

Negotiation Skills

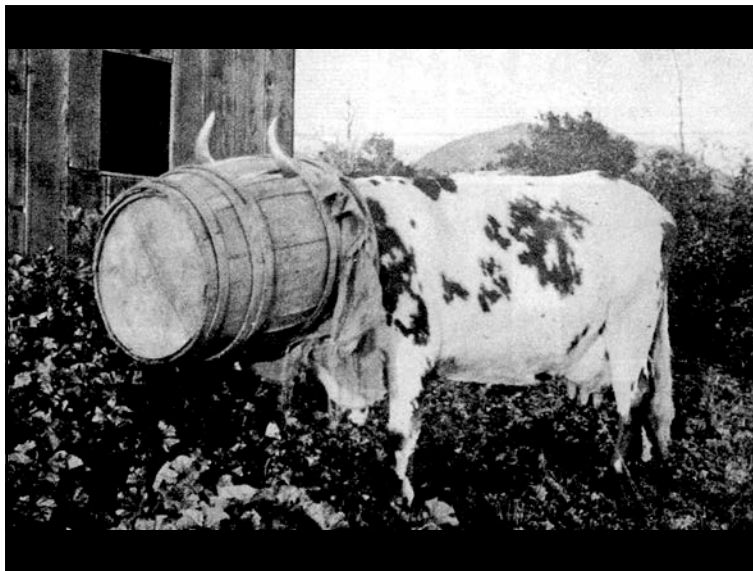
Principles for Success

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Phase I – Dallas, 2023

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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

5

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!!

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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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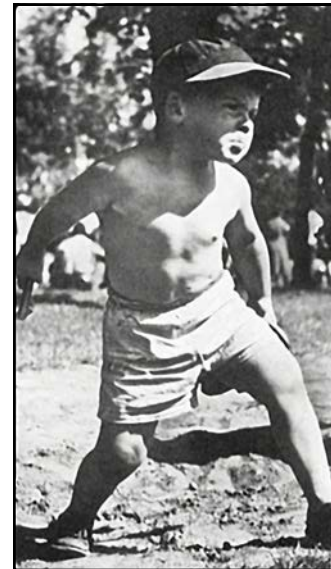
Planning

Like a wedding, good negotiations are well orchestrated events.

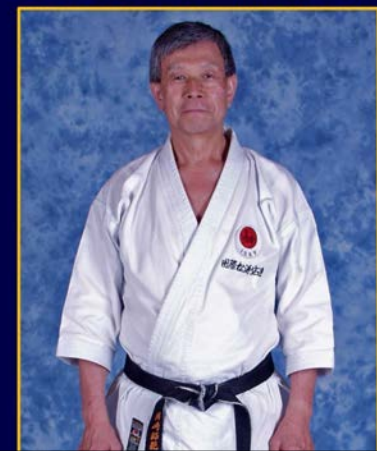
Among novices, preparation is the most frequently ignored component of negotiations



