

## *Negotiation Strategies*

I. In the space below, write what the word "negotiation" means to you.

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### **Negotiation Strategies**

**Negotiation** - Whenever we attempt to influence another person through an exchange of ideas, or something of material value, we are negotiating. Negotiation is the process we use to satisfy our needs when some else controls what we want.

#### **The Negotiating Style Profile**

The following instrument is designed to help you gain a deeper understanding of your negotiating style. There is no right or wrong answers. The data provided by this instrument will only be valid if you respond candidly to each of the statements.

**Directions:** There are 30 statements in this instrument. Please respond to each statement by circling the number corresponding to the response that most accurately reflects the extent to which the statement is descriptive of your thinking.

- |                                  |          |
|----------------------------------|----------|
| <b>Strongly disagree</b>         | <b>1</b> |
| <b>Disagree</b>                  | <b>2</b> |
| <b>Slightly disagree</b>         | <b>3</b> |
| <b>Neither agree or disagree</b> | <b>4</b> |
| <b>Slightly agree</b>            | <b>5</b> |
| <b>Agree</b>                     | <b>6</b> |
| <b>Strongly agree</b>            | <b>7</b> |

Example:

I often feel I lack the power to produce a successful outcome.	SD	D	SD	?	SA	A	SA
	1	2	3	4	5	6	7

Directions: For each statement, circle the number that most accurately reflects the extent to which that statement is descriptive of you or your thinking. Remember to be called in your responses.

- |                                  |          |
|----------------------------------|----------|
| <b>Strongly disagree</b>         | <b>1</b> |
| <b>Disagree</b>                  | <b>2</b> |
| <b>Slightly disagree</b>         | <b>3</b> |
| <b>Neither agree or disagree</b> | <b>4</b> |
| <b>Slightly agree</b>            | <b>5</b> |
| <b>Agree</b>                     | <b>6</b> |
| <b>Strongly agree</b>            | <b>7</b> |

Please turn the page and complete the instrument

		SD	D	SD	?	SA	A	SA
1.	When I negotiate, my interest must prevail.	1	2	3	4	5	6	7
2.	I try to reach a result based on objective criteria rather than just my demands.	1	2	3	4	5	6	7
3.	I put aside unpleasant confrontations in favour of a friendly approach.	1	2	3	4	5	6	7
4.	Negotiators are adversaries.	1	2	3	4	5	6	7
5.	I try to identify shared principles to use as a basis for resolving negotiating dilemmas.	1	2	3	4	5	6	7
6.	I often feel I lack the power to produce a successful outcome.	1	2	3	4	5	6	7
7.	I enjoy the reputation of tough battler.	1	2	3	4	5	6	7
8.	Negotiation may be said to be effective when both Parties get their needs satisfied.	1	2	3	4	5	6	7
9.	Half a loaf is better than none.	1	2	3	4	5	6	7
10.	Negotiation is a contest of wills.	1	2	3	4	5	6	7
11.	You have to make concessions to the other party to build the relationship.	1	2	3	4	5	6	7
12.	Realistically, you can only get what others are willing to concede.	1	2	3	4	5	6	7
13.	You should do unto others before they do it to you.	1	2	3	4	5	6	7
14.	Affable relationships produce the best results.	1	2	3	4	5	6	7
15.	Compromise is the essence of effective negotiating.	1	2	3	4	5	6	7
16.	An effective negotiator employs threats, bluffs, surprises.	1	2	3	4	5	6	7
17.	I keep a low profile during a negotiating discussion.	1	2	3	4	5	6	7
18.	Split the difference is my motto.	1	2	3	4	5	6	7
19.	Effective negotiators develop a partnership.	1	2	3	4	5	6	7
20.	A soft word can win a hard heart.	1	2	3	4	5	6	7
21.	By playing down certain hot issues one can reduce or eliminate time consuming conflicts.	1	2	3	4	5	6	7
22.	When negotiating, I attempt to work through our differences.	1	2	3	4	5	6	7
23.	I search for a solution the other party will accept.	1	2	3	4	5	6	7
24.	My approach is always to meet the other party halfway	1	2	3	4	5	6	7
25.	The most successful negotiation makes everyone a winner.	1	2	3	4	5	6	7
26.	I often let others take responsibility for solving the problem.	1	2	3	4	5	6	7
27.	When I negotiate, I put a lot of effort into looking for trade-offs so each party gets something out of the deal.	1	2	3	4	5	6	7
28.	People with whom I negotiate know me as a friendly peacemaker.	1	2	3	4	5	6	7
29.	I put aside decisions until conflicts have quieted down.	1	2	3	4	5	6	7
30.	In a successful negotiation everyone gives something but everyone also gains something.	1	2	3	4	5	6	7

Please do not turn the page until you have completed your responses.

**Part I: Securing Key**

**Directions:** The 30 statements in the instrument have been set up in five columns in the chart below. Transfer the number corresponding to your answer to each statement to the appropriate space in the chart. Then add up the total number of points in each columns and enter the total in the space provided

**Question Number**

	1_	2_	3_	6_	9_
	4_	5_	11_	12_	15_
	7_	8_	14_	17_	18_
	10_	19_	20_	21_	24_
	13_	22_	23_	26_	27_
	16_	25_	28_	29_	30_
Total	a_____	b_____	c_____	d_____	e_____
	<b>Defeat</b>	<b>Accommodate</b>	<b>Compromise</b>	<b>Collaborate</b>	<b>Withdraw</b>

**Part II: Negotiating Profile**

**Directions:** In each of the style columns, circle the number representing the total points given for that style in Part 1. Then connect the circled numbers to produce a plot line.

