

NEGOTIATION SKILLS PRINCIPLES FOR SUCCESS

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When negotiating,
by what rules
should you live?

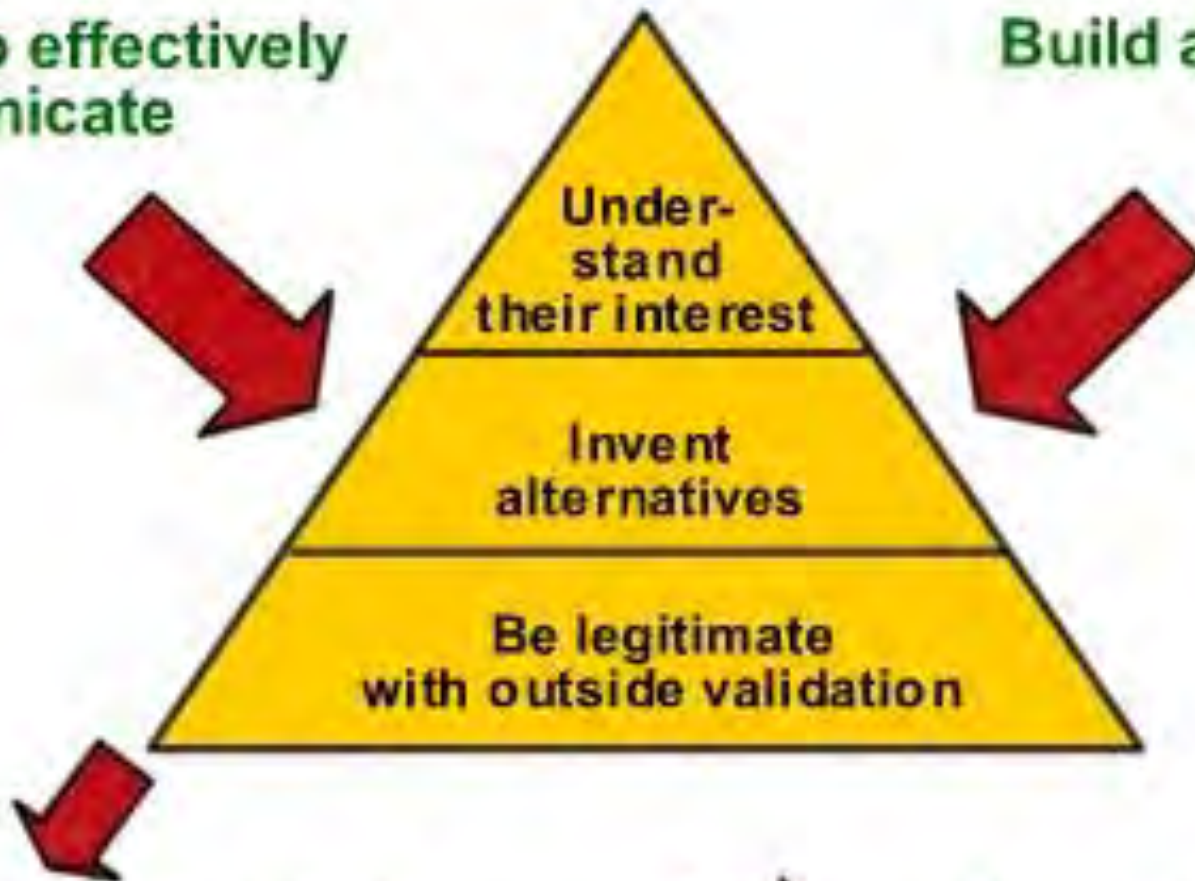


LIST

- 1.
- 2.
- 3.
- 4.
- 5.

Learn to effectively communicate

Build a relationship



Understand their interest

Invent alternatives

Be legitimate with outside validation

What's your BATNA?

Commit to the result

What is success

What is success – Successful negotiation is a mutually acceptable resolution of a conflict

The definition of success,

- Changes over time, with recognition of what could happen.
- Is interpreted differently by each

Negotiation

What makes it difficult for you

➤ _____

➤ _____

➤ _____

➤ _____

Awareness

- On their part – creates a disadvantage
- On your part – allows you to surmount a weakness

Order the negotiation strategies: Most difficult (5) to easiest (1) for you

- ___ Haggling – Aggressive car salesman
- ___ Powerless – They’ re in charge
- ___ Emotional / blaming – Below the belt
- ___ Dishonest – Unprincipled
- ___ Zero sum – Win-lose

NEGOTIATION IS

KNOWING AND CARING

ABOUT WHAT YOU WANT!

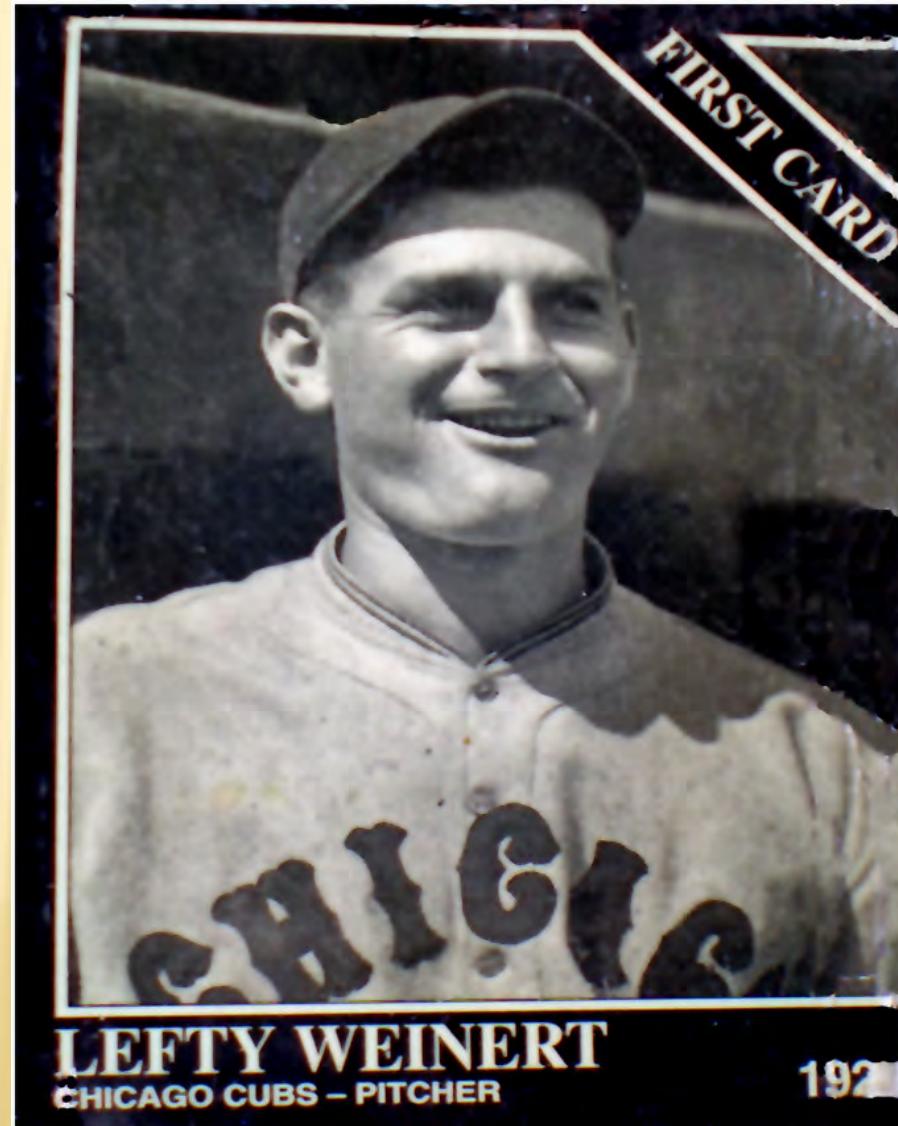
COMPONENTS OF SUCCESS

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

THE ESPINOSA STORY

“Success requires
anticipating where
it is likely to go.”

Lefty Weinert



THE U OF C NEGOTIATION

Was I in a good or bad situation?

- 1. Time / Deadline – May 1st, my Sr. year**
- 2. Aspiration / Information – Prog. Dir.**
- 3. Attitude – What was my experience?**
- 4. Power – Who controlled the jobs?**

THE U OF C NEGOTIATION

Was I in a good or bad situation?

1. Time – May 2nd (5 faculty quit, Inc: PD)
2. Deadline – 51 / 100 → 1 / 50
3. Information – 5 U of C faculty quit (inc. PD)
4. Power – Who was in control?
5. Attitude – You Can Negot Anything – H.C.

