

The Power of Balance when Negotiating

**Getting the Deal
AND
Maintaining the Relationship**

Warning!

"A mind once stretched by a new idea
never returns to its former dimensions."

Oliver Wendell Holmes, Sr.

I invite you to think about your own assumptions about negotiating- your fundamental orientation towards negotiations.




NEGOTIATION IS....

“the back and forth communication designed to reach an agreement when you and others have some interests that are shared and others that are opposed.”



TO BE CONSIDERED	PREPARATION		NEGOTIATION
	OURS	THEIRS	
1. INTERESTS (positions)	Identify Them	Estimate them	Check our Assumptions
2. OBJECTIVE CRITERIA	Gather as Much as Possible	Acid Test	Agree on it
3. OPTIONS (creativity)	Brainstorm Be Inventive	Yesable?	Listen, Be Open, Blunt
4. RELATIONSHIPS	Think of Them as Partners		Show Respect Separate the People from the Problems
5. COMMUNICATION (effectiveness)	Prepare Questions and Answers	Consider the other party	Maintain a Two-Way Channel Listen & Watch
6. BATNA	Assess it Improve it	Assess It	Avoid Threats
7. PRACTICALITIES	Strategy Role Distribution Timing		Agenda Discussions & Commitment

Content from:
Getting to Yes by Roger Fisher and William



**The Goal:
An Agreement That:**

Satisfies the Parties


- You like it
- They can live with it
- And it meets the test of time

Is Efficient

- Reached without needless delay
- Doesn't leave value on the table

Builds Relationships

- **Fosters understanding**
- **Facilitates future deals**



POSITIONAL versus PRINCIPLED

What are you?

Really?



POSITIONAL BARGAINING

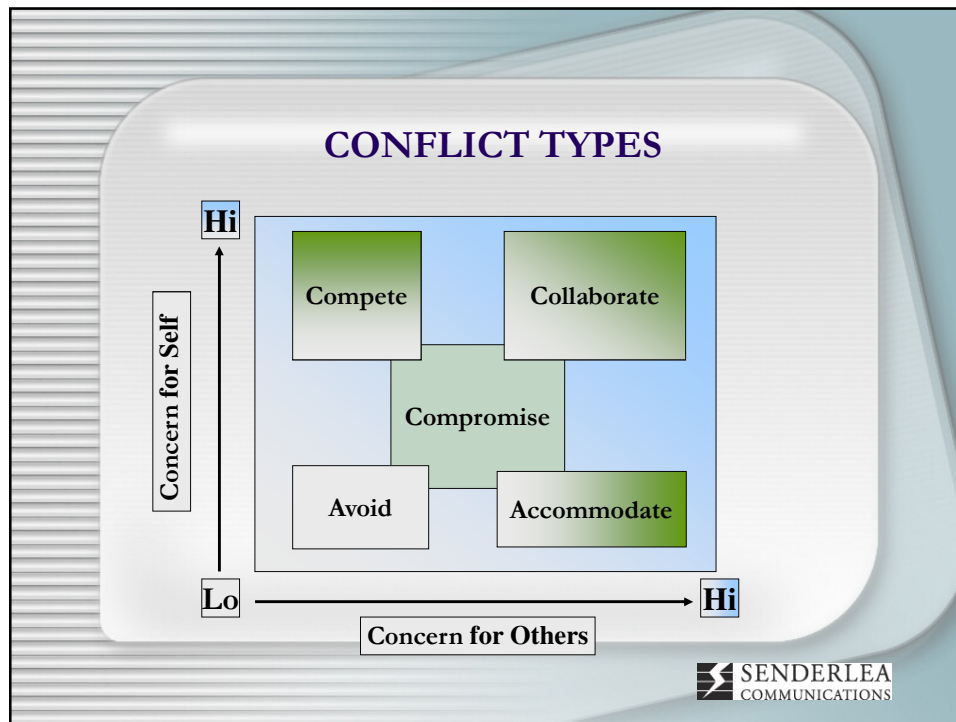
- you start with extreme positions and get dragged into playing a game
- fixed tunnel often focused on price
- locked into a position with nowhere to go
- people use pressure tactics, confrontation
- they lose objectivity (what is fair?)
- it encourages lying and withholding true motivations
- we lose face

extreme behavior > extreme response

.....It is icky!

.....It is not fun!