<b>Defeat</b>	<b>Accommodate</b>	<b>Compromise</b>	<b>Collaborate</b>	<b>Withdraw</b>
38	38	38	38	38
36	36	36	36	36
34	34	34	34	34
32	32	32	32	32
30	30	30	30	30
28	28	28	28	28
26	26	26	26	26
24	24	24	24	24
20	20	20	20	20
18	18	18	18	18
16	16	16	16	16
14	14	14	14	14
12	12	12	12	12
10	10	10	10	10
8	8	8	8	8
6	6	6	6	6
4	4	4	4	4
2	2	2	2	2
0	0	0	0	0

### ***Part III Interpretation***

The style with the highest number represents your preferred negotiating style. If two or more styles have the same total, you probably use both styles and use them equally or alternatively. Perhaps you use one as a primary or “first approach” style and switch to the second style as a back-up.

The profile indicates the relative strength of our subscription to a particular style, as you perceive it. To the extent that your responses were honest, the data will be representative of our general philosophy of negotiating if, in fact, this philosophy is acted on, then the data represents your negotiating behaviour style.

All styles have usefulness in selected situations. However, the most satisfying and rewarding negotiations in the long term are achieved by consistent use of a Collaborative style. This approach produces a win/ win outcome for both parties.

#### **Definitions**

**Defeat** – This pattern is characterized by win-lose competition, pressure, intimidation, adversarial relationships and the negotiator attempting to get as much possible for him/herself. Defeat the other party at any cost.

**Collaborative** – This pattern is characterised by searching for common interests with the other party, problem solving behaviour, recognising that both parties must get their needs satisfied for the outcome to be entirely successful. Collaborative behaviour and synergistic solutions result. Working to build a win-win outcome is the main purpose of the negotiator.

**Accommodate** – This pattern is characterised by efforts to promote harmony, avoidance of substantive differences, yielding to pressure to preserve the relationship, placing interpersonal relationships above the fairness of the outcome. Accommodate the other party’s needs becomes the negotiator’s style.

**Withdraw** – This pattern is characterised by feelings powerlessness, indifference to the bargaining result, resignation, surrender, taking whatever the other party is willing to concede. Withdraw and remove oneself becomes the behaviour of the negotiator.

**Compromise** – This pattern is characterised by compromise, meeting the other party half way, looking for trade-offs, spitting the difference and half-way measures. Conflict reduction is valued over synergistic problem solving. Finding an acceptable agreement is the objective of this style.

#### **Discussion Questions**

The value of your results from your negotiating profile will be greatly enhanced through discussion of the following questions with others in your training groups:

1. Do you think that your scores for the five negotiation strategies actually represents your usual behavior when faced with negotiation situations at work? Why or why not?
2. What could you do specifically to increase your negotiating effectiveness?

#### **Negotiation – Some Practical Definitions**

Following are some accepted definitions of negotiation:

1. Whenever we attempt to influence another person through an exchange of ideas, or something of material value, we are negotiating. **Negotiation is the process we use to satisfy our needs when someone else controls what we want.** Every wish we would like to fulfil, every need we feel compelled to satisfy, are potential situations

for negotiation. Other terms are often applied to this process such as: bargaining, haggling, bickering, mediating or bartering.

2. Negotiation between companies, groups or individuals normally occurs **because one has something the other wants and is willing to bargain to get it.**
3. Most of us are constantly involved in negotiations to one degree or another. Examples include: When people meet to draw up contracts, buy or sell anything; resolve differences; make mutual decisions; or agree on work plans. Even deciding where to have lunch makes use of the negotiation process.



**DANGER!!**

There is a danger of being in the midst of negotiation without recognising it. If this occurs, you will not be able to try to improve the outcome for yourself. If you have not thought of the transaction as a negotiation, and have not prepared, chances are the results will be less favourable for you than they might have been.

#### **Discuss Questions**

The value of your results from your negotiating profile will be greatly enhanced through discussion of the following questions with others in your training group.

1. Do you think that your scores for the five negotiation strategies actually represent your usual behaviour when faced with negotiation situations at work? Why or why not?
2. What could you do specifically to increase your use negotiating effectiveness?

#### **Negotiating Techniques**

##### **SALAMI:**

Salami is a technique used to achieve an objective a little bit at a time rather than in one giant step. This strategy is said to have been named by Matyas Rakosis, General Secretary of the Hungarian Communist Party who explained it this way:

*“When you want to get hold of a salami which your opponents are strenuously defending, you must not grab at it. You must start by carving yourself a very thin slice. The owner of the salami will hardly notice it, or at least he will not mind very much. The next day you will carve another slice, then still another. And so, little by little, the salami will pass into your possession.*

You want to buy 5 acres of land from an elderly gentleman, who for sentimental reasons does not want to sell more than 1 acre now. You are in no hurry to acquire all 5. How would you approach the old gentleman?