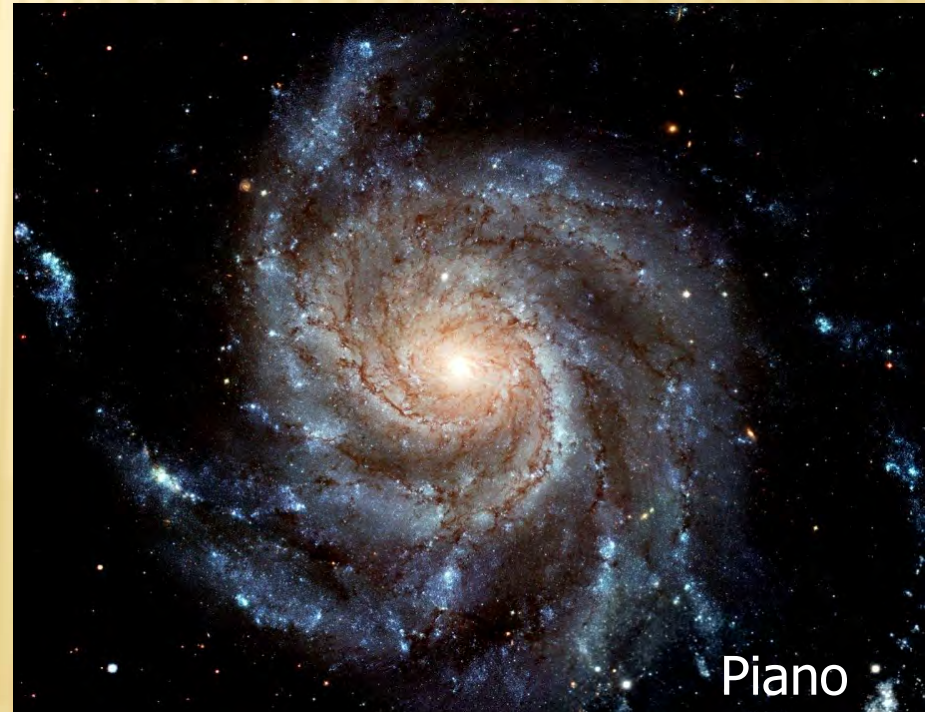
THE U OF C NEGOTIATION

**Though minimal, my preparation
gave me the confidence to ask
and did make the difference
between success and failure.**

PLANNING

Like a wedding, good negotiations are well orchestrated events.

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



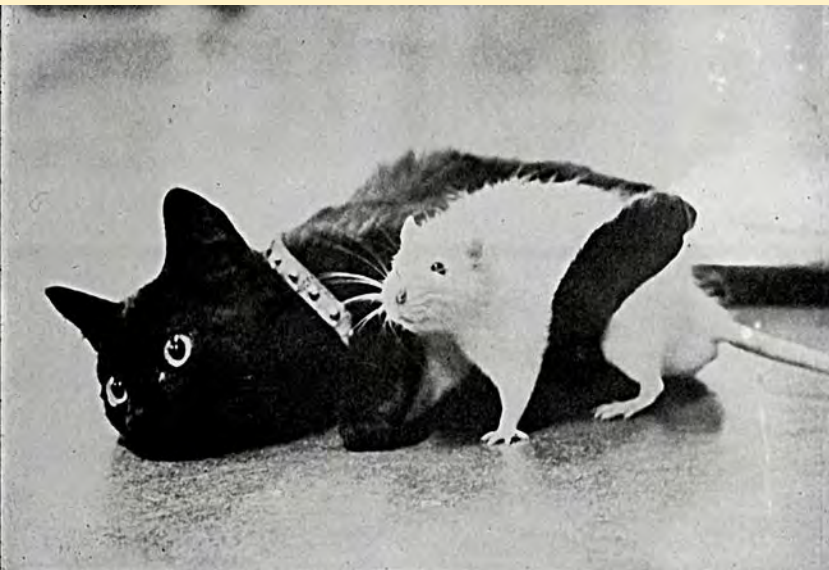


Win and / or die
Kamikaze
Suicide bomber

Win – lose
Zero sum

Win – Win
Collaborate

Lose – Lose
You lose more
Some Divorces



**“Seek first to hear,
then to be heard.”**

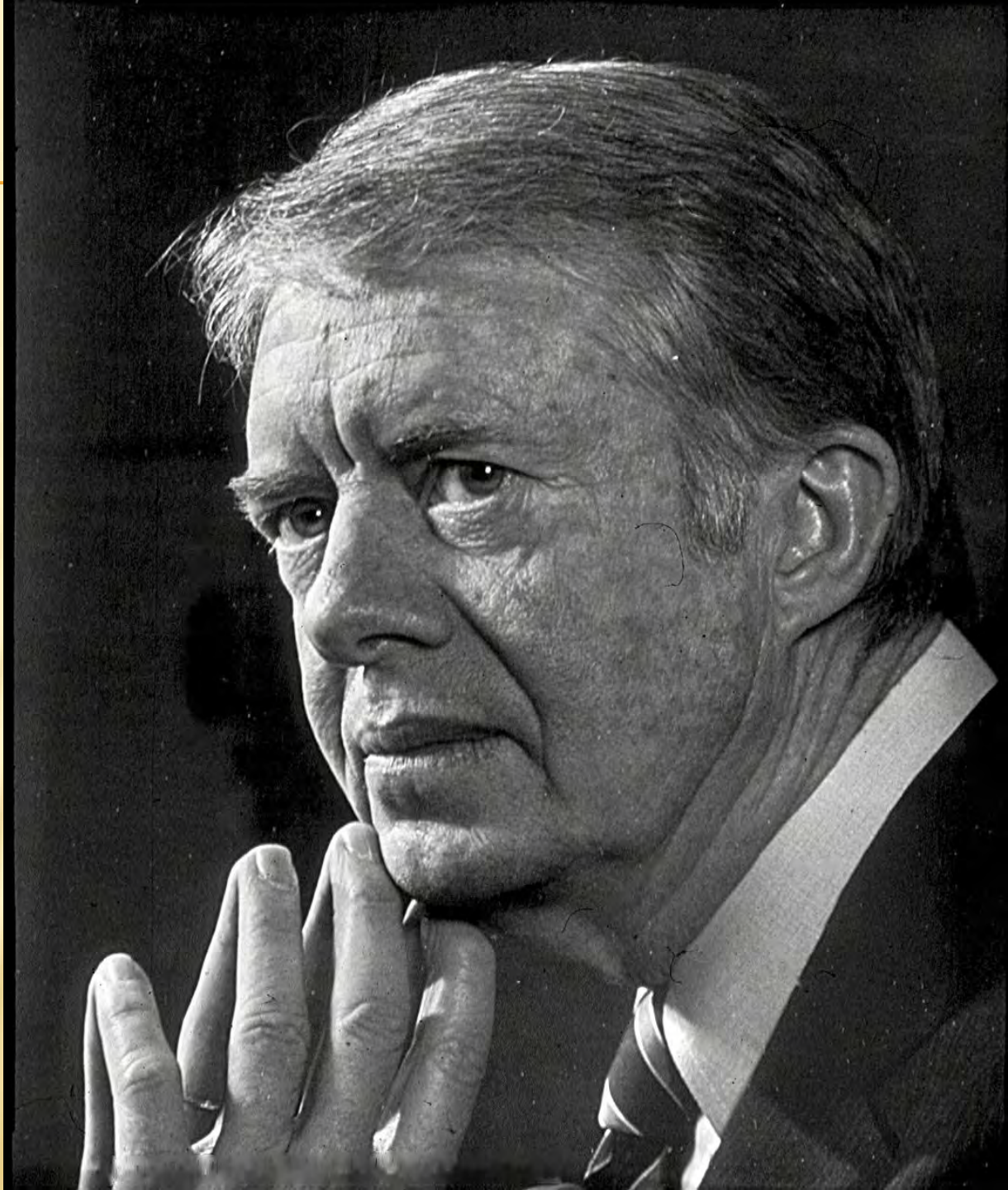
Stephen R. Covey

**Creating an
environment
of trust**



MAZDA

TECHNIQUE



Emotional Negotiations

**Why do they
make us feel so
uncomfortable?**

"It is difficult to
negotiate where
neither will trust."

Samuel Johnson

**What is the
proper response?**

Emotional negotiations
harbor resentment.

Manage your emotions

Anna to Bazarov

In Ivan Turgenev's "Fathers and Sons"

"You are still young, all life is before you.

What are you preparing yourself for?

What future is awaiting you? I mean to say what object do you want to obtain?

What are you going forward to?

What is in your heart?

In short, who are you? What are you?"

