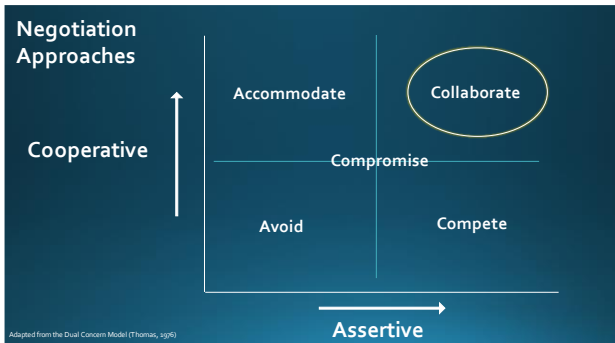
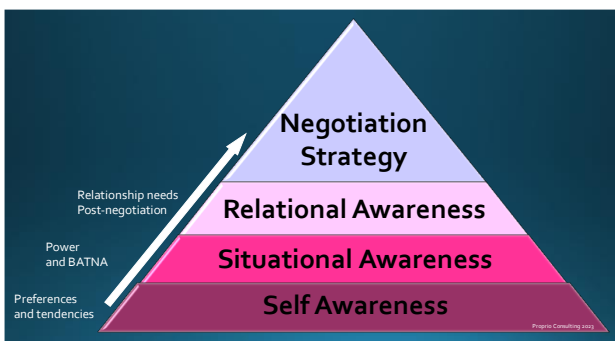


Negotiations Overview

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Different scenarios call for different approaches to negotiation. Assessing the degree of cooperation as well as the degree of assertiveness appropriate for the interaction can help you decide which quadrant is most appropriate. While being planful and strategic is ideal, you may have a default approach to negotiations based on your tendencies, preferences, or past experiences (conflict aversion, relationship to power, desire for harmony, win-lose mindset, etc.) Your preferred approach, however, may not always serve you.



Negotiation strategy should be based on knowledge of self, understanding of the situation/power structure/your BATNA (Best Alternative to a Negotiated Agreement) as well as an assessment of the need for collaboration and cooperation with the other party after the negotiation is complete. The stronger your BATNA, the more power you possess in the negotiation. Power is a good thing, as it allows you to bring maximum assertiveness and confidence to the discussions. Think “power to” rather than “power over”.

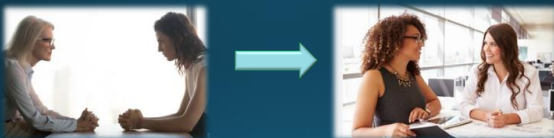
Collaborative Negotiation

1. **People**- Separate the people from the problem
2. **Interests**- Focus on interests not positions
3. **Options**- Generate variety of options before deciding
4. **Data**- Insist that results be based on objective criteria

Adapted from “Getting To Yes” Fisher & Ury

Collaborative negotiation (high cooperation/high assertiveness quadrant) offers the best likelihood for a mutually beneficial and efficient outcome where both parties feel accounted for. The collaborative negotiation approach aligns people to tackle a shared problem, focuses parties on individual and shared interests rather than on defending predetermined positions, can generate a broader variety of creative options and seeks to arrive at decisions that are based on objective criteria rather than individual opinions.

1. Separate the People from the Problem



Perception: confusing perception with reality
Emotions: values, backgrounds, views, motives, prior interactions
Communication: Style, misunderstandings, listening skills

“Deal with people as human beings and the problem on its merits”

- ✓ Interrogate your own feelings about negotiation, your preferences and biases, your strengths and your opportunities.
- ✓ Speak to be understood. Use “I” statements.
- ✓ Ask questions to understand values of the other party.
- ✓ Listen and acknowledge their interests, concerns, priorities.
- ✓ Look for opportunities to disprove negative perceptions.
- ✓ Legitimize their perspective; (understanding is not agreeing)
- ✓ Let them know they have been heard.
- ✓ Make your proposal consistent with their values.
- ✓ Remember, you negotiate to get your needs met. Be sure you are clearly communicating them!

2. Focus on Interests not Positions

Position-centric

- Communicates outcome desired
- Provides an anchor, reductionist
- Relationship & substance in conflict
- Runs risk of becoming ego driven
- Focuses on concrete gives/gets
- Creates incentive to "dig in heels"
- Generates "Split the difference" compromise

Interest-centric

- Communicates what is important
- Keeps options open, generative
- Relationship as part of substance
- Highlights issues rather than ego
- Focuses on exploring underlying needs
- Creates incentive to understand other
- Generates opportunities to "increase the size of the pie"

"You negotiate to get your needs met. Be sure you are communicating them"

While not always possible, embracing an "interest-centric" approach to negotiations tends to improve the likelihood of a better negotiated outcome. Defending positions fosters a reductionist mindset and the negotiation is more likely to become ego driven and win-lose.

3. Generate Options Before Deciding



Can you increase the size of the pie before you divide it?

Avoid:

- ✓ Premature judgement- it hinders imagination.
- ✓ Single answer mindset- avoid "one right path".
- ✓ Trying to "narrow the gap" vs "broaden the map".
- ✓ Having a "Their problem is their problem" attitude. Instead, dovetail different interests.

4. Insist Results Be Data Driven



- ✓ Come prepared with data, not positions.
- ✓ Look for precedent, ask for, and use, objective criteria.
- ✓ Do not hesitate to ask, "How did you arrive at that figure?"
- ✓ Use data to de-escalate and defuse stand-offs.
- ✓ Do not yield to pressure, only to mutually beneficial proposals (let your BATNA be your guide)

Negotiation Preparation

1. Understand yourself, your needs, and your default preferences for negotiation.

- a. What is your comfort level with assertiveness? Desire for cooperation?
- b. What is your relationship with the concept of "power"? How do you show up in stressful situations?
- c. How important is the outcome of the negotiation? Are you clear about your interests (not your position) and have you prioritized them? Have you collected data to support your desires/expectations?

2. Assess the situation and the relationships:

- a. What is your BATNA? Flesh out as much detail as possible
- b. How attractive is the option of NOT reaching an agreement? Attractive alternatives strengthen your position.
- c. What is the formal power differential? Informal power differential? Who will you be negotiating with? What are your feelings about that person? What might keep you from expressing your needs?
- d. What are the other party's needs, priorities and BATNA as you understand them? How will you learn as much as you can about these data points?
- e. What are your/their relationship needs post-negotiation? Cooperation and collaboration post-negotiation?

3. Create a Plan of action.

- a. Identify your "trip wires" but avoid "deal breakers" mindset. What are you willing to give away, what are red flags and what might make you walk away?
- b. How will you engage the other party to explore options not yet on the table? What questions could help them think creatively to "increase the size of the pie?"
- c. Be sure to clarify timelines, expectations, and next steps before closing every negotiation conversation.