**CHECK YOUR RESPONSE WITH THE ONE ON THE NEXT PAGE**

#### **From no to yes**

##### **1. Listen Actively**

Show them you understand

- they feel strongly
- what they feel strongly about
- why they feel strongly about it

## 2. Win yourself a hearing

Explain your own feelings (backed up by fact)

- refer back to their points
- make your points firmly but stay friendly

## 3. Working to a joint solution

- seek their ideas
- build on their ideas (don't knock them down)
- offer your ideas (don't try to impose them)
- construct the solution from everyone's needs

### APPLYING THE SALAMI STRATEGY

Offer to buy one acre now with an option to buy the other four, one acre at a time, over the next four years.

#### FAIT ACCOMPLI:

Residents of a community called Hillview woke up one morning to discover a local developer removing the top of a peak, which was an appealing part of their view. The developer did not have a legally required permit, but once removed the hill top could not be restored. The strategy he used is called Fait Accompli. He took action to accomplish his objective risking acceptance because he did not wish to spend the necessary time, effort or expense to follow the established guidelines. In effect the developer said, "I did what I wanted to, so now what are you going to do?". This can be risky. Those who employ it must understand and accept the consequences if the strategy fails. For example, the same developer later put up a fence in violation of local ordinances. This time the citizens protested and he was required to tear down the fence and move it to a legal boundary at considerable expense.

Some examples of Fait Accompli are given below. Please indicate how you would respond to them.

FAIT ACCOMPLI	RESPONSE
A contract was sent to you containing a provision you did not agree to and find unacceptable.	
You took your old vehicle to a garage to obtain a cost estimate on repairs. When you returned you found they already repaired it and presented you with a bill for \$750.00	

### POSSIBLE RESPONSES TO FAIT ACCOMPLI

1. Use Fait Accompli yourself. Delete the unacceptable clauses from the contract and send it back.

2. Several options including the following are possible:
  - Refuse payment.
  - Appeal to higher authority. Take it to the owner.
  - File, or threaten to file a lawsuit. If local laws or ordinances have been violated, appeal to enforcing agencies for assistance.
  - Tell others what happened to you. Document your case and let the public and others know of the unethical practices.

**STANDARD PRACTICE:**

“Standard Practice” is a strategy used to convince others to do or not to do something because of so called “standard practices”. It often work very well because it infers it is the best way to do whatever needs to be done, and is probably a safe approach. Standard contracts are an example of this strategy. The party suggesting a standard contract assumes no one would want to change it, because it reflects what others routinely agree to under the circumstances. Often the other party will accept this fact of life, however, those who wish to test it can have good results.

A plumber who was contracted to install plumbing in a new home told his customer the payment terms were 30% when he started the job, 60% when it was half completed and 100% on completion. When the customer refused to accept the agreement, the contractor said the terms were industry standards and showed him the standard contract to prove it. The customer refused to sign. Finally, the contractor agreed to 30% at the start, 30% at the half-way point and 40% upon completion. This assured the customer that the plumbing would be finished before the contractor could take his profit, but provided adequate funds for the plumber to carry out the project.

**DEADLINES:**

Time is critical to people and organisations. Consequently deadlines can be an effective negotiation strategy. All too often we are aware of time pressures upon ourselves. But assume the other party has plenty of time. A better assumption would be that if we have deadlines, the other party probably has them too. The more we learn about the other party’s deadlines the better we can plan our strategies. When others attempt to force us to their deadlines, we should not hesitate to test them. Most sales in retail stores that “start” on Tuesday and “end” on Friday, can be negotiated so that a buyer can take advantage of them on a Monday or Saturday as well. Most hotels will extend their check out time beyond 12 noon if you are willing to negotiate for a later time. Proposals requested by the 1st of the month are often just as acceptable on the 2nd. Deadlines are usually as demanding as we are willing to think they are. The more we know about the person or organisation that set them, the better we can evaluate what they really mean.

Before entering a negotiation, ask yourself these questions:

1. What actual deadlines and time constraints am I under? Are these self imposed or controlled by someone else?
2. Are these deadlines realistic? Can I change them?
3. What deadlines might be controlling the other side? Can I use these to my advantage?

Here is a dialogue between Dick Thomas a purchasing agent and Rick Forest, an office equipment sales manager.

Mr. Thomas: The supersonic typewriters you are suggesting will meet our requirements. Can you provide 3 by next Monday for \$4,500?

Mr. Forest : I am not sure we can. Because you also want the output energizer that puts the price for 3 over \$5,000

Mr. Thomas: That's more than our budget allows for this purchase.

Mr. Forest : Well, I am sorry about that. To meet your price, I would have to talk to my District Manager and he is hard to reach.

What might Mr. Thomas say to get Mr. Forest to agree to supply the typewriters for \$4,500, or at least to make some price concession with minimum delay?

When you have completed your response, compare it with the possibilities suggested on the next page.

#### **Possible Response by Mr. Thomas**

Well I'm sorry we can't make a deal. I have an appointment this afternoon with High Speed and Quickline. Both have indicated they can provide comparable equipment at a cost within our budget. The department head who wants these machines is leaving tomorrow for 2 weeks vacation. He will make his choice before he leaves today.