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

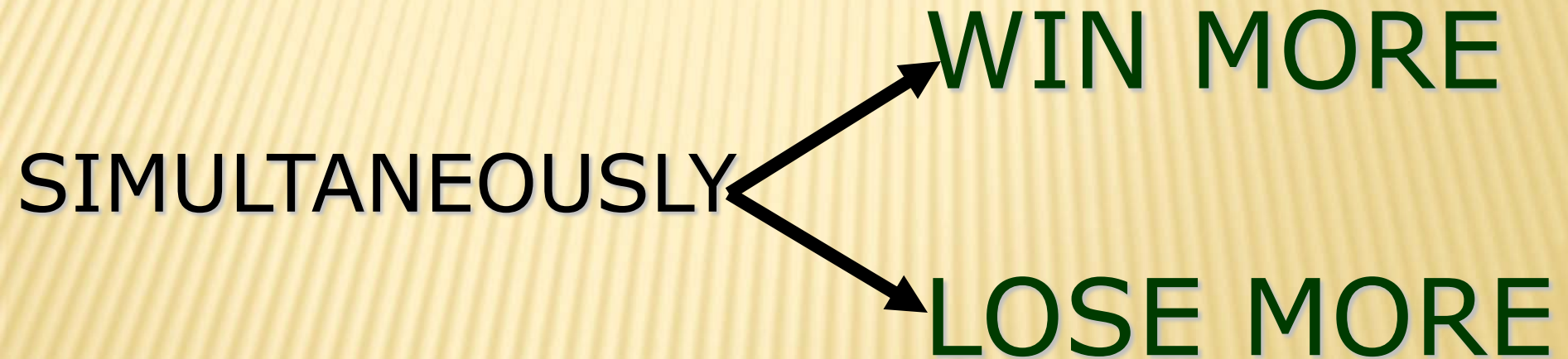
Jessie B. Rittenhouse

Dean Fouraker’s experiment

**“People who expect more,
earn more.”**

Dean Fouraker

PARADOX OF LOFTY GOALS



HOW DO YOU RESPOND TO:

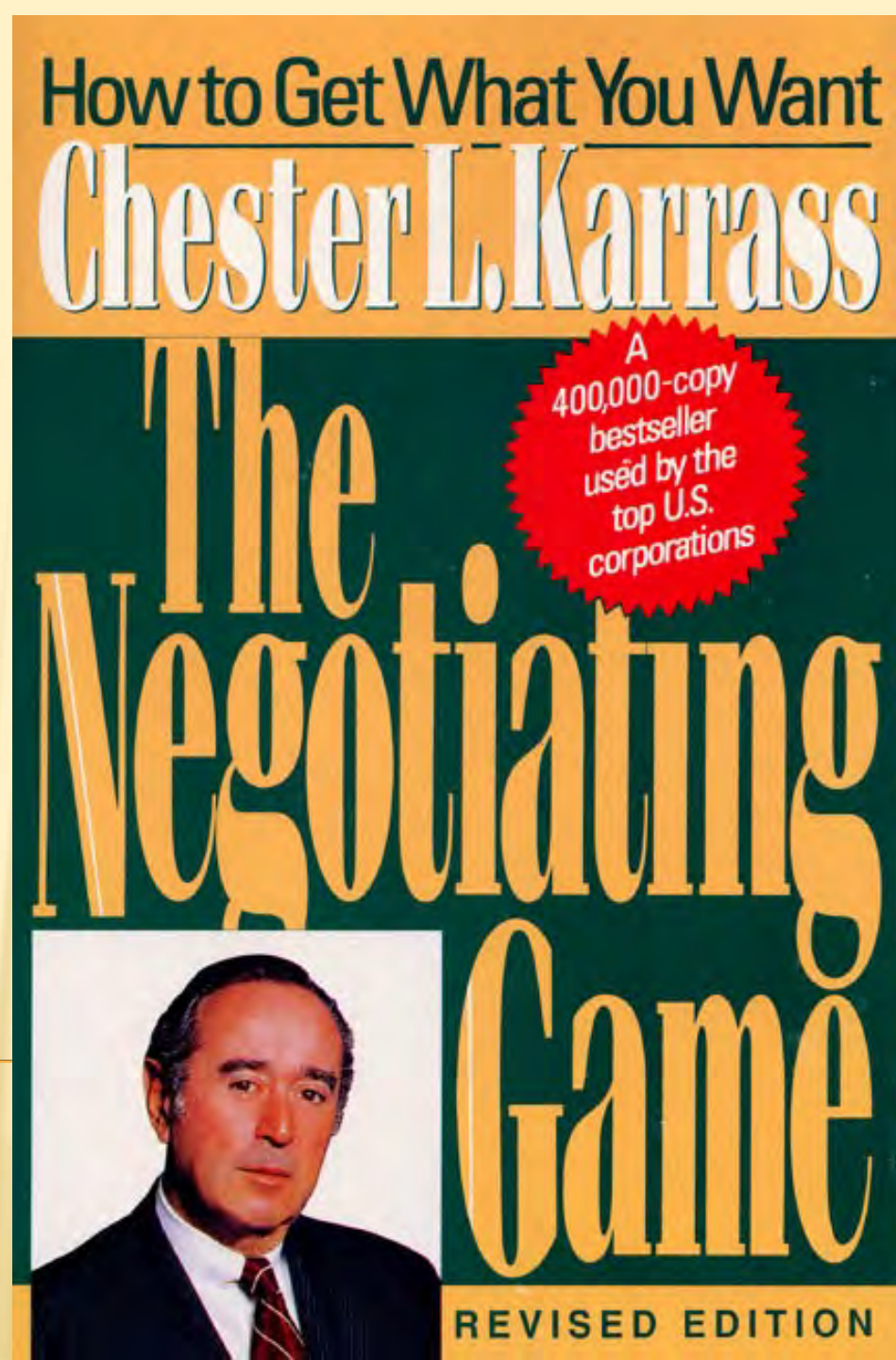
NO!!

Success requires a willingness to address the most commonly cited reason for avoiding negotiations



IA – OB

“A study of the relationship of negotiator skill and power as determinants of negotiation outcome.”



