Influencing and Negotiation
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Let us never negotiate out of fear. But let us never fear to negotiate.

John F. Kennedy
Today’s Discussion

- What is a negotiation and what are the basic types?
- How to prepare for a negotiation
- What is a BATNA?
- Common mistakes in negotiations
- Common barriers to negotiations
- The role of emotion in negotiations
- Attributes of an effective negotiator
- Summary
Negotiation is the means by which people deal with their differences.

~ Harvard Business Essentials: Negotiations

- **Soft/ Friendly:** negotiation with a focus on peacekeeping
- **Hard/Positional:** adversarial with a focus on “winning”
- **Principled:**
  - Separates people from the problem
  - Focuses on interests not positions
  - Uses objective criteria to judge a proposed solution
  - Invents options for mutual gain

From Getting To Yes: Negotiating Agreement Without Giving In by Roger Fisher and William Ury
BATNA – What is it?

- “Best Alternative to a Negotiated Agreement”

  - List your alternatives
  - Evaluate your alternatives
  - Establish your BATNA
  - Have a Reservation Point – the least you will accept
  - List their alternatives – their BATNA and Reservation Point

From Getting To Yes: Negotiating Agreement Without Giving In by Roger Fisher and William Ury
How to Prepare for a Negotiation

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
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<tbody>
<tr>
<td>One</td>
<td>Evaluate your own negotiating style</td>
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<tr>
<td>Two</td>
<td>List your goals</td>
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<td>Three</td>
<td>List your expectations</td>
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<td>Four</td>
<td>Consider the relationships</td>
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<td>Five</td>
<td>Calculate your leverage</td>
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Role Reversal

One
Evaluate their negotiating style

Two
List their goals

Three
List their expectations

Four
Consider how they view relationships

Five
Calculate their leverage

Assess these elements for the other party

BATNA – How To Assess the Other Side’s

“Best Alternative to a Negotiated Agreement”

- Google them
- Read industry publications
- Review annual reports or public filings
- Ask your contacts
- Meet the other side in advance
- Put yourself in their shoes
Common Mistakes in Negotiations

- Assuming shared values or goals
- Assuming similar communication styles or preferences
- Expecting reciprocity or your version of fair
- Avoiding conflict
- Making the negotiation personal
- Trying to prove how smart or “right” you are by talking
- Not listening carefully

What barriers to negotiations have you experienced?
Common Barriers in Negotiations

- Lack of trust
- Irrational expectations
- Partisan mindset
- Spoilers
- Not listening carefully
- Overconfidence, irrationality, ego and emotion

Common Barriers in Negotiations

- Absence of key decision makers
- Differing levels of urgency/timing
- Lack of information
Dealing Effectively with Spoilers

- Identify those with something to lose
- Explain why
- Emphasize the benefits
- Find them a new way to exercise control or contribute
- Build a coalition

The Role of Emotion in Negotiation

Negative

- Infuses tension and distrust
- Limits communication and increases confrontation
- Creates fear of losing/being taken advantage of
- Fosters “my way or the highway” thinking
- Limits agreement or agreements tend to be unworkable

From Beyond Reason - Using Emotions as You Negotiate by Roger Fisher and Daniel Shapiro
The Role of Emotion in Negotiation

Positive

- Builds trust
- Improves communication
- Fosters a sense of fairness
- Support for final agreement
- Creates investment in positive outcome

From Beyond Reason - Using Emotions as You Negotiate by Roger Fisher and Daniel Shapiro
Addressing Core Concerns

- Appreciation: Were you understood and valued?
- Affiliation: Were you treated as a colleague or an adversary?
- Autonomy: Was yours recognized?
- Status: Was your status respected?
- Role: Were you satisfied with yours?

- Once you answer these questions for yourself, ask yourself how the other side would answer these as well.
- What role did you play in how they might respond?
- What could you do to impact their answers?
### Attributes of an Effective Negotiator

<table>
<thead>
<tr>
<th>Rate Your Negotiation Effectiveness</th>
<th>1= Novice</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>Aligns negotiation goals with organization’s goals</td>
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<td>Prepares thoroughly</td>
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<td>Uses negotiation as a chance to learn</td>
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<td>Demonstrates flexibility</td>
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<td>Thinks creatively</td>
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<td>Separates personal from the negotiation</td>
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<td>Foresees potential barriers to an agreement</td>
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<td>Forms coalitions</td>
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<td>Develops a reputation of trustworthiness and reliability</td>
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<td>Learns from prior negotiations</td>
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<td><strong>Subtotal</strong></td>
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<td><strong>Total</strong></td>
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How Did You Score?

- 40-50 Prepare your BATNA and commence negotiations
- 30-39 Enter into negotiations with a colleague who complements your soft skills
- 20-29 Seek a mentor to further develop your negotiation skills
- 0-19 Begin developing your negotiation skills with a friendly audiences with low stakes
1. Take notes
2. Focus
3. Don’t think about your response while the person is speaking
4. Notice body language
5. Ask questions
6. Repeat back what you understand in your own words
1. How did you prepare?
2. What happened in the negotiation?
3. What did you learn and what was the outcome?
4. What went well and what would you do differently?

Summary

- Do your homework – preparation is key
- Know your BATNA
- Be creative and flexible
- Listen more. Talk less.
- Separate the personal from the negotiation and recognize the role of emotion
- Conduct a post mortem – gain the benefit of your negotiation experience
Recommended Reading

- Getting To Yes: Negotiating Agreement Without Giving In by Roger Fisher and William Ury
- A Whack on the Side of the Head: How You Can Be More Creative by Roger von Oech
- Beyond Reason: Using Emotions As You Negotiate by Roger Fisher and Daniel Shapiro
- Bargaining for Advantage: Negotiation Strategies for Reasonable People by G. Richard Shell
- Negotiation Strategies – by Damona Doyle and Ross O. Love Division of Agricultural Sciences and Natural Resources at Oklahoma State University