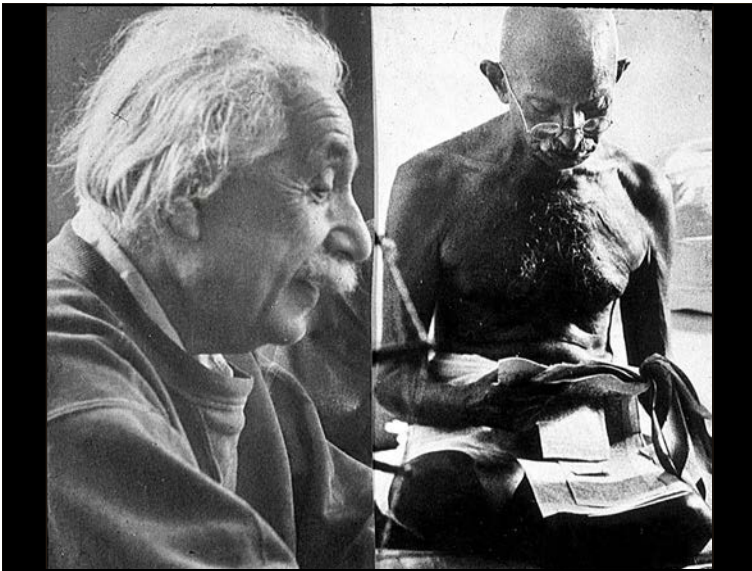
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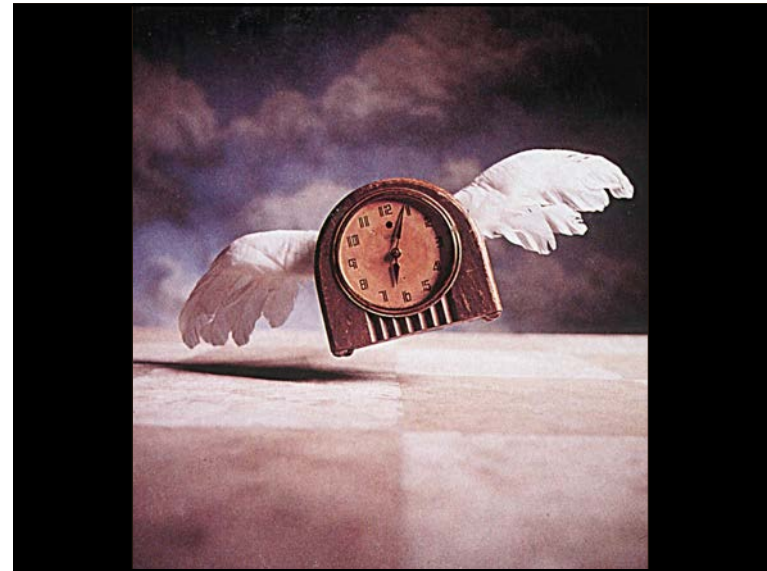
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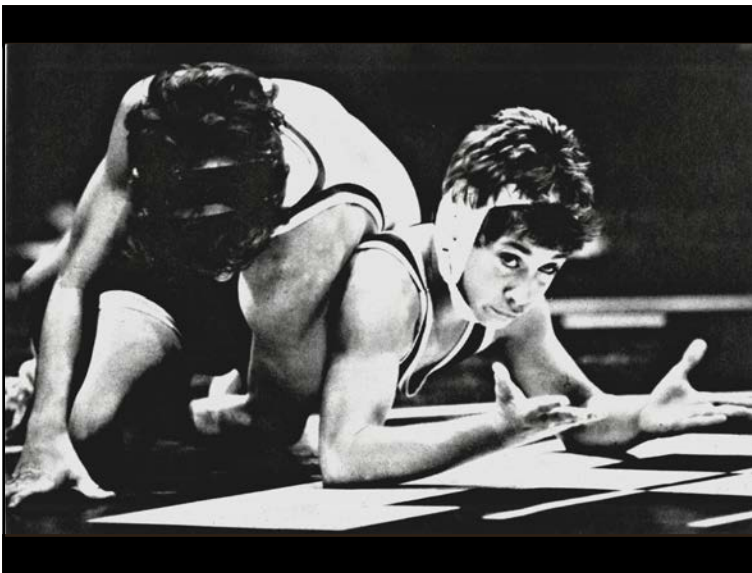
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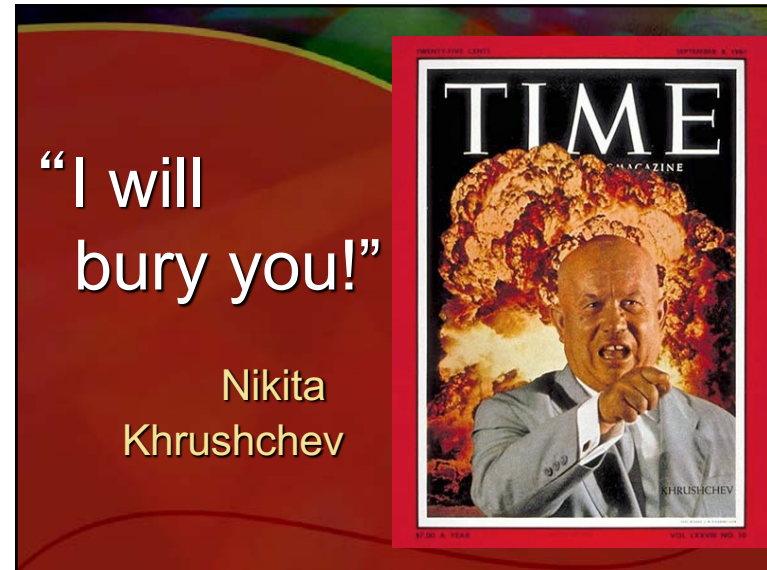
Create an environment of trust

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

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Learn to control
your emotions.
Emotional
negotiations harbor
resentment.



