



Negotiation and Influencing Skills

Thursday 15th October 2009

Introductions

- Name
- Something you've been pleased to notice about yourself in the last day/week
- If you were the kind of negotiator you'd like to be what would you be doing?



Best Hopes

- If this course was really useful to you how would you know?
- What will happen between now and the end of the day which will let you know that it was worth coming to the course?
- What would you notice about yourself if you got a lot out of the course?
- What do you want from the facilitator and other delegates



Programme...may include

- Negotiating skills practice
- Tips on remaining in control
- Setting objectives for negotiation
- Developing rapport
- Dealing with conflict/strong feelings
- Negotiating/Influencing/Reputation
- Different approaches to managing staff – when to negotiate, when to sell, when to tell
- Non face to face negotiations (email, telephone)
- Win/Win outcomes



Ground Rules

- Mobiles off please
- Take responsibility for your learning
- Contribute and support others in the group
- Respect different abilities, interest and levels of experience



Negotiation Exercise - The Shirt

- Shopper – wants to return the shirt
- Shop assistant – needs to be convinced



Definitions

- Selling
- Buying
- Hagglng
- Negotiating
- Influencing



Definitions or Negotiation - Google

Buying and Selling – “the exchange of goods or services at a fixed price”

Hagglng – “the process of bargaining over the price of goods or services”

Negotiating - “A method of exchanging interests and proposals through direct communication”

Influencing – “a power affecting a person, thing, or course of events, especially one that operates without any direct or apparent effort”



Price Hagglng - Setting Objectives

May be expressed in terms of

- Must have (otherwise no agreement/bottom line)
- Acceptable
- Nice to have (best outcome)



Price Hagglng - Content

May include

- Money
- Time
- Quality



Win-Win, Game Theory, Zero Sum

“The more complex societies get and the more complex the networks of interdependence within and beyond community and national borders get, the more people are forced in their own interests to find non-zero-sum solutions. That is, win-win solutions instead of win-lose solutions.... Because we find as our interdependence increases that, on the whole, we do better when other people do better as well — so we have to find ways that we can all win, we have to accommodate each other....” Bill Clinton, December 2000



Game Theory - Zero Sum

zero-sum describes a situation in which a persons gain or loss is exactly balanced by the losses or gains of the other

$1 \times 0 = 0$ zero sum

$0 \times 0 = 0$ zero sum

$1 \times 1 = 1$ win-win



Negotiating - 4 Oranges

A fitness fanatic wakes early one morning, walks to the local shop and buys 4 oranges, takes them home and puts them in the fridge. Later that evening goes for a run, looking forward to juicing those oranges when finished. On returning finds that their partner has cut open the oranges and is using them to cook an orange cake for a best friend's birthday. The shops are shut, no other oranges are available.



Needs and Interests - not Positions

- It may be possible to gain more than is on the table
- Positions tend to entrench us
- If we understand what we all need and what interests us, we may be able to gain value greater than our positions



Adding and Seeking Extra Value

- What are your needs and interests beyond your position?



LUNCH!



Influencing

- Definitions
- Your Influencing Aims
- Managing Your Reputation – “Marketing”
- Face to Face Influencing
- Influencing in Conflict



Definitions of Influencing

- “a power affecting a person, thing, or course of events, especially one that operates without any direct or apparent effort”
- “the power of individuals to sway or control the decisions of others”
- “the ability of one person to get others to behave in a particular way or to carry out certain actions”



Influencing Objectives

- With whom do you want to have influence?
- What would they be thinking, believing, doing and saying when you are successful.
- What would you notice about them?
- What would be the outcome?
- What is already working?



Steven Covey - Covey's Circles

- Circle of Control
 - Circle of Interest
 - Circle of Concern
- *Where does your objective sit?*
- *Does any element sit within Control, Concern (or out of our concern)?*



Marketing

An effective marketing campaign will.....