#### **FEINTING:**

Feinting gives the impression one thing is desired when the primary objective is really something else. An employee, for example, may negotiate with the boss for a promotion when the real objective is a good increase in salary. If the promotion is forthcoming so is the raise. If the promotion is not possible, a nice raise may be the consolation prize. Politicians use a variation of this strategy to test receptivity by the public to something they plan to do. Their planned action is "leaked" by a "reliable source" to test acceptability before final decision is made. The public's response is then evaluated. If there is little opposition it is probably safe to proceed. If there is an adverse reaction, another approach can be explored.

#### **APPARENT WITHDRAWAL:**

Apparent withdrawal may include some deception as well as deferring and feinting. It attempts to make the other negotiator believe you have withdrawn from consideration of an issue when you really have not. Its purpose may be to ultimately get a concession or change in position. For example, the prospective buyer of a painting finds the seller unwilling to meet the price the buyer is prepared to pay. The buyer might say, "I'm sorry but can't meet your price. You know my price so unless there is some movement on your part we can't do business." The buyer then leaves. If the buyer has made a realistic offer, the seller may decide

to make a concession. If not, the buyer can always go back with a slightly higher offer. In the meantime, of course, the buyer can consider other options.

 **GOOD GUY/BAD GUY** 

The good guy/bad guy ploy is an internationally used strategy. One member of a negotiating team takes a hard line approach while another member is friendly and easy to deal with. When the bad guy steps out for a few minutes, the good guy offers a deal that under the circumstances may seem too good to refuse. There are many versions of “bad guys”. They may be lawyers, spouses, personnel representatives, accountants, tax experts, sales managers, or economists.

One danger in using this strategy is that it will be recognised for what it is. Here are some ways to deal with it if you feel it is being used on you.

- Walk out.
- Use your own bad guy.
- Tell them to drop the act and get down to business.



**LIMITED AUTHORITY:**

Limited authority is an attempt to force acceptance of a position by claiming anything else would require higher approval. Individuals who claim to have limited authority are difficult to negotiate with, because the reason they use to not meet your demands is due to someone else, or some policy or practice over which they have no control. A salesperson who cannot give more than a 5% cash discount; influence the delivery date; or accept a trade will not make concessions in those areas. Some negotiators will concede under these circumstances, while others will insist their offer be taken wherever necessary for approval or rejection. There is some risk this will terminate the negotiation, but it does give the other party a chance to gracefully re-evaluate their position.

**Can You Recognise and Define the following?**

	<b>YES</b>	<b>NO</b>
<b>SALAMI</b>	—	—
<b>FAIT ACCOMPLI</b>	—	—
<b>STANDARD PRACTICE</b>	—	—
<b>DEADLINES</b>	—	—
<b>FEINTING</b>	—	—
<b>APPARENT WITHDRAWAL</b>	—	—
<b>GOOD GUY/BAD GUY</b>	—	—
<b>LIMITED AUTHORITY</b>	—	—

### **Eight Critical Mistakes**

**Tick those you intend to avoid:**

- **Inadequate Preparation**

Preparation provides a good picture of your options and allows for planned flexibility at the crunch points.

- **Ignoring the give/get principle**

Each party needs to conclude the negotiation feeling something has been gained.

- **Use of intimidating behaviour**

Research shows the tougher the tactics, the tougher the resistance. Persuasiveness not dominance makes for a more effective outcome.

- **Impatience**

Give ideas and proposals time to work. Don't rush things, patience pays.

- **Loss of temper**

Strong negative emotions are a deterrent to developing a cooperative environment, and creating solutions.

- **Talking too much and listening too little**

"If you love to listen, you will gain knowledge, and if you incline your ear, you will become wise."

- **Arguing instead of influencing**

Your position can be best explained by education, not stubbornness.

- **Ignoring conflict**

Conflict is the substance of negotiation. Learn to accept and resolve it, not avoid it.

### **Assertive Body Language**

- Use eye to eye contact (sometimes culturally inappropriate)
- Hold your body proud but not overbearing.
- It may be appropriate to balance your stance - e.g., sit if the other person is sitting, stand if they're

standing.

- If you feel "frozen" and don't know what to do, it may help to walk around, move your body.

### **BEING ASSERTIVE IN NEGOTIATION**

#### **WHAT IS ASSERTIVENESS?**

Your definition:

**WHAT IT IS**

Assertiveness based on a philosophy of personal responsibility and an awareness of the rights of other people. Being Assertive means be honest with yourself and others. It means having the ability to say directly what it is you want, you need or you feel, but not at the expense of other people.

It means having confidence in yourself and being positive, while at the same time understanding other people’s points of view. It means being able to behave in a rational and adult way. Being assertive means being able to negotiate and reach at workable compromises. Above all, being assertive means having self-respect and respect for other people.

Basically – **I AM OK – YOU ARE OK**

**HONESTY**

**CONFIDENCE**

**I’M OK – YOU’RE OK**

**ASSERTIVE BODY LANGUAGE**

- Use eye to eye contact (sometimes culturally inappropriate)
- Hold your body proud but not overbearing.
- I may be appropriate to balance your stance – et. Sit if the other person is sitting, stand if they’re standing.
- If you feel “frozen” and don’t know what to do, it may help to walk around, move your body.