ENERGY FLOWS WHERE FOCUS GOES

"Our thoughts create our reality --
where we put our focus is the
direction we tend to go."
- Peter McWilliams

SENDERLEA COMMUNICATIONS

INTENTION OR PURPOSE?

You have a sense of Purpose (Intention or Overall Goal) that guides you in every area of your life.

- as a husband/ wife
- as a parent/son/daughter/sister/aunt/uncle
- as an employee
- as a co-worker, etc

What is your Intention or Purpose as a Procurement Officer?



“We awaken in others the same attitude of mind we hold toward them.”

- Elbert Hubbard



"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude."

- Timothy Bentley



CHOOSE YOUR ATTITUDE

- Can you be positive and assume that you can work **TOGETHER WITH** them?
- What fears would you need to let go in order to do this?



Attitude>Expectations>Behaviour>Outcomes

**ASPECTS OF POSITIVE
RELATIONSHIPS**

1. Forward-looking
2. Creative
3. Realistic
4. Learning
5. Adaptable
6. Resilient
7. Tolerant
8. Honest
9. Fair
10. Balanced

CONTRACTORS ARE HUMAN!

When dealing with people, remember that you are not dealing with creatures of logic, but creatures of emotion.

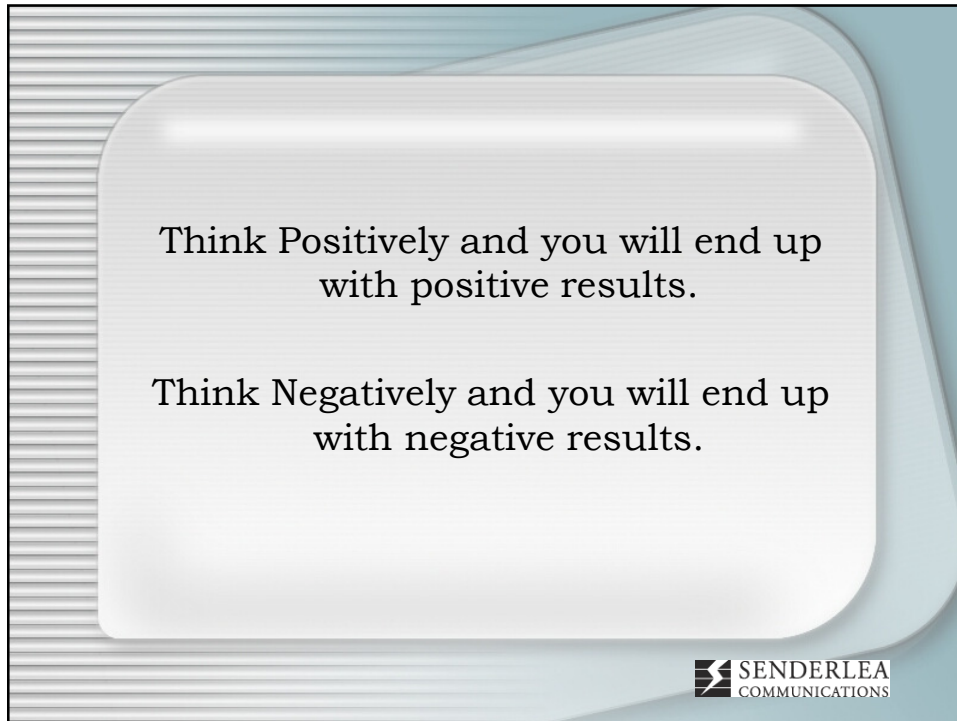


THREE CONVERSATIONS

Difficult Conversations, Douglas Stone, Bruce Patton, Sheila Heen


- The “What Happened” Conversation
- The “Identity” Conversation
- The “Feeling” Conversation



