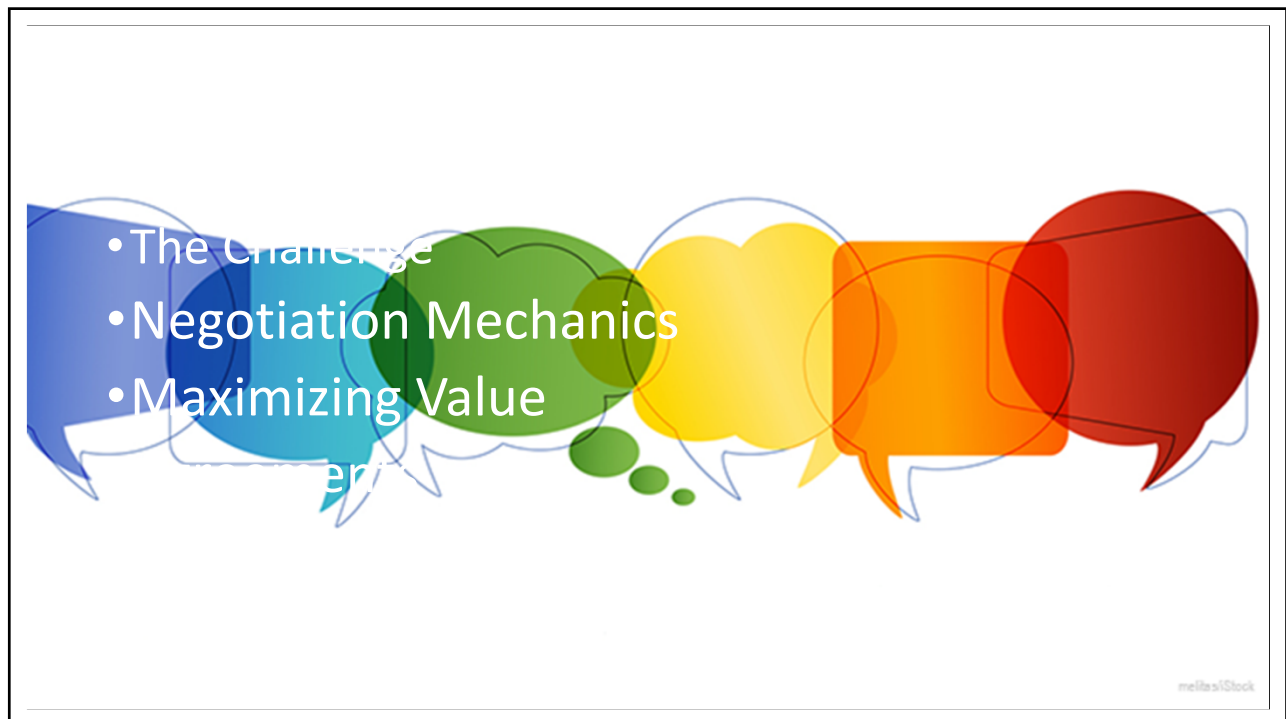




1



2

Negotiation - defined...

Negotiation- (Latin) *neg* -not, *otium* - leisure
Not leisure!

Negotiation- *negōtiā tīō* %exvqhvw/#udgh/%
negōtiā n̄ %wr#gr#exvqhvw/#udgh/#ghd%

Negotiation- communication process in which two or more people advance individual interests to agree to a desired course of action.

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CRISIS

"The Chinese use two characters to write the word 'crisis.'"

