

NEGOTIATION & CONFLICT RESOLUTION

Maria Fitch

October 7, 2016

AGENDA

- Introduction
- 7 Elements of the Mutual Gains Model
- Conflict Resolution
- Mutual Gains Negotiation Preparation Form
- Questions

Polling question 1: Which negotiations are most common for you (pick 2)?

- A. With colleagues (in my organization)
- B. With clients (outside my organization)
- C. With my employees
- D. With my boss(es)
- E. With suppliers/ providers (for my organization)
- F. With family and friends

Polling question: Have you had success with implementing a "win-win" approach to negotiation?

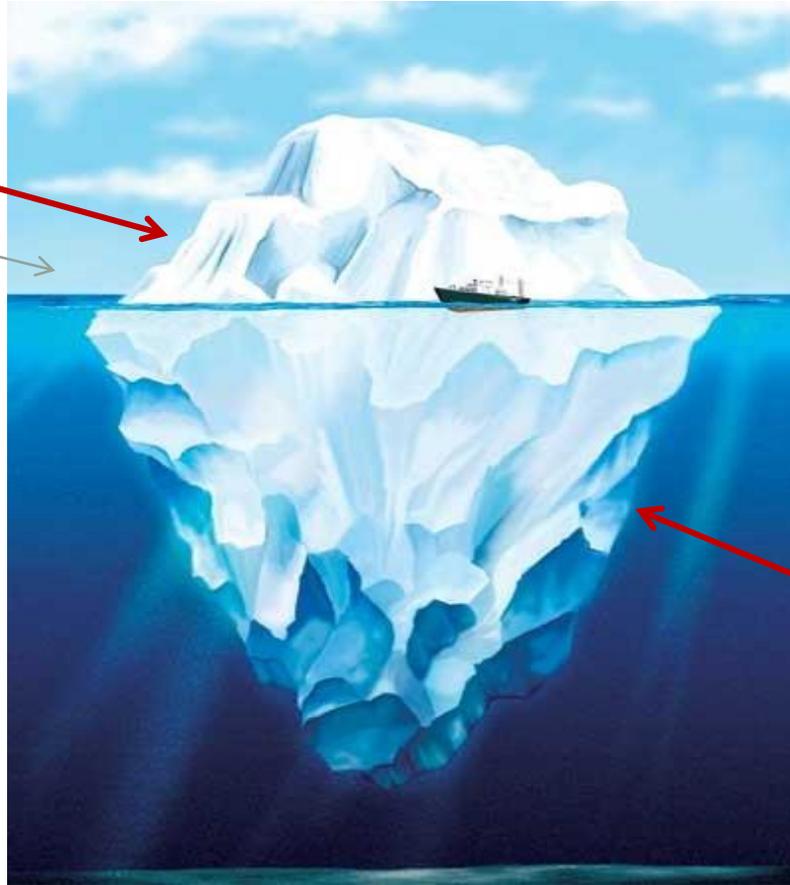
- A. Yes, always!
- B. Only in very limited circumstances.
- C. No, that approach has never really worked for me.
- D. I haven't heard of it or I've never tried it.

Mutual Gains Negotiation Model

1. Separate **INTERESTS** from positions.
2. Explore **BATNAS (ALTERNATIVES)**.
3. Create mutually beneficial **OPTIONS**.
4. Increase legitimacy and persuasion with **OBJECTIVE STANDARDS**.
5. Improve **COMMUNICATION** and the **RELATIONSHIP**. (Separate the person from the problem).
6. Design clear **COMMITMENTS**.

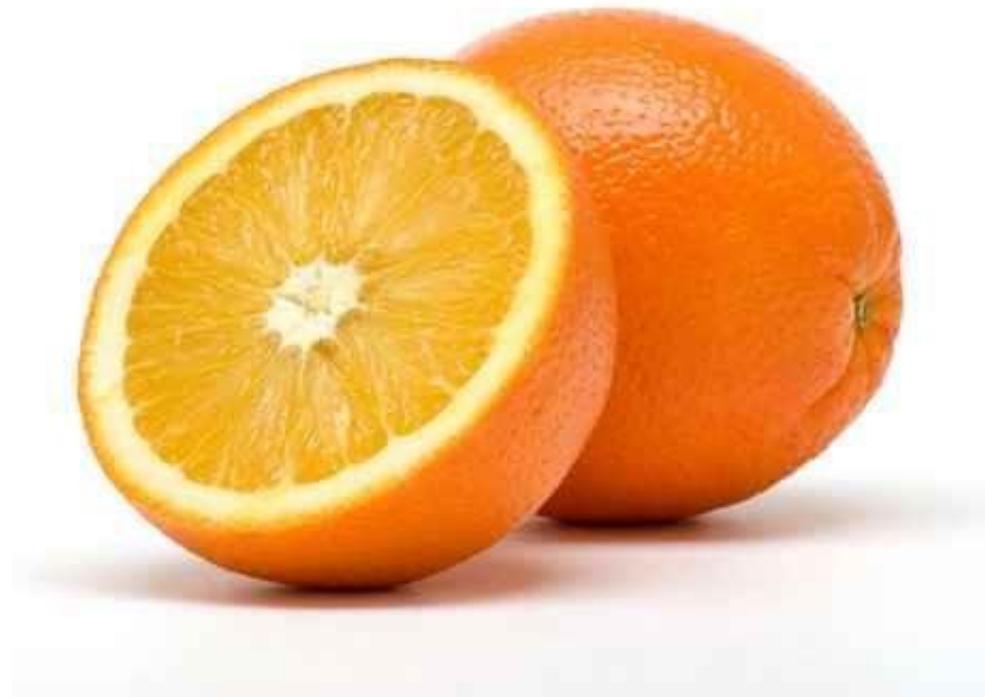
POSITIONS vs. INTERESTS

POSITIONS
What we say we
want
10%



INTERESTS
What we really need
90%

INTERESTS



BATNA (ALTERNATIVES)

**Best
Alternative
To a
Negotiated
Agreement**



OPTIONS



OPTIONS vs. BATNAS

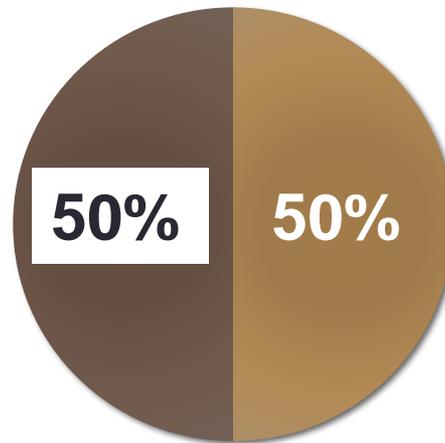
OPTIONS