**Higher aspirations lead to
higher awards.**

**Negotiators project
their own aspirations.**

Fair and reasonable to me

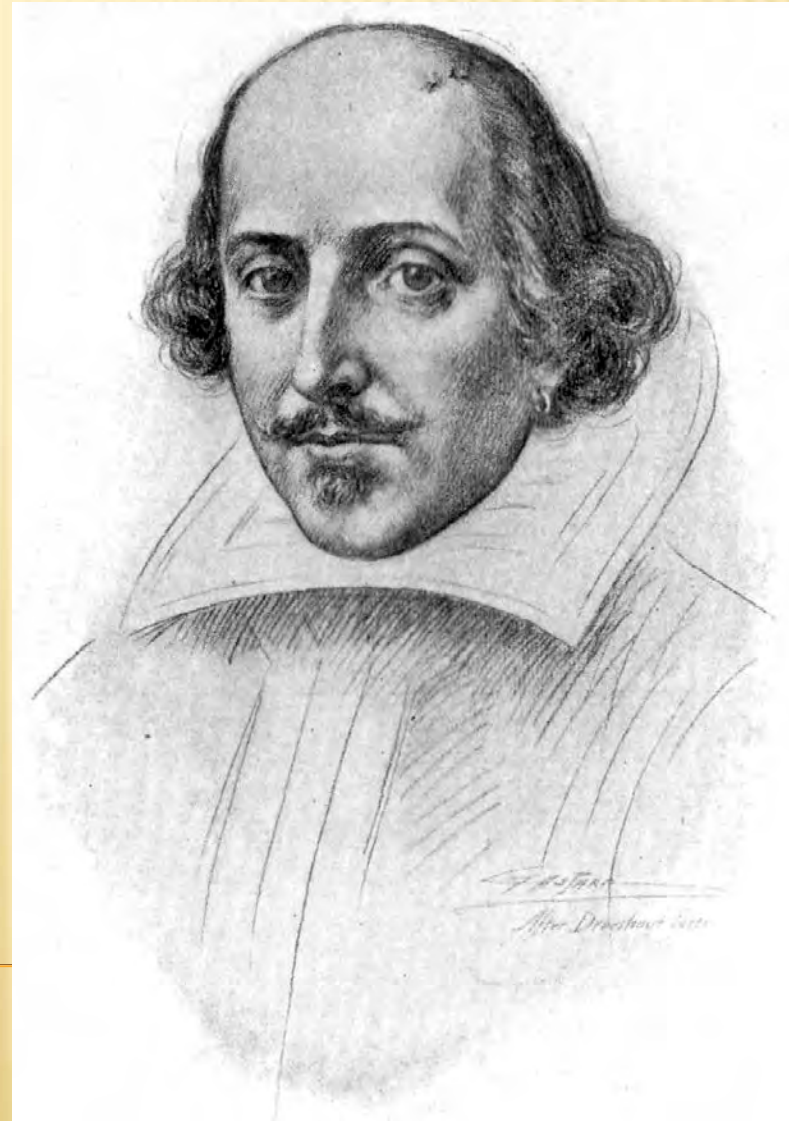
are not necessarily fair

and reasonable to you



**“He is well paid,
that is well
satisfied.”**

Portia to Antonio
The Merchant of Venice
William Shakespeare

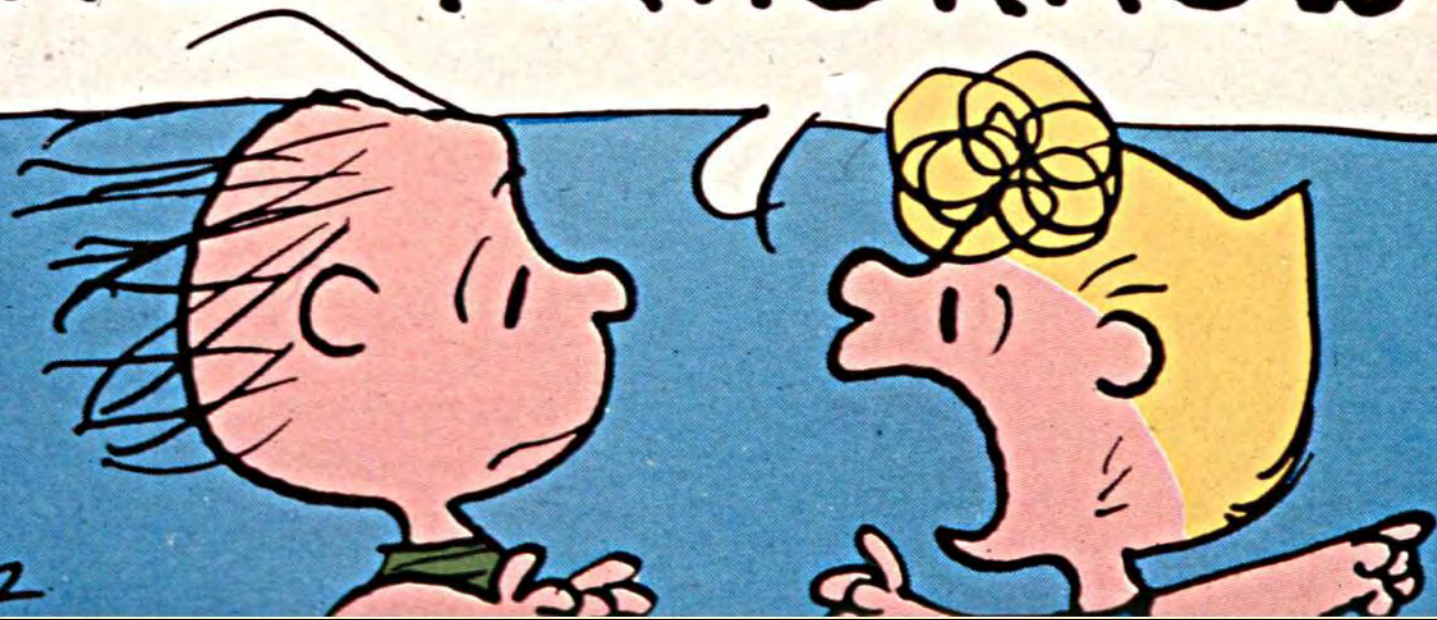


TIME / DEADLINE

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

Examples...

THEY JUST ANNOUNCED ON
TV THAT THERE'S
NO TOMORROW!!!



D E A D L I N E

DETERMINE:

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

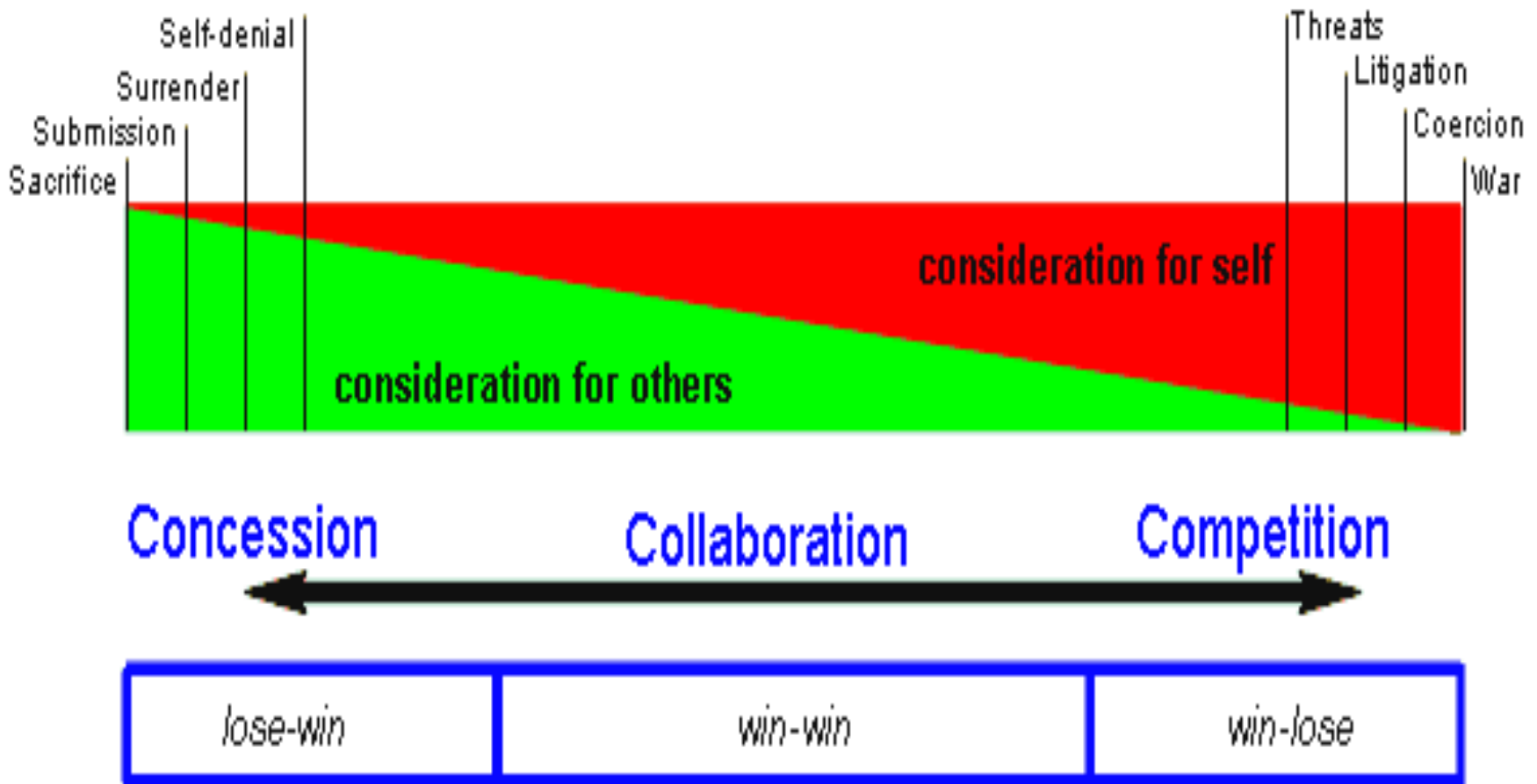
NEGOTIATION STYLE CONSIDERATIONS

- You – What do you want!
 - Outcome
 - Relationship
 - How much do you want it!
- They – What do they want!
 - Outcome
 - Relationship
 - How much do they want it!