- Attract attention (awareness)
- Stimulate interest
- Create a desire
- Bring about action



Rapport: How it helps

- Helps develop a connection
- Indicates listening
- Demonstrates an interest in a shared outcome
- Begins early
- Involves vocal and physiological similarity



Rapport: How to do it

- Voice tone
- Physiological similarities
- Words used
- Gestures
- Eye contact
- Breathing
- Blinking



Rapport Exercise

Sandy is the caretaker at "The Grange" an annexe of County Hall. The Grange is mostly populated by maintenance staff. However there is a small and dusty meeting room which can be borrowed. Chris is keen to use the room for an important and urgent meeting this pm and can't find anywhere else. Sandy isn't keen to let the room out because of the inconvenience it causes. To make matters worse, Chris thinks that the meeting won't end until 5.45 and Sandy needs to be there to lock up.....



Physiological matching

- What does it involve?



Communication Predicates

- Visual – “this is how I see it”, “looks tricky to me”, “I have a vision of how this will work”, “do you have a view?”, “I’ll sketch it out”
- Audio – “sounds good”, “it rings a bell”, “I’m looking for harmony”, “they’re not listened to”, “I’ll be there at the crack of dawn”
- Kinaesthetic – “It’ll go smoothly”, “it’ll ruffle a few feathers”, “you scratch my back”, “I feel worried”, “I think I’ve grasped it”



To rapport or not to....The Flinch!

- Sudden withdrawal of rapport to indicate lack of agreement with terms being offered..
- Can be accompanied with a sharp intake of breath over the teeth



Negotiating and Influencing over the Telephone/Email

- Alfred Mehrabian “Communication with Words”
 - 7% Words
 - 38% Tone
 - 55% Body language
- What are the implications for using the telephone and email?



Over the phone/email - top tips

- Make “tone” clear – avoid irony, sarcasm
- Explain thinking pauses
- “Describe” body language
- Repeat the important parts of the message
- Concentrate on verbal predicates
- Check understanding
- Clear social language



Influencing Styles

- Friendly Helper
- Tough Battler
- Logical Thinker

Scale between 0 and 10, what are you already doing well, what would be the signs of improvement?



Dealing with Conflict

- What has worked well?
- Rapport – matching and leading
- Looking for the meaning behind words
- Taking a break
- Rosenberg Model



Rosenberg Model (NVC)

Observations



Requirements



Request



Observation

- Noticing without judging

“on Tuesday you came in at 9.20 on Thursday 9.35” as opposed to “you are tardy”

“four of your staff are using the car park without my agreement” as opposed to “your staff are taking what’s not theirs”

“in April and May you promised the paperwork on time and on each occasion it arrived 5 days after the agreed time” as opposed to “your service sucks!”



Requirements

- Why we are having the conversation, what is important to me

“the service our team provides starts at 9.00 I need the team to be ready at that time”

“my team make several home visits each day. I need to make sure that they can do this as effectively as possible”

“this paperwork is crucial to our service and it needs to be here on time. I would much prefer to feel confident that it will arrive on time”



Requests

- “We can tell people what to do and they may well do it. However we run the risk of losing their goodwill”

Marshall Rosenberg



7 Styles of Influencing

1. Autocratic
2. Collaborative
3. Logical
4. Charismatic
5. Trading
6. Positive behaviour



And finally....

- How would you describe your strengths as an negotiator and an influencer
- What will you take from today and how will you use your new skills and knowledge?



Goodbye!!



Extra Slides



Positive rumours about today

- Notice something you value about someone today
- Circulate and tell someone about it
- Listen to their story
- Repeat both stories to someone else
- Collect and retell stories
- How soon do you hear your original story
- How soon do you hear something great about yourself?



Influencing

- Getting people on your side (or not) by the power of your status, personality and/or reputation
- “Stacking the odds” in your favour
- Not without ethical dilemmas!



Rapport



Dialogue



Closing



Preparing

Preparing: Context

- What is important to you, your team, your department/organisation?
- Style of organisation
- Are the other party the only ones?
- Are you negotiating from a position of strength?
- Do you have many options?
- What do you have to offer which may be outside of what is on the table?

Preparing: Objectives 3

- What are you prepared to offer?
- Implicit or Explicit?



What kind of Negotiator do you want to be?

If you were as good at negotiating as you'd like to be what would you notice? What would you be doing, how would you know? What would you and others notice?



What's going well? What would be the small signs of improvement?

- On a scale of 0 to 10...where are you?
- How did you get to be there and not lower?
- What would you be doing if you were one point up the scale?



Feelings

- The extent to which you want to tell another person how you feel will be dependant on the cultural context – however the feelings will always be present.....