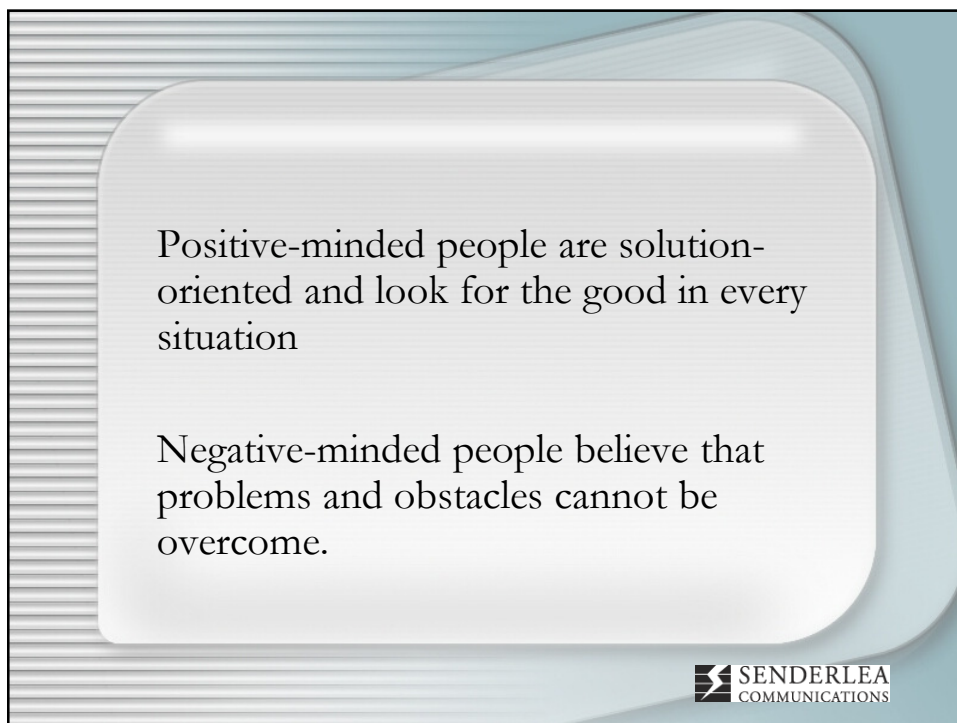


Think Positively and you will end up
with positive results.

Think Negatively and you will end up
with negative results.


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Positive-minded people are solution-
oriented and look for the good in every
situation

Negative-minded people believe that
problems and obstacles cannot be
overcome.

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**YOUR RELATIONSHIPS WILL
CHANGE FROM**

Power Over
to
Power With



LEARN ABOUT THEM

- Knowing who they are and why they are negotiating with you will assist you!
- The more you know the better you can satisfy them!
- So how do you find out this information?



INTERESTS

C CONCERNS
H HOPES
E EXPECTATIONS
A ATTITUDES
P PRIORITIES

B BELIEFS
V VALUES
F FEARS



ACTIVE LISTENING

"He had occasional flashes of silence
that made his conversation
perfectly delightful."



UNCOVER YOUR VALUES

- What really matters?
- What are your Beliefs and Principles that motivate you?
- What are your **true** priorities?



THE POWER OF A POSITIVE NO

- William Ury

- Yes! - an affirmation of your Interests
- No. - respectfully standing in your power
- Yes! - furthering your relationship



SEARCH FOR OPTIONS

- Discuss what will meet **both** their and your needs?
- Discuss it together
- Brainstorm all kinds of ideas
- Work as partners in solving this situation
- Have fun!



SEPARATE THE PEOPLE FROM THE PROBLEM

- Positional Bargaining puts relationships and substance in conflict
- **Your primary goal is to build relationships**

So...

- Seek out Shared Interests
- Because-Shared Interests are opportunities
 - » they bond you to each other for future work
 - » They build honest interactions



SEEING THE PEOPLE AND THE PROBLEM

Getting Past No - William Ury

- Don't React /Go to the Balcony
- Change the Game: Don't Reject..Reframe
- Make It Easy for Them to Say Yes:
Build Them a Golden Bridge



BUILD A RELATIONSHIP INDEPENDENT OF AGREEMENT OR DISAGREEMENT

What does a Collaborative Relationship Look Like?

You need to **Negotiate the Relationship**

- How will you work together?
- What if you can't make a deal?
- How will that affect your relationship for the future?



People will accept a “NO” answer-
IF they feel that you have truly heard and
understood them




YOUR POWER COMES FROM

- Your Intentions
- Your Attitude
- The Relationships you create and trust
- Time spent maintaining these relationships
- Expertise
- An Open Mind



"To everything there is always a happy ending.

If it is not yet happy, than it is not yet the end, my friend"



REFERENCES

Getting to Yes, Negotiating Agreement without Giving In
Roger Fisher and William Ury, and Bruce Patton

Getting Past No
William Ury

The Power of A Positive No
William Ury

Beyond Machiavelli
Roger Fisher

Difficult Conversations
Douglas Stone, Bruce Patton, Sheila Heen