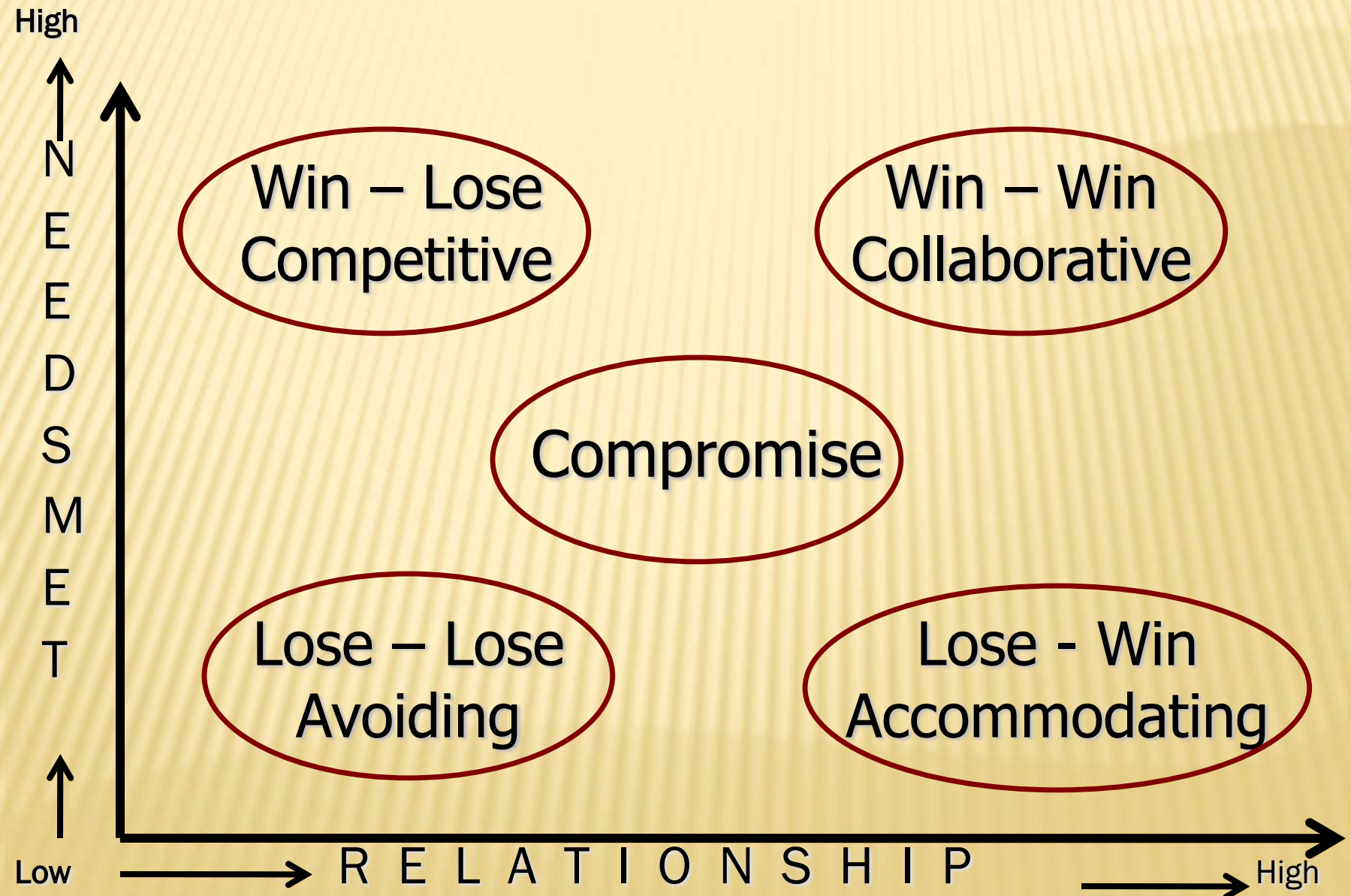


T-K Survey

NEGOTIATION PROFILE



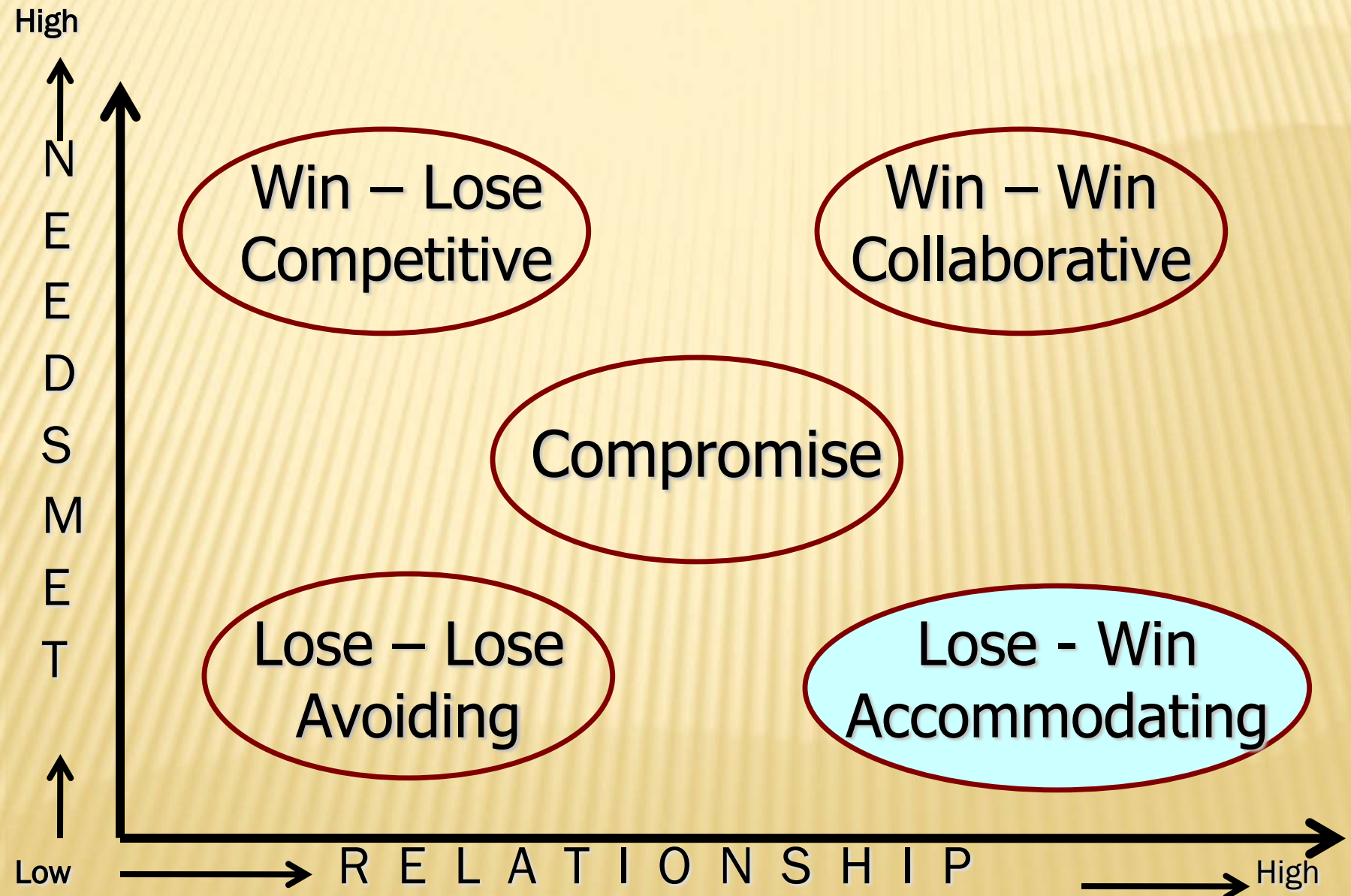
NEGOTIATING STYLES



NEGOTIATION STYLES RESULTS

- Accommodating – I lose, you win
- Avoiding – I lose, you lose
- Competing – I win, you lose
- Compromising – both win, both lose
- Collaborating – I win, you win

NEGOTIATING STYLES



Accommodating

➤ Message:

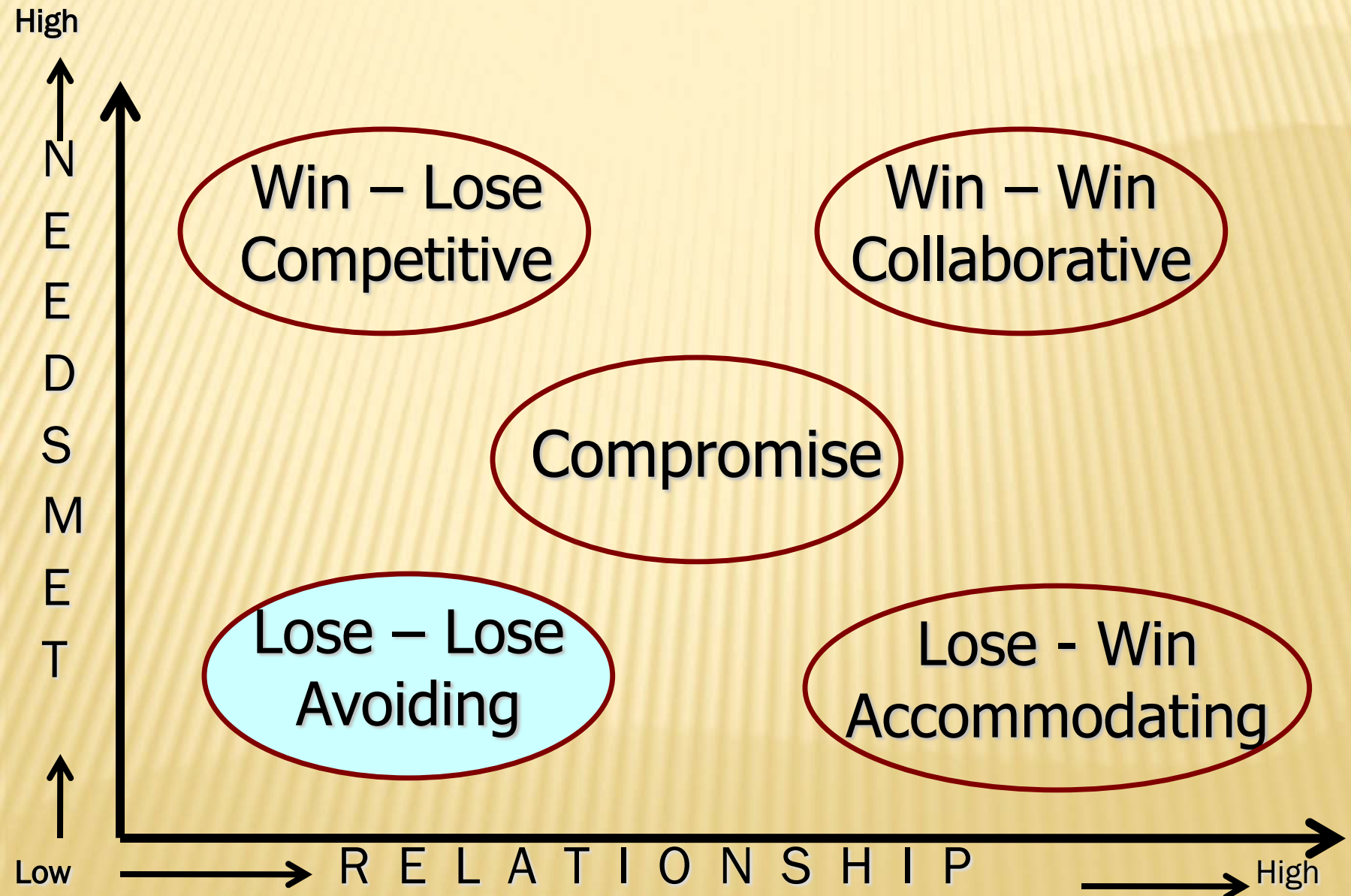
➤ When to use:

➤ When to avoid:

Accommodating

- Message: “I care about you and want to build and maintain a friendly relationship.” A willingness to downplay differences and satisfy needs of others: Low assertive/high cooperative
- When to use: The relationship is more important to you than the outcome.
- When to avoid: Outcome is important and / or the other party is competitive / always taking. e.g.