25

“Facts are a stupid thing!”

Ronald Reagan

26

“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

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Do aspirations matter?
The Harvard Experiment

Lawrence E. Fouraker
Dean, Harvard B School

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Do aspirations matter?



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“People who expect more,
earn more.”

Dean Fouraker

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Paradox of LOFTY Goals

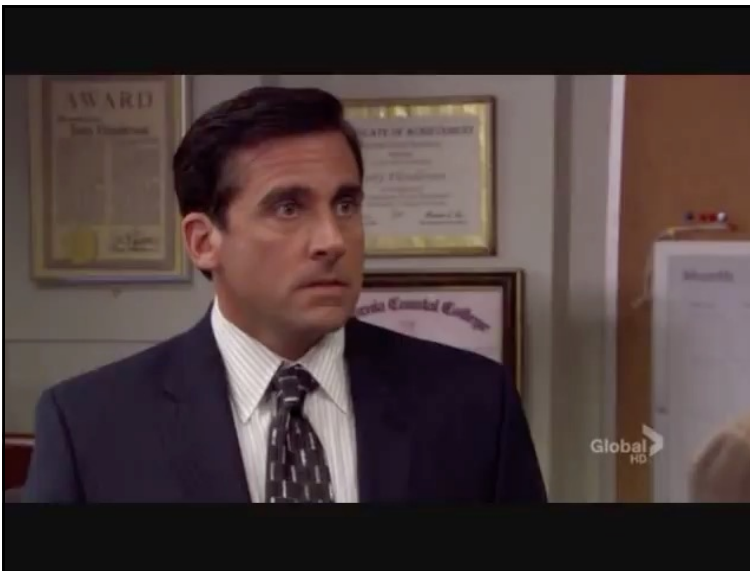
What is this?

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Paradox of LOFTY Goals

Simultaneously  Win More
Lose More

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How do you respond to:

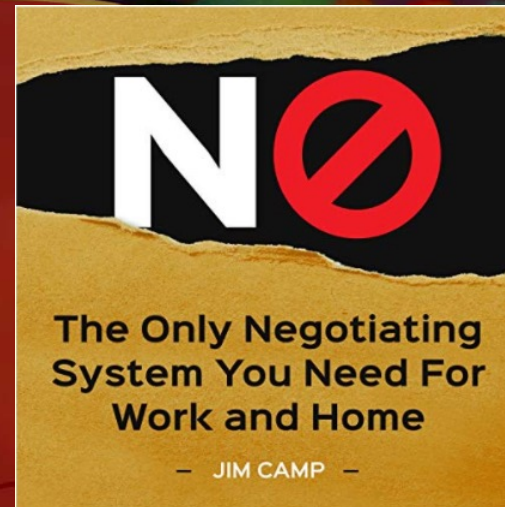
NO!!

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“Open your mind”
Be willing to accept “NO”

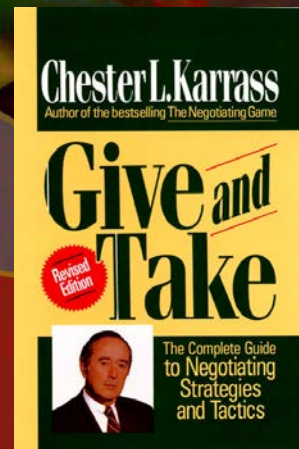


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“A Study of the
Relationship of
Negotiator Skill
and Power as
Determinants of
Negotiation
Outcome.”



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Higher aspirations lead to higher awards



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Negotiators
project
their own
aspirations.



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

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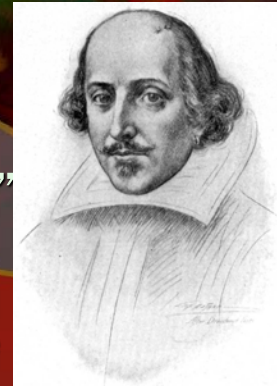