	<b>ASSERTIVE</b>	<b>AGGRESSIVE</b>	<b>PASSIVE</b>
Posture	Upright/ Straight	Leaning Forward	Shrinking
Head	Firm not Rigid	Chin Jutting Out	Head Down
Eyes	Direct not starting. Good and regular eye contact	Strongly focused starting often piercing or glaring eye.	Glancing away. Little eye contact.
Face	Expression fits the words	Set/ Firm	Smiling even when upset.
Voice	Well modulated to fit content	Loud/ Emphatic	Hesitant/ Soft, trailing off at ends of words/sentences
Arms Hands	Relaxed/ Moving easily	Controlled Extreme/ Sharp gestures/ Fingers pointing, Jabbing	Aimless/ Still
Movement Walking	Measured pace suitable to action	Slow and heavy or fast deliberate, hard	Slow and hesitant or fast and jerky

**BECOMING ASSERTIVE  
WORK OUT YOUR BOTTOMLINE**

- Set a goal - know which things are not negotiable and be clear about them.
- Stay firm- don't let yourself be distracted or "hooked in" by manipulation, anger, tears, etc.
- Be aware of someone else's feelings and be clear that is how they feel, not a signal that you are wrong.
- Sometimes it may be most important to make your statement.

**BE PREPARED TO LET BOTH OF YOU COME OUT WINNERS IF THAT IS POSSIBLE**

- Look for compromise where possible (sometimes it is not).
- Winner-Winner is usually better for all than Winner-Loser or Loser-Winner.

**MAKE DECISION AND CHOICES ABOUT WHATS HAPPENING**

- Look at the process
- You can choose to initiate, maintain or terminate the conversation.

**BE PERSISTENT - BORKEN RECORD**

- Repeat yourself if you need to - if the message doesn't get through the first time or if you are being manipulated.

Children are experts in the use of the Broken Record technique and use it very effectively. It is useful to help make sure that you are listened to and that your message is received. Sometimes when people are actively involved in their own concern or needs they pay little attention to what you have to say or to your situation. Broken Record makes sure that your message does get through without nagging, or whining.

With the Broken Record technique it is important to keep on repeating the message until it can no longer be ignored or dismissed. It is also important to use some of the same words over and over again in different sentences. This reinforces the main part of your message and prevents others raising red herrings or diverting you from your central message.

*Example*

**To insistent customer –**

*'We won't be able to complete by the 15<sup>th</sup>. I understand it causes you problems, but the hard facts are it won't be possible to complete all the work by the fifteenth. However, we can promise to finish key areas if you tell us your needs, and we will reschedule the rest. What we can't do is complete everything by the 15<sup>th</sup>.'*

Your Examples

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**QUESTIONNAIRE: OPINIONS AND ATTITUDES**

Read through the sentences below, and then put a circle around the number which most closely coincides with your opinion. Before, starting look at the key.

<b>Key</b>
1. I agree entirely
2. I agree on the whole
3. I can't make up my mind
4. I disagree on the whole
5. I disagree entirely

There is no life after death.	1 2 3 4 5
Wars never solve anything.	1 2 3 4 5
We should try to cure criminals, not punish them.	1 2 3 4 5
People suffering from incurable diseases should be painlessly put to death if they request it.	1 2 3 4 5
Men and women can never be equal.	1 2 3 4 5
It is wrong to pay people so much money for playing sport.	1 2 3 4 5
People should wait until they are at least 24 before getting married.	1 2 3 4 5
People were a lot happier 'in the old days'	1 2 3 4 5
There is too much fuss made about nuclear power these days.	1 2 3 4 5
Divorce is wrong.	1 2 3 4 5
Most people keep pets because they are lonely or have difficulty in making relationships with other people.	1 2 3 4 5
The United Nations is a waste of time and money	1 2 3 4 5

When you have finished, discuss your answers with another participant, remember to give reasons for your opinion and even to argue with your partner if you disagree with him or her.

**Development of Conflict**

Whatever the type, whomsoever the conflict affects, it always arises out of a four stage process as follows.

**Frustration**

Conflict situations originate where an individual or group feels frustrated or about to be frustrated in pursuit of important goals. The cause can be:

- Performance goals;
- Promotion;
- Pay rises;
- Power;
- Scarce economic resources;
- Rules;
- Values;
- In short, anything the individual or group cares about.

Thus, failing to achieve a target or goal may cause the start of the conflict cycle. At the second state, parties to the potential conflict attempt?

- To understand the nature of the problem;
- What they themselves want as a resolution;
- The various strategies they may employ to achieve that resolution.

This is the stage where conflict most often be turned to good use or avoided if careful negotiation are employed. It is the moment of self or behaviour analysis. Effective analysis will determine the right behaviour pattern for the future to correct the frustration felt as a result of goal failure. False analysis will lead to behaviour that is doomed to increase the frustration.

### **Behaviour**

As a result of the conceptualisation process, parties to the conflict attempt to implement their resolution by behaving in the pattern they have selected as most likely to achieve the desired result.

Instant conceptualisation, when the party to the conflict is still feeling frustrated, usually leads to worse behavioral patterns and further conflict.

### **Outcome**

If the outcome results in one party feeling dissatisfied, the seeds will be sown for further conflict. Whatever the result, the outcome will be part of the patterning and conditioning that set the possible patterns of behaviour in future conflict.