NEGOTIATING STYLES



Avoiding

- Message:
- When to use:
- When to avoid:

Avoiding

- Message: “I’ve got no skin in the game and it really doesn’t matter at all...It’s too much trouble.”
- When to use: The outcome is unimportant and maintaining a relationship doesn’t matter. Victory is impossible and / or the issue is trivial.
- When to avoid: When it matters, e.g.

NEGOTIATING STYLES



Competing

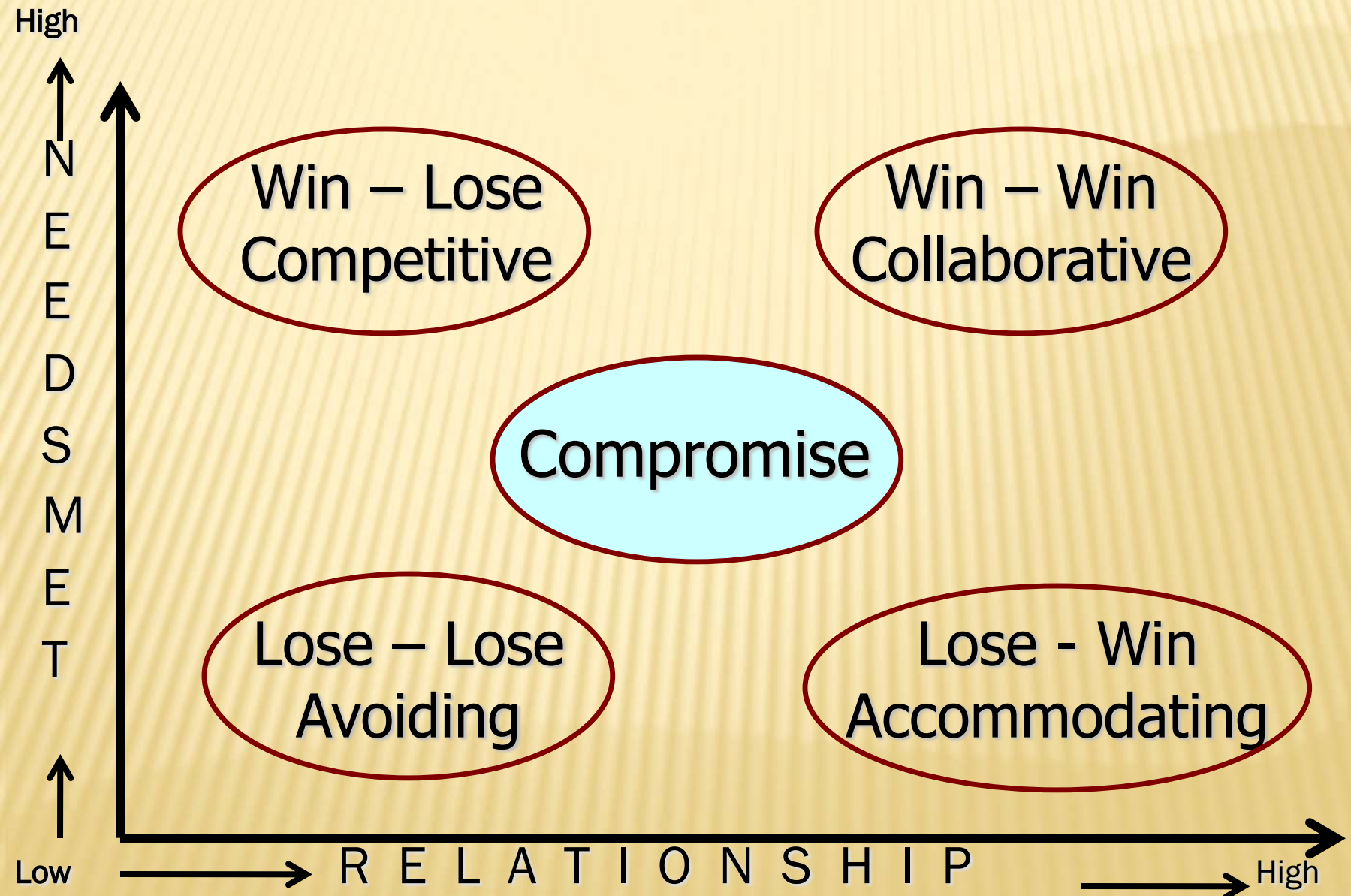
- Message:
- When to use:

- When to avoid:

Competing

- Message: “I’m a winner and you’re not!”
- When to use: The outcome is (much) more important than the relationship. An emergency exists. It may be necessary to win at all costs...willing to walk away, e.g.
- When to avoid: When the relationship matters
Avoid bruising egos and resentment...you’ll be working with this person again.

NEGOTIATING STYLES



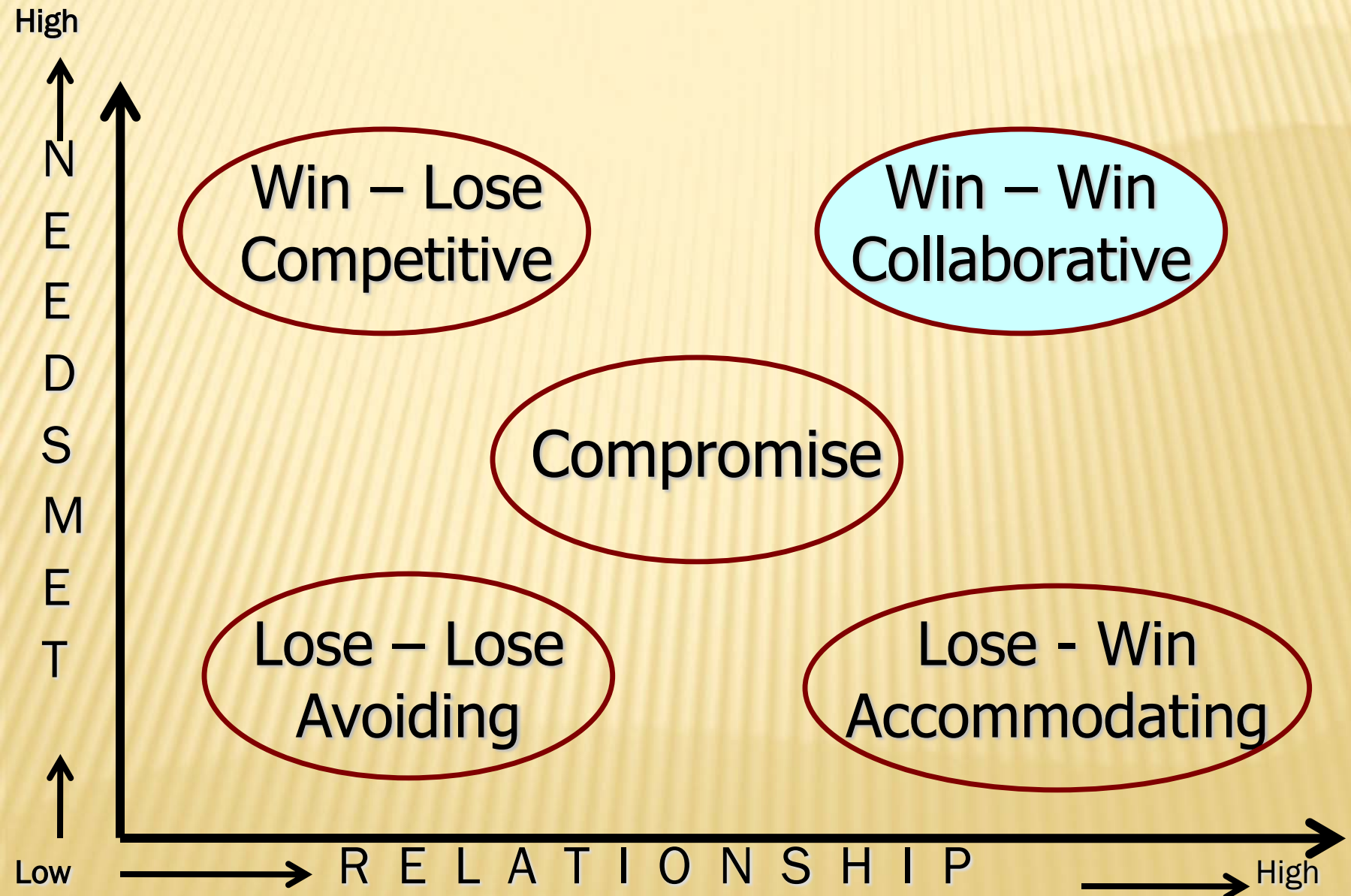
Compromising

- Message:
- When to use:
- When to avoid:

Compromising

- Message: “Let’s just split the difference and find the middle ground. I care, but not that much. Let’s be fair and compromise.”
- When to use: The potential cost of conflict (loss) is higher than the cost of losing ground.
- When to avoid: When the outcome / relationship are more / less important to you.