What is fair

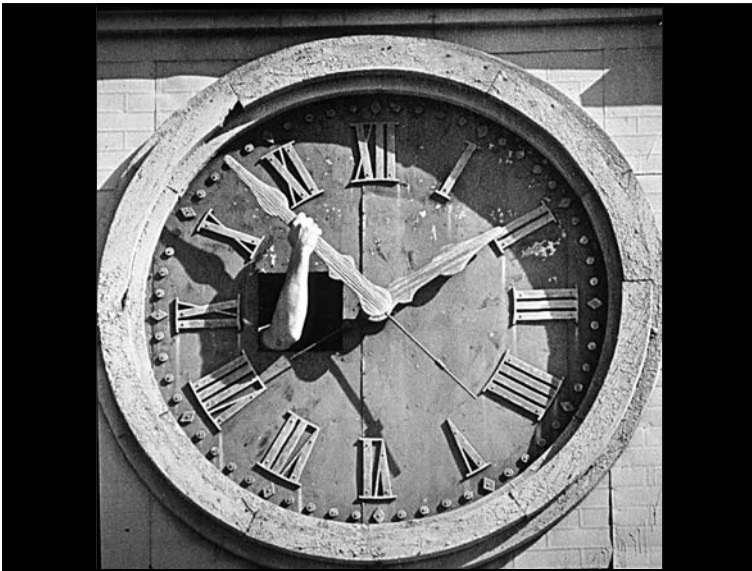
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“He is well paid,
who is well satisfied.”

William Shakespeare



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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...

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DEADLINE

Determine:

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

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Power

Most people believe,
the other side has more.

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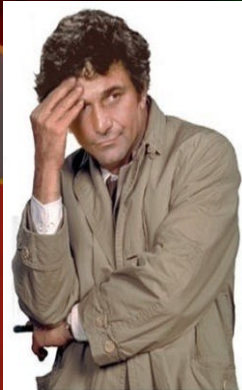
“The dumber one
appears to be, the more
relaxed and vulnerable
the other side will be.”

Roger Dawson

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COLUMBO Principle

Weak = Strong
Dumb = Smart



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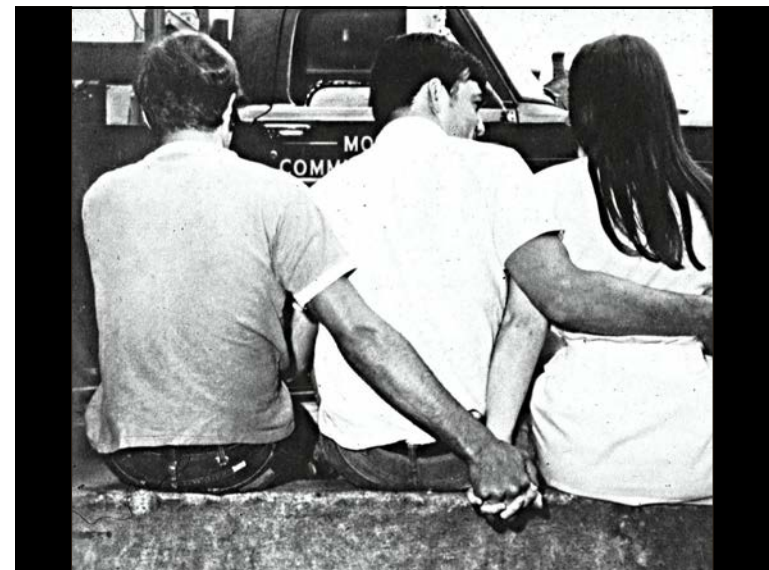


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The Power of:

- 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.

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Competition Solutions

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

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Limited Authority

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

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Negotiations

How do you:

- Start
- Concede
- Overcome Obstacles

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START HIGH

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

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Hoveland's
Experiment

A, B, X

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Hoveland's Experiment

A, B, X, Y, Z

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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