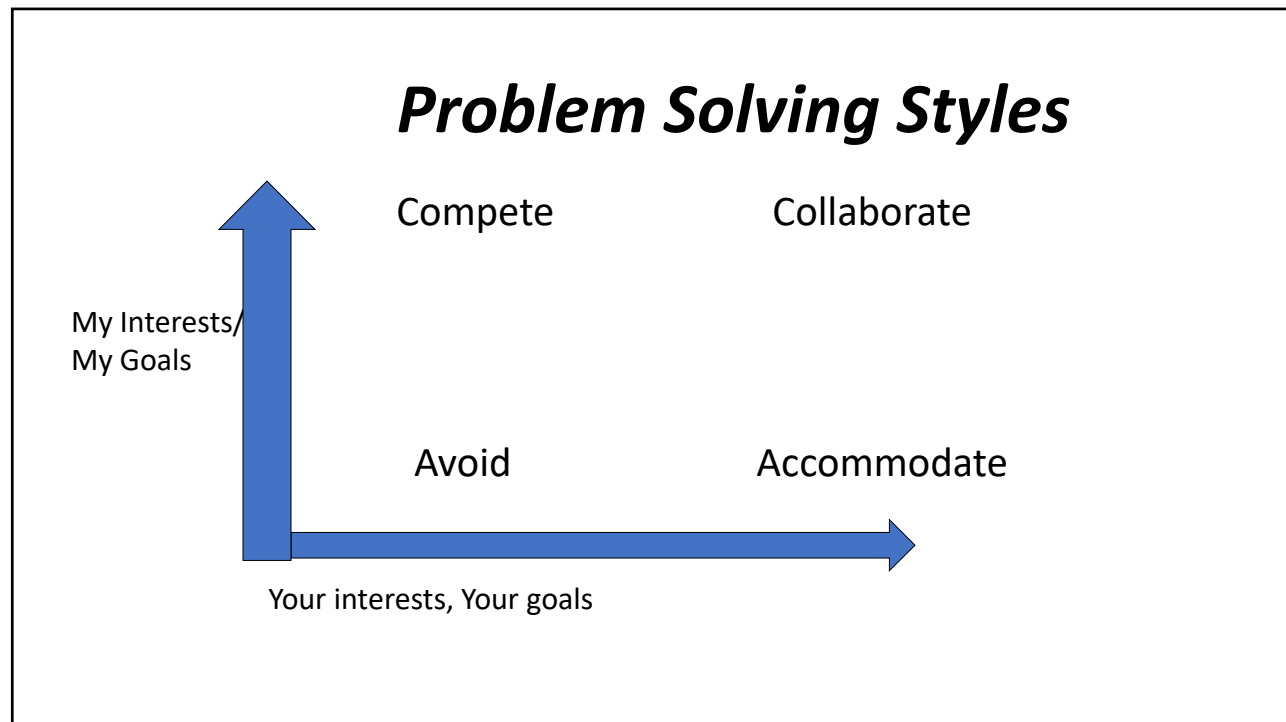
危機

crisis

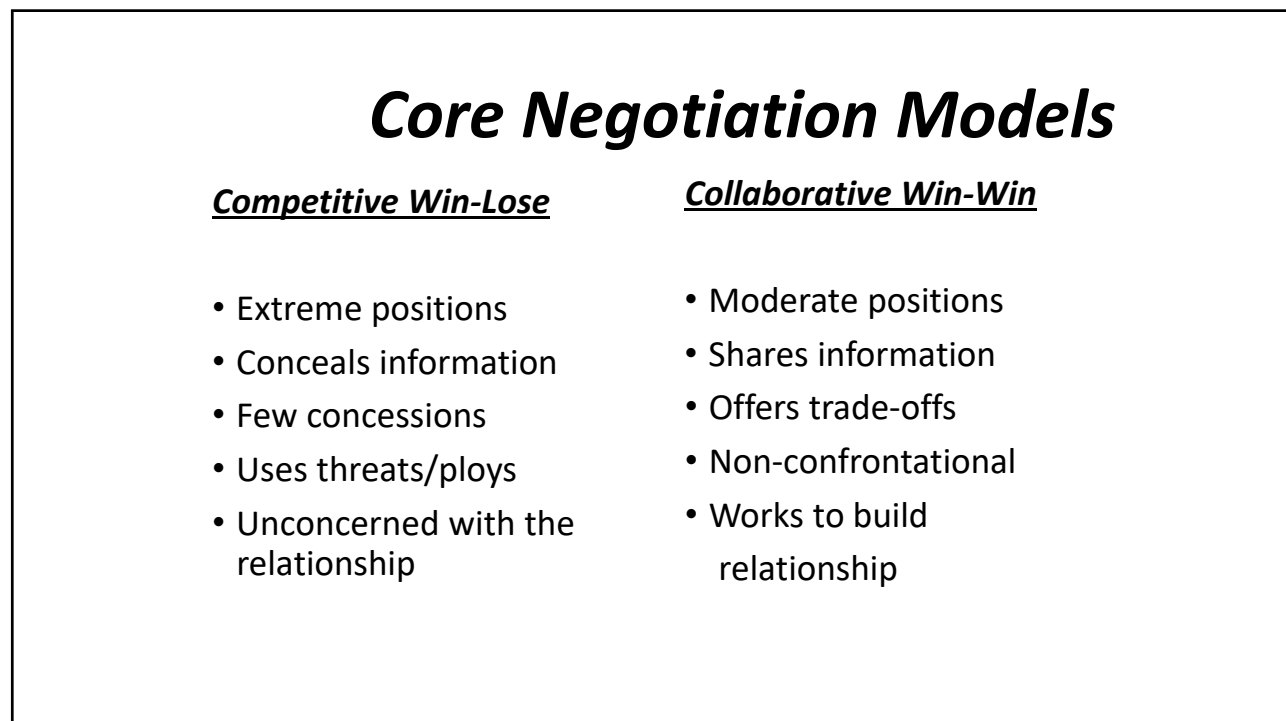
One stands for **danger**;

the other for **opportunity**.

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10

Positions and Interests

Position-*What* you want

Interest-*Why* you want it

If you are stating a position, the other person can only respond with yes or no or a counter proposal.

If you are stating an interest, there are usually multiple ways to satisfy the interest.