Conflict can become an ever-decreasing; circle; the frustration leads to instant and false conceptualisation, which in its turn causes further wrong behaviour, the outcome of which is further frustration and even more false conceptualisation. The only way out of such a situation is to break the conflict at the conceptualisation stage.

### **Handling conflict**

It is only at the conceptualisation stage of conflict development that the most effective solutions can be found, so part of handling conflict must be watching for the process of conflict development to begin. Once the pattern of the developing conflict has been established, help or self-help can be administered. Beware of starting too early and catching the remaining frustration, which can easily turn to anger. Trying to solve a conflict with an angry person is almost impossible and can result in the permanent rejection of the most sound and sensible idea.

### **Competing**

Competing is handling conflict head on. It is standing firm and rejecting the views and beliefs of the other party or standing between the warring factions and demanding that the war cease.

Use it where:

- A quick decision is vital;
- Unpopular ideas on important issues must be implemented;
- Issues are vital to the organisation and you know you are right;
- Opponents take advantage of non-competitive behaviour.

### **Collaborating**

Collaborating is less than the art of total compromise. It will in all probability be the chosen method for dealing with cognitive conflict to ensure that no one good idea is needlessly

sacrificed to the solution of conflict. To collaborate, take the ideas that come from both parties to the conflict and try to find a way of developing them all, without detracting from the overall goal. Use it where:

- both sets of concerns are too important to be compromised;
- your objective is to learn;
- your wish to merge insights from different people;
- you need commitment;
- you need a dispel feelings that have interfered with a relationship.

### **Compromising**

Compromise is the art of win-win negotiation. Both parties to the conflict should feel that they have won but neither should feel any sense of loss. You will achieve it by using negotiation tactics as described in Chapter 13. Use it where:

- goals are important but not worth the disruption of mere assertive behaviour;
- opponents with equal power are committed to mutually exclusive goals;
- you wish to achieve temporary settlements to complex issues;
- time pressure is great;
- you need a back-up to failed collaboration or competition.

### **Avoiding**

Avoiding means deciding not to get involved in the conflict and asking that it be shelved elsewhere. Use it where:

- the issue is trivial;
- more important issues are pressing;
- there is no chance of satisfying your concerns;
- the potential disruption outweighs the benefits of resolution;
- people need to cool down;
- gathering information might help;
- others can resolve the conflict more effectively;
- issues seem intangible.

### **Accommodation**

Accommodating is the art of accepting the situation and agreeing to back down in conflict.

Use it where:

- you are wrong;
- issues are more important to others than yourself;
- you can build social credits for future issues;
- you need to minimise loss, as you are outmatched and losing harmony and stability are especially important;
- subordinates need to learn by mistakes made.

### **Conflict can be constructive**

Don't forget that conflict can be constructive. Without conflict an organisation cannot grow and develop. Conflict is an essential part of change and creativity. Use it for:

- problem solving;
- engendering new ideas;

- personality development;
- training and educating;
- role playing to establish potential problem areas.

### **Conflict and anxiety**

As a result of conflict, individuals often experience considerable anxiety but can find no easy way to reduce it. This is particularly the case where a solution to the conflict seems unobtainable or long term. As a result, the suffering individuals apply defence mechanisms. Three group types of defence mechanism may be employed:

#### **Aggressive defence mechanisms**

- Fixation won't budge from a point of view;
- Displacement - redirecting pent up emotions towards hate objects or individuals.
- Negativism-active or passive resistance, no cooperation.

#### **Compromise defence mechanisms**

- Compensation- individual works harder to make up for feeling inadequate.
- *Identification*- individual enhances self-esteem by copying the behaviour of someone he admires.
- *Projection*-individual pretends that his own undesirable traits are in fact attributable to others.
- *Rationalisation*- individual justifies behaviour and beliefs by providing explanations for them.
- *Reaction formation*- urges not acceptable to consciousness are repressed and the opposite attitudes displayed in their place by the individual.

#### **Withdrawal defence mechanisms**

- *Conversion* – emotional conflicts are expressed in muscular, sensory or bodily symptoms of disability, malfunctioning or pain.
- *Fantasy* – day-dreaming provides an escape from reality.
- *Regression* – individual returns to an earlier and less mature level of adjustment in the face of frustration .
- *Repression* – impulses, experiences and feelings that are psychologically disturbing, because they arouse a sense of guilt or anxiety, are completely excluded from consciousness.
- *Resignation* – apathy and boredom - switching off.
- *Withdrawal of flight* – leaving the area of frustration either physically or mentally.

The anxiety feelings caused by conflict show in the conceptualisation and the eventual behaviour outcome. Part of the resolution of conflict must be the treatment of the anxiety based reactions. This is particularly important when trying to resolve one's own conflicts. Awareness of the normal reaction to anxiety should help to select the right approach at conceptualization.

## *Negotiation*

### *The Art of Negotiating*

Negotiation is the use of knowledge, time and power to influence the behaviour of other people so that you can achieve your goals. The steps are as follows:

- *Define needs*: what do you and the parties you represent need to get from this negotiation?
- *Check resources*: What resources do you have to help you with the negotiation? Who can you use? What are the facts?
- *Know limitations*: At what stage will you have to hand a negotiation over to someone else? How far is your side prepared to go in conceding to the other side?
- *Understand options*: List the possible options that could come out of the negotiation. How many of them are possible for your side to accept?
- *Formulate goals*: Decide what you hope to achieve and the elements of the goal that cannot be compromised.
- *Prepare for the encounter*: Prepare both mentally and physically.