NEGOTIATING STYLES



Collaborative

- Message:
- When to use:
- When to avoid:

Collaborative

- Message: “I win, you win. If we’re creative, we might be able to expand the pie and get most my and your needs met...I’ m willing to communicate openly and honestly.
- When to use: When both the relationship and outcome are important.
- When to avoid: When it doesn’t matter.



Difficult

Difficult administrator

- Your interest – Understaffed, inadequate space, holding patients, hospitalists uncooperative
- His interest – Patient sat scores in the toilet. Better get them up or else!
- Compete, Accommodate, Compromise, Collaborate

POWER

Most people believe,
the other side has more.

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

Roger Dawson

COLUMBO PRINCIPLE

Using weakness
to you advantage



THE POWER OF:

- *Weakness*
- Legitimacy
- Expertise
- *Limited Authority*

Power of Legitimacy

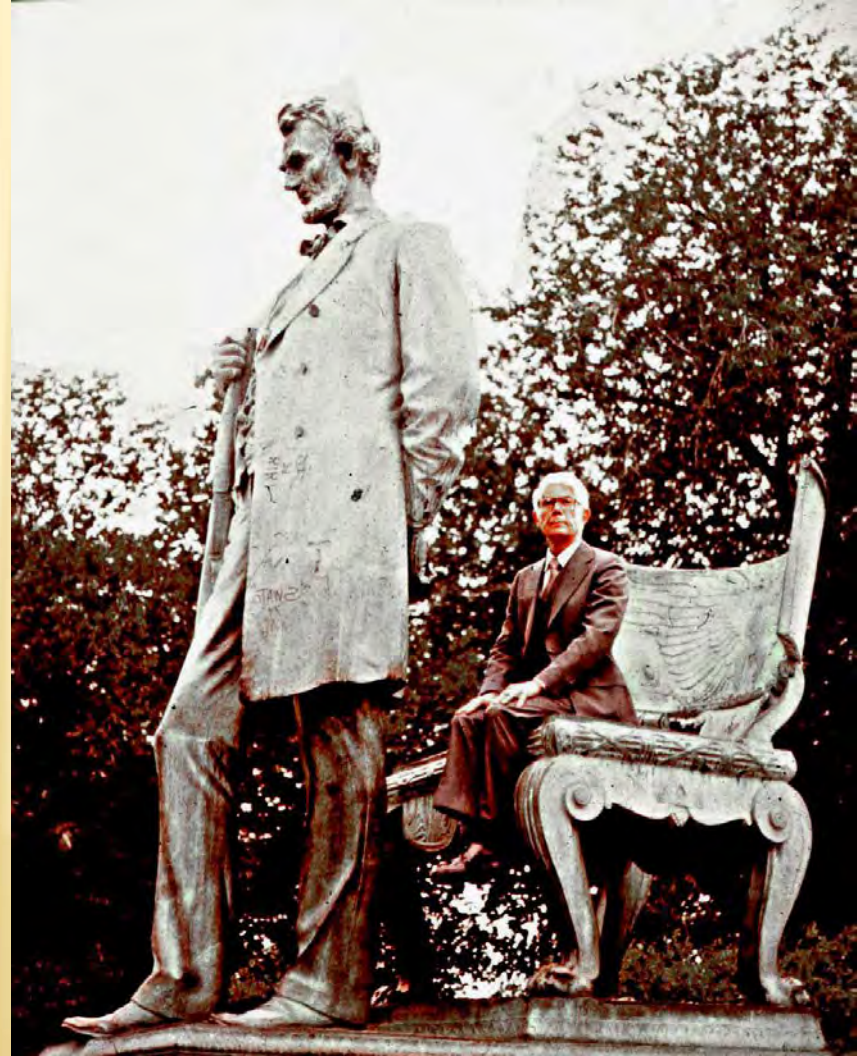
Project an image of success, which in our business includes:

_____,'

_____,'

_____,'

_____.'



Power of Legitimacy

**People believe what
they see in writing,
not what they hear.**

Power of Expertise

**Special skill, knowledge,
or judgment...an expert**

Power of Expertise

You (preferably someone else) should establish your background and credentials early, when they are most likely to be accepted as fact.

Expertise Solutions

- Healthy disrespect for expertise
- Use their expert to help you
- Establish your expertise early

**The Power
of**

LIMITED AUTHORITY

Limited Authority

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

NEGOTIATIONS

How Do You:

- Start
- Concede
- Overcome Obstacles



START HIGH

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

HOVELAND' S

EXPERIMENT

A, B, X

HOVELAND' S

EXPERIMENT

A, B, X, Y, Z

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

THE

INCREMENTAL NATURE

OF

CONCESSIONS

CONCESSION BEHAVIOR

Different views

“Pax Romana”

“Soviet View”

“American approach”

CONCESSION BEHAVIOR

ROMAN VIEW

**Concessions must be
absolute. Only then will
you live and be protected.**

Concede or die!!

CONCESSION BEHAVIOR

SOVIET VIEW

**Concessions are
a sign of weakness.**

Ask for more!!

CONCESSION BEHAVIOR

American View

**Concessions are
Important, you give some,
I'll give some.
Compromise is good!**

Karass on concessions

Winners

Losers

- Small Concessions
 - Last Concessions
 - Decrease toward deadline
- Large Concessions
 - First Concessions
 - Increase at deadline



The Bike

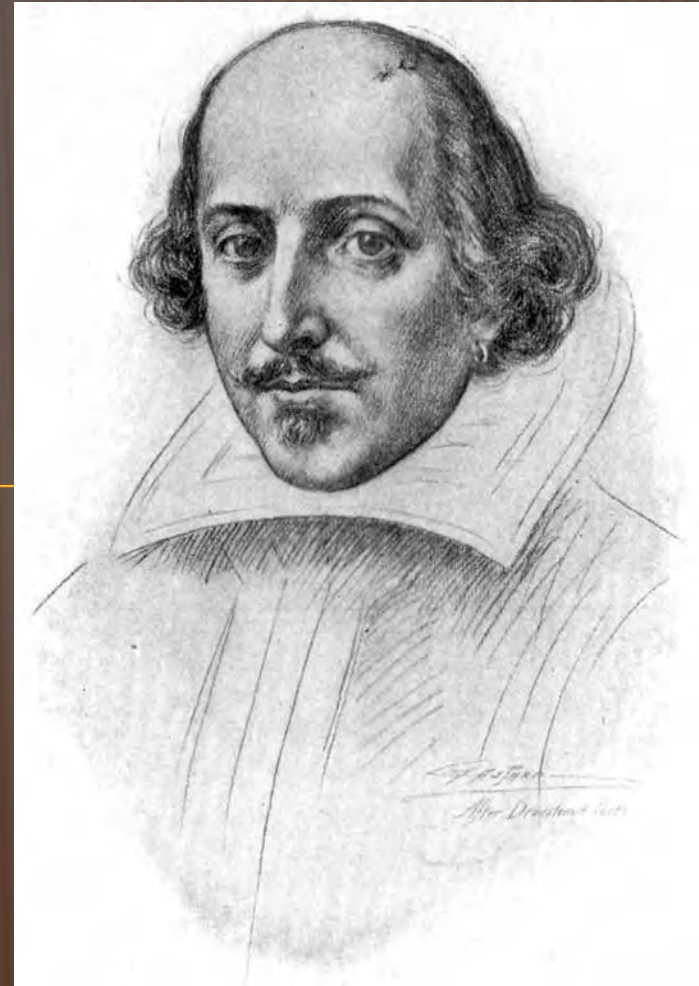
NEVER JUMP AT
THE FIRST OFFER...



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

Prospero –The Tempest

**Ferdinand + Miranda
Love will be stronger
if it is harder to get**



THE “TOO EASY” WIN

House purchase – asking \$525K

- Got it...I could have done better

THE “TOO EASY” WIN

House purchase – asking \$525K

- Got it...I could have done better

House purchase – asking \$525K

- Got less...Whew, worked out well!

