

Negotiation

Gottschalk suggests four main styles:

- Logical/Reasoning
- Bargaining/Dealing
- Robust/Tough
- Warm/Genial

Effective negotiators will be aware of their “core” style and know how and when to use an “adaptive” style. They will have a range of behaviours to use in different situations

Negotiation skills include:

- Understanding behavioural style, being willing to extend and adapt to different situations
- Being aware of power and how to assess your own strength and that of the person/organisation with whom you are negotiating
- Realistic target setting
- Knowledge about the subject being negotiated
- High aspirations
- Verbal ability
- Listening ability
- Understanding and using appropriate body language
- Knowing how and when to give and accept concessions
- Avoiding counter productive behaviour

Power is an important component influencing negotiations:

- Power is always relative – neither side will have complete power
- Power is perceived, real or apparent. If neither party perceive an advantage then there is none.
- Power can be exerted without action
- Power may be limited by situations, regulations, ethical values.
- Power exertion entails cost and risk.

Concessions:

- Work out what you want
- What you can give
- What you are not prepared to give

Karass suggests

- Leave room for negotiation
- Ask for concessions
- Let the other side make the first move
- Don't be the first to make a big concession
- Give in small amounts

Planning:

- What is the bottom line?
- What is the target or aspiration level?
- What is the starting position?
- What is the power balance?

Also plan to:

- Check validity of assumptions
- Gather information
- Decide tactics or style
- Organise the team

WIN/WIN, WIN/LOSE, LOSE/LOSE

Good negotiation should usually end in achieving mutual satisfaction. So if possible try to make both parties win.

- Focus on interests NOT positions
- Think about the other party's interests NOT just your own
- Try to identify common ground

Cope with win/lose negotiators by

- Not responding to attack or pressure
- Building relationships
- Exploring joint needs
- Looking for other options

Remember:

- Work out your core style, strengths and weaknesses
- Extend your range into other styles
- Develop communication skills
- Collect information about the other party's needs
- Plan negotiations in advance

Take a good look at those qualities that were deemed most desirable, and those that were deemed least desirable. Notice that *preparation* comes at the head of the list, whilst the use of force or threat comes last. Also, a confident nature is not judged to be an essential quality of a good negotiator.

Remember that these are subjective evaluations – the executives were asked what they *judged* to be the most important qualities. For example, if you have an endearing personality and a great sense of humour, you don't have to become sarcastic and serious to become a good negotiator! Not at all. But neither should you rely on your likeability.

It is worth listing those qualities that you think you already possess, and those that you do not. The qualities you have are a gift – make the most of them.

What about those qualities that you do not possess?

Read over the qualities that are judged to be most important for a good negotiator again. Do they have anything in common? No? Well, there is at least one thing that will encourage you:

Nearly everyone can acquire the qualities needed to be an effective negotiator.

Summary

The ten most important qualities for a successful negotiator, in order of importance are:

- 1. Knowing how to prepare and plan**
- 2. Knowing your subject**
- 3. The ability to think clearly and rapidly**
- 4. The ability to express your thoughts**
- 5. Knowing how to listen**
- 6. Good judgement**
- 7. Integrity**
- 8. The ability to persuade people**
- 9. Patience**
- 10. A decisive mind**

CHOOSING SOLUTIONS WITH A CHANCE

ALEC RODGER

For a solution to be acceptable it must be seen as -

TECHNICALLY FEASIBLE - it must look as though it will actually work.

POLITICALLY ACCEPTABLE - it will not involve changes seen as being against the interests of anyone powerful enough to stop it.

ADMINISTRATIVELY CONVENIENT - consistent with the customs, procedures and practices of the organisation, so that it is feasible for the people who actually have to do the work (consulting, quality circles).

TOM LUPTON (HEAD OF MANCHESTER BUSINESS SCHOOL)

- that it will work i.e. technically feasible as before).
- that 'they' will work it ('they' being everybody whose co-operation is needed to put it into practice).
- that it will pay (in money terms or whatever terms are seen as being important - e.g. making work easier, saving time).

DON BINSTEAD

FOR A RECOMMENDED COURSE OF ACTION TO BE ACCEPTED -

- it must be seen as relevant to some problem that is really bothering the people who have to accept or reject it.
- it must clearly suggest a state of affairs that would generally be accepted as better.
- it must offer at least a first and useful step towards a better state of affairs, which is easy for the people concerned to take.