#### **Preparation**

For the other party

- *Recognise the need*: What does he want from the negotiation?
- *Understand and define that need*: How strongly are those needs likely to be felt?
- *Check alternatives*: What possible alternatives are there? Will he have thought of them all?
- *Understand the options*: Realise the areas where your opponent cannot afford to compromise? And the options that can remain open for him.
- *Know the power of choice*: Understand that he is able to choose.

For yourself

- *Recognise your own need*: What do you hope to prove by this negotiation?
- *Check alternative resources*: Are there alternatives that you have rejected because of your assumptions or attitude?
- *Define options*: Write down your options; keep them all open.
- *Set goals*: Write down your goal and stick to it.
- *Set limits to goals*: How far they can be compromised? Make a careful list of areas that can be compromised.
- *Consider the effect of the passage of time*: Remember, what was important yesterday may change in the light of the negotiation.
- *Consider the time pressures*: Set time criteria.
- *Set cost limits*: What are the costs that are acceptable? Do not go above them.
- *Establish gain to be achieved*: Write down what are the anticipated achievements are to be.

**Confrontation or collaboration?**

The opposite parties in a negotiation are counterparts. Some negotiators think of their counterparts as the enemy. To negotiate, the two parties will have to come together, therefore life is much easier if you think of your counterpart as a friend: *attitude determines outcome*.

*Negative Orientation: The enemy*

- Opposition
- Opposition leads to suspicion
- Suspicion leads to aggression
- Aggression leads to deadlock

*The confrontational mindset:*

Counterpart = adversary

Difference = conflict

Resources = weapons

*Positive orientation: The friend*

- Opposition
- Opposition leads to cooperation
- Cooperation leads to partnership
- Partnership leads to settlement

*The collaborative mindset*

Counterpart = partner \

Difference = opportunities

Resources = incentives to co-operate

***How to conduct collaborative negotiation:***

The collaborative negotiator must show the following character traits if he has to succeed:

- Interest in the needs of the counterpart.
- Understanding of the counterpart's needs.
- Willingness to co-operate and compromise.
- Mind focused on settlement not obstacles.
- Mutual gain = win-win.

*As a collaborative negotiator, you will achieve the following gains:*

- Difference leads to opportunities.
- Co-operation leads to trust.
- Preparation leads to understanding.
- Counterpart becomes partner.
- Mutual problem solving brings settlement.

The stages of collaborative negotiation are:

- Analyse the needs of the counterpart.
- Demonstrate the desire for cooperation.
- Emphasise mutual interest.
- Demonstrate understanding of counterpart's needs.
- Understand the relationship between counterpart's needs and own resources and goals.

### Power in negotiation

- Bargaining power is measured relative to that of the counterpart.
- Bargaining power is determined by external economic and political factors.
- It is preferable to negotiate from a powerful position.
- The balance of power in a negotiation is determined by the urgency of each side's needs and assets.

### The power of persuasion

- Persuasion gives the negotiator power.
- Persuasion is a personal form of power.
- Persuasion can be learned and improved.
- Persuasion depends on selling ability.
- Persuasion depends on positive tone.
- Persuasion plays both to economic reasoning and to personal factors.

### Assessing the balance of power

- How badly do you need what the counterpart has?
- How soon must your needs be fulfilled?
- What are the consequences should your negotiation break down?
- How badly does the counterpart need what you bring to the table?
- What are your counterpart's time restraints?
- Are there alternatives to dealing with this counterpart?
- Who is in the position of most immediate and greatest need?
- Who has the superior position with respect to resources?

### **How to win**

#### Set sensible expectations

- Set high goals.
- Use realistic assumptions.
- Decide areas open for significant compromise.
- Decide areas not open for compromise.
- Be clear about what you hope to achieve.

#### *Use the right level you hope to achieve.*

- Know your limits.
- Find out the counterpart's limits.
- Don't let someone with limited authority wear you down.
- Try to bypass negotiators with limited authority.
- Share responsibility with those on whose behalf you negotiate.

#### *Go for win-win*

- Win-win brings together different needs and creates opportunities for mutual gain.
- Win-lose make enemies who fight harder next time.
- Focus on the goal.
- Confine disagreement to ideas.
- Avoid personal issues.

*Use time with care*

- Haste makes waste; the best negotiations take time.
- Be prepared; negotiate before the crisis.
- Over a barrel; urgency may force concessions.
- Sleep on it; avoid marathon sessions.

*Use questions*

- Ask them even if you know the answers.
- Ask for help.
- Listen.
- Question what is negotiable; don't be thrown by 'company policy'.

*Personalise the negotiation*

- Form bonds of respect and trust.
- Remember people as well as things are involved.
- Make personal contact, relax, and smile.
- Make it matter; show your concern.
- Relate to the organisation.

*Use time*

- Allow time for frequent recesses.
- Move the bargaining at a deliberate pace.
- Use recesses to calm down or research further.
- Maintain self-control at all times.