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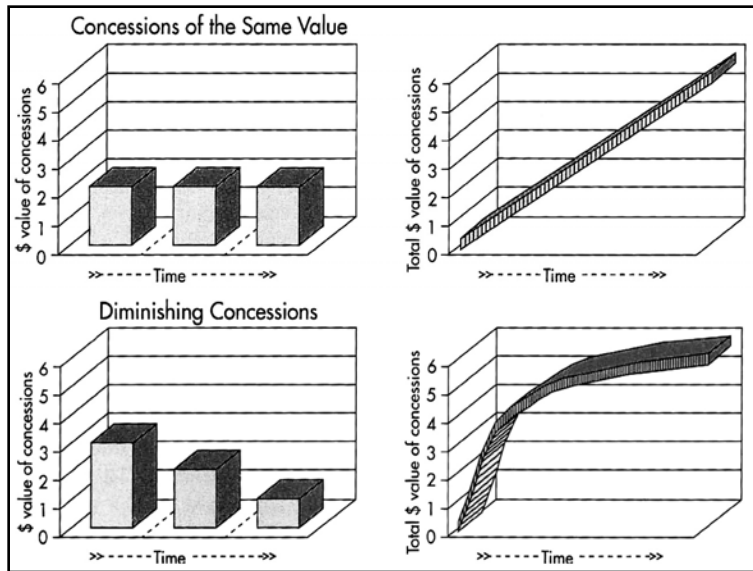
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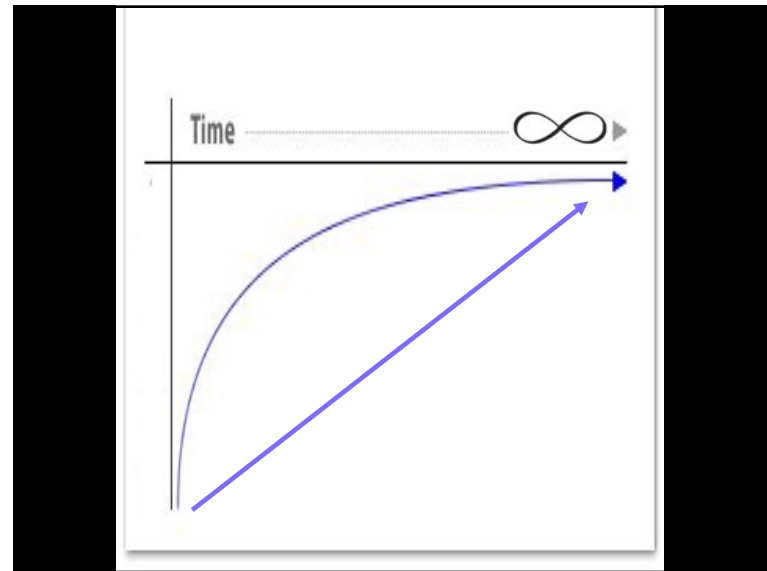
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Karass on Concessions

Winners

- Small Concessions
- Last Concessions
- Decrease toward deadline

Losers

- Large Concessions
- First Concessions
- Increase at deadline

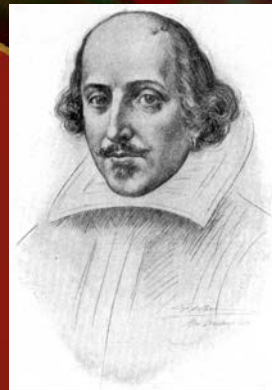
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“...but this swift business
I must uneasy make,
lest too light winning
make the prize light.”

The Tempest
Shakespeare



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The “Too Easy” Win

The used car...
a GREAT deal?

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The “Too Easy” Win

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

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The Theory of Yes
Just say

“YES”

Definitely Not
Nancy Reagan

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Negotiating Ploys

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


Carl Sandburg

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Negotiating Ploys

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

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"Try it,
you'll like it."



**The Puppy Dog
Technique**

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My Aspirations – EM-3

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?

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The U of C Negotiation

Was I in a good or bad situation?

1. Time – May 2nd But...
2. Deadline (100 jobs) – 50/51 → 1 / 50
3. Information (5 faculty quit, inc. PD)
4. Power – Who was in control
5. Attitude – You Can Neg Anything – HC

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The U of C Negotiation

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

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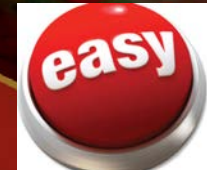
Focus on interests, not positions.

Getting to Yes
Fisher and Ury

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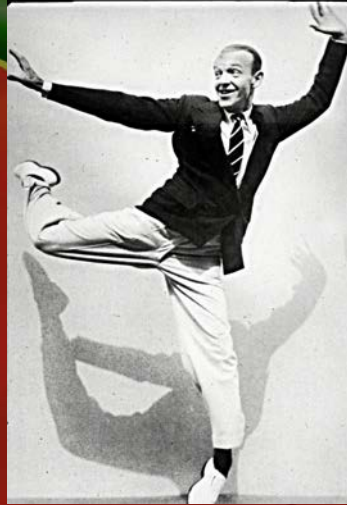
Meetings Take Homes

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



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Satisfaction is not necessarily linked to Outcome.



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“Michael,
I am more proud
of how you handle
your success than
I am of your success.”



Kirk Douglas

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