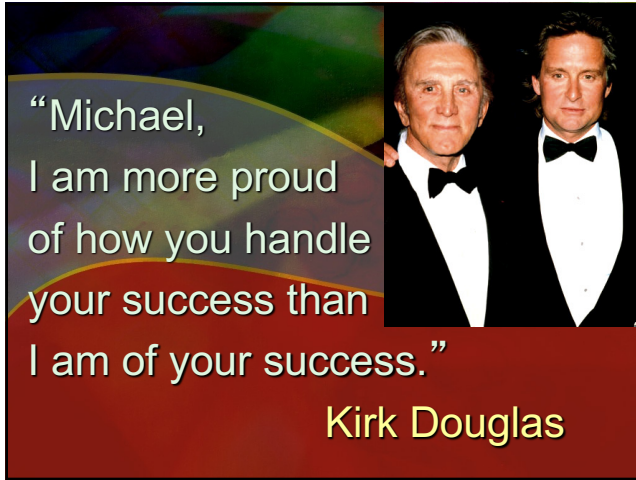
The Rules of Negotiation

- Relationships 1st – calm, respectful
- Listen 1st, speak 2nd
- Separate people from problems
- Focus on interests, not positions
- Set out & agree on 'facts and objectives'
- Openly explore options together

83

Satisfaction is not necessarily linked to Outcome.

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