*Watch for unspoken needs*

- Remember your counterpart may have a hidden agenda.
- Watch the body language.
- Stay awake.
- Meet your counterpart's needs.
- Remember personal and social needs can often be met at minimum expense.

*Finally:*

- Aim to control the situation.
- Believe in yourself.
- Keep written records for the future.

**Trouble -shooting**

The likely needs or wants of your counterpart

- To feel good about himself.
- To avoid further trouble and risk.
- To be recognised as a man of good judgement.
- Knowledge.
- An easy life.
- To be listened to.
- To keep his job.
- Promotion.
- To save time.
- To be liked.
- Power.

**How to break an impasse**

Sometimes you hit a situation when nothing seems possible. No one is willing to give way. The only way out is changing.

Change:

- The shape of the package;
  - A member of the team;
  - The time limits on the part of negotiation;
  - The risk mix;
  - The time scale of performance;
  - The bargaining emphasis;
  - The type of contract;
  - The base for a percentage.
- Call a mediator.
  - Arrange summit meeting.
  - Add options.
  - Setup a joint study committee.
  - Tell a joke.

**How to make concessions**

- Leave yourself room to negotiate.
- Encourage the counterpart to open up first.
- Let the counterpart make the first concession.
- Make him work for his gains.
- Conserve Concessions.
- Don't give tit-for-tat concessions.
- A promise is a concession at a discount rate.
- Don't be afraid to say 'no'.
- Keep track of your concessions.
- Retreat from a concession if you have made a mistake.
- Don't give in too much too quickly.

**Difficult counterparts**

The majority of counterparts are polite and friendly and easy to deal with; it is only the occasional one that is difficult. Sometimes he has justification, while at other times he is someone who seems to enjoy being difficult.

To deal with the difficult, you need to hold on to the following - facts:

- People demonstrate their frustration in many ways; most of the difficult behaviour you hear is a direct result of frustration. They are all nice people underneath.
- Anxiety can have a strange effect on personality.
- Whatever the person says, it is not a personal insult or intended as such. Do not take personal offence.
- One temper lost is bad enough, to lose yours as well is will not improve matters.
- Only the facts matter at the end of the day; hold out for the facts.

- Taking a deep breath before you speak or react, gives you time to think. Thinking before you speak or react saves a lot of talking time later.

### **Complainers**

Complaints fall into two categories: the just and unjust. Until you know the facts, you will not know which sort of complaint you are dealing with.

#### *The technique*

- Take a deep breath.
- Keep your voice up and friendly.
- Listen to what is being said and take notes.
- Do not interrupt; let the speaker get it all off his chest.
- Check the validity of complaints about the past.
- Sympathise without being disloyal.
- If the company is at fault, apologise.
- Never give excuse, it always seems lame.
- If you promise to do something, do it.

#### *Never say:*

- I'm not the person to talk to about... (Even if it is true, it won't solve any problems.)
- It's not my fault. (It probably isn't, but just saying so won't help anyone.)
- I didn't handle this. (See above.)
- We are having lots of problems with... (It doesn't help your caller, but it does harm the organisation.)

#### *Never:*

- interrupt the complainer, he will only start all over again;
- automatically accept responsibility or liability, as that may not be the case.
- jump to conclusions before gathering all the facts.
- talk down to your complainer, or accuse him of misuse – it may be true, but it will not smooth ruffled feathers;
- lose your temper;
- appeal for sympathy by trying to Justify your position – It will sound like a lame exercise.

### **Aggression**

Aggression is a symptom of both anxiety and frustration. It is the by-product of someone who has failed at a talk or feels insecure. Do not confuse it with assertion.

#### *The technique*

- Take a deep breath.
- Speak calmly and evenly on a middle pitch.
- Keep your temper.
- Do not respond with aggression.
- Ask for the facts and check your understanding of them.

- Say something like ‘I’m sorry this is causing you a problem, but I can only help if you let me’ (empathetic assertion).
- Encourage your counterpart to talk out his feelings of aggression. (The longer he goes on talking, the less aggressive he will become.)
- Be assertive and point out politely the consequences of continued aggressive reactions.
- If you cannot calm your counterpart, arrange a break.

**Vagueness**

Negotiating with a vague counterpart is very difficult. He will go on for a long time and say very little. You must be patient at all times and try to steer him back to the point.

*The technique*

- Maintain your patience.
- Write down all the facts as you hear them.
- Use the facts to guide your counterpart back to the point from time to time.
- Keep a smile in your voice.
- Be businesslike.
- Don’t allow yourself to be dragged down red herring-strewn by ways.
- Keep to the point yourself.
- Keep your temper.
- Don’t be abrupt.
- Summarise regularly.

**Unfriendly**

Some individuals are not particularly fond of people in general. They are not likely to be very friendly when negotiating. Other people confuse being businesslike with unfriendliness. An apparent unfriendly attitude may be a symptom of anxiety or frustration. Either way, do not take it personally; it is not intended personally.

*The technique*

- Smile as you speak.
- Take nothing personally.
- Keep your voice up and pleasant.
- Deal with the points as quickly as possible.
- Don’t make personal remarks.
- Get the facts and stick to them.
- Once the negotiation is over and the matter dealt with, forget your counterpart.