THE THEORY OF YES

JUST SAY “YES”

Definitely Not
Nancy Reagan

Negotiating Ploys

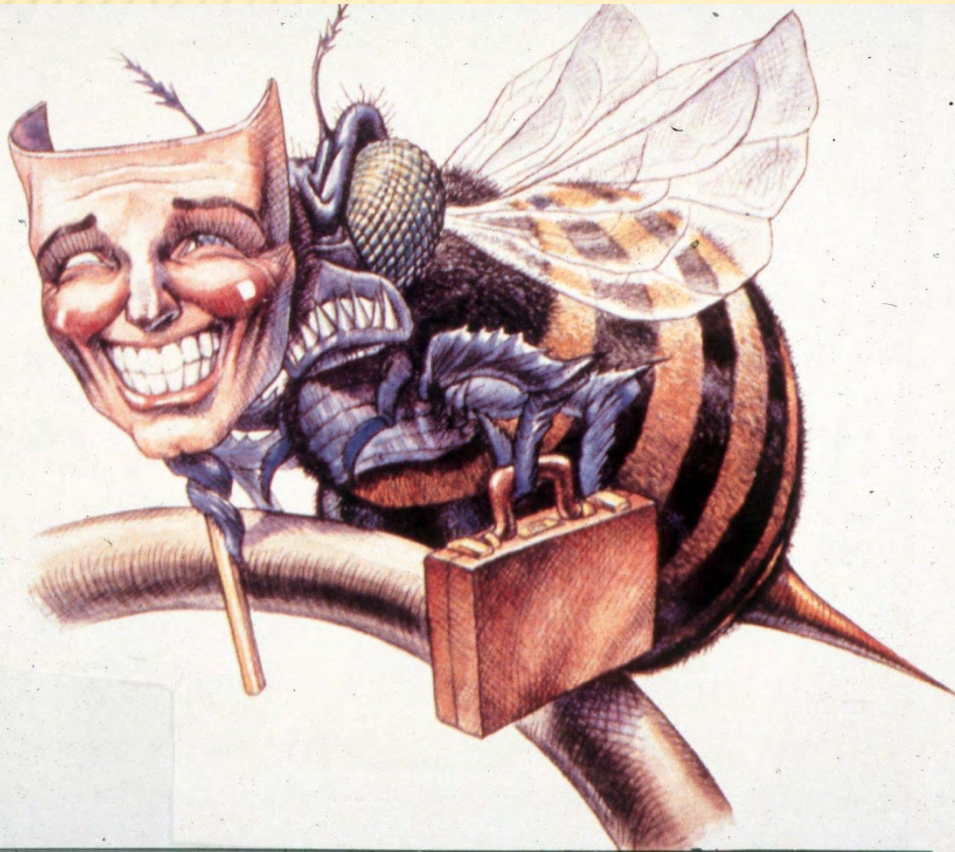
“The greatest cunning
is to have none at all.”

Carl Sandburg

NEGOTIATING PLOYS

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

BAIT AND SWITCH



- Promised A, Get B
- Ex: Electronics Store
- Prof Ex: Partnership
- Resolution
 - Gain Commitment
 - Take Assiduous Notes

GOOD GUY – BAD GUY

- Working the weak
- Ex: Good cop...
- Prof Ex: Jack / Rob
- Resolution
 - Recognize the ploy
 - Create embarrassment
 - Avoid threat
 - Refer to interest



PUPPY DOG TECHNIQUE



- Once you have it...
- Ex: Puppy dog, exercise equipment
- Prof Ex: work a shift
Dinners with group
- Resolution
 - Set criteria before acceptance
 - Stick to your criteria

THREATS



➤ Intimidation

➤ Ex: Parent

➤ Prof Ex:

“Wanna be here tomorrow!”

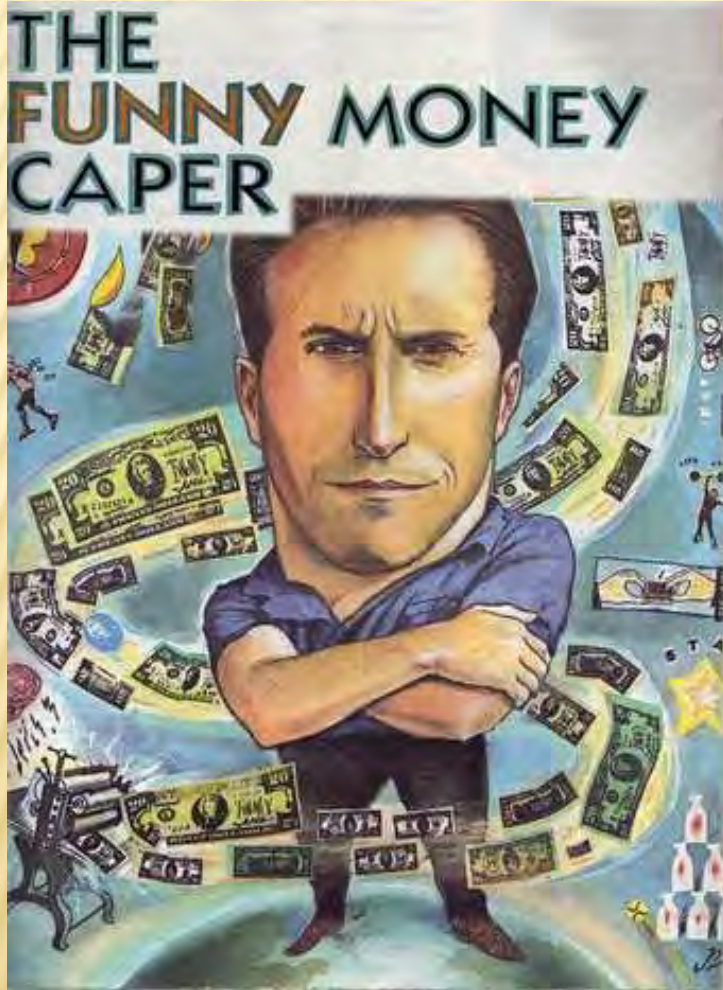
➤ Resolution

➤ Take a deep breath

➤ Let **silence** fill the room

➤ Focus on the Interests

FUNNY MONEY



- Breaking down large amounts into bits
- Ex: Cigs NYS – \$0.50
- Prof Ex: Just a \$5.00 an hour per person per shift.
- Resolution
 - Do the math

NIBBLING



- “Come on, just a little more!”
- Ex: House sale
- Prof Ex: moving exp. + bonus + travel +, +, +
- Resolution
 - Recognize your limits
 - Say “Enough”

FLINCH

- “You want what!!!”
- Ex: Electronics store
- Prof. Ex: “That’s ridiculous”
- Resolution
 - An exaggerated form of “NO”
 - Relax, be silent and refer to the interests



SPLITTING BEHAVIOR



- Ask until you get what you want...
- Ex: After “no” from mom, “Hey dad...”
- Prof. ex.: CEO says he can’t deal with your partner, so he wants you to address issue.
- Refer to original leader
Expand group

**** FOCUS ON INTERESTS,
NOT POSITIONS. ****

**GETTING TO YES
FISHER AND URY**

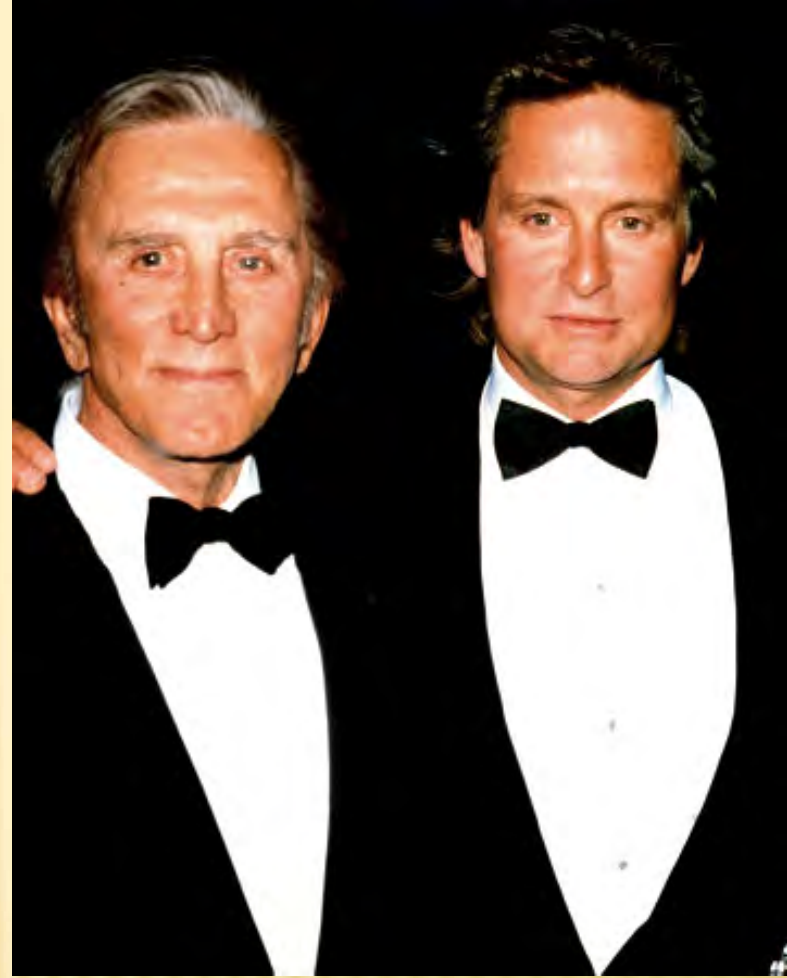


Recruit

**Satisfaction is not
necessarily linked
to outcome.**



**“MICHAEL,
I am more proud
of how you handle
your success than
i am of your success.”**



Kirk Douglas

THE 6 RULES OF NEGOTIATION

- Relationships 1st – calm and 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



END OF

IMPROVEMENT

THANK YOU

FOR YOUR PATIENCE