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Identifying Interests

➤ **Ask** Questions

- Tell me more about...?
- Why is that important to you?
- What alternatives have you considered?
- What are the consequences of...?
- So if I understand correctly...?

➤ ***Listen*** Actively

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Key Steps

- Identify and define the problem
- Understand the problem fully, identify interests, needs on all sides
- Generate alternative solutions
- Evaluate and select among alternatives

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The Sister's Dilemma

A wealthy man died and left all his wealth to be divided equally between two daughters.

All went smoothly until they came to the old man's ring, a diamond signet that he had worn most of his life.

Both daughters wanted it, and each justified her position on a principle. One daughter pointed to the fact that she had taken care of their father in his final illness. The other daughter claimed he had promised the ring to her years earlier.

Their *positions* seemed irreconcilable and relations between the two sisters grew tense. Finally, in frustration, one daughter asked the other, "Why do you want the ring?" Her sister replied, "Because it has a beautiful diamond, I thought I'd make a pendant from it." The other sister replied, "It reminds me of our father."

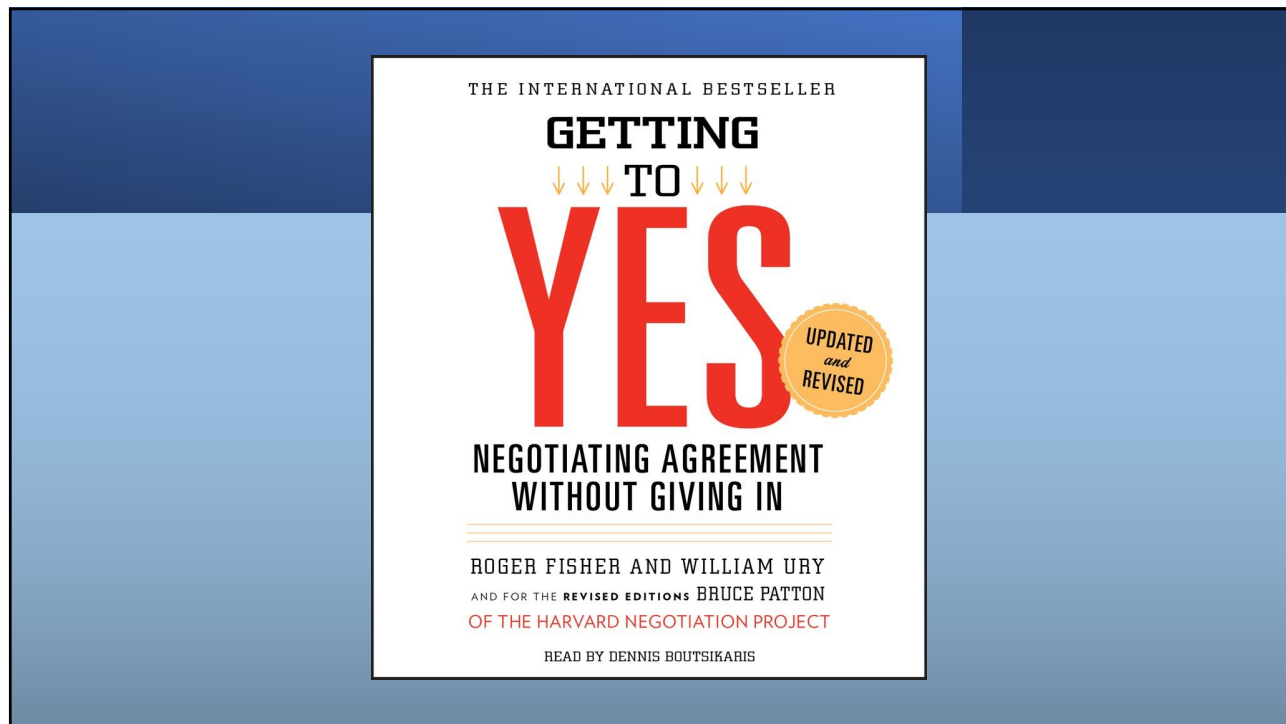
How should the sisters proceed?

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Principled Negotiation Strategies

- Separate the people from the problem
- Understand the other side
- Focus on interests, not positions
- Invent options for mutual gain
- Select a solution

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Agreements

- Communicate Regularly
- Timing-set benchmarks, consider contingent agreements, re-negotiations

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Agreements

- Expect (and provide) Reciprocity-
“Yes...and”, “Yes...if”
- Insist on Objective Criteria
- Consider Dispute Resolution Clauses

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Must-Do's

- Prioritize Planning, Be Prepared to Negotiate
- What are your goals? Alternatives? What are their goals? Alternatives?
- Understand what's negotiable and what's not (for now)
- Make time your friend
- Build and use coalitions, influence leaders as appropriate
- Remember it's o.k. to say “No”. No deal is better than a bad deal.

20

**The Explainer: How to
Negotiate Nicely
Without Being a
Pushover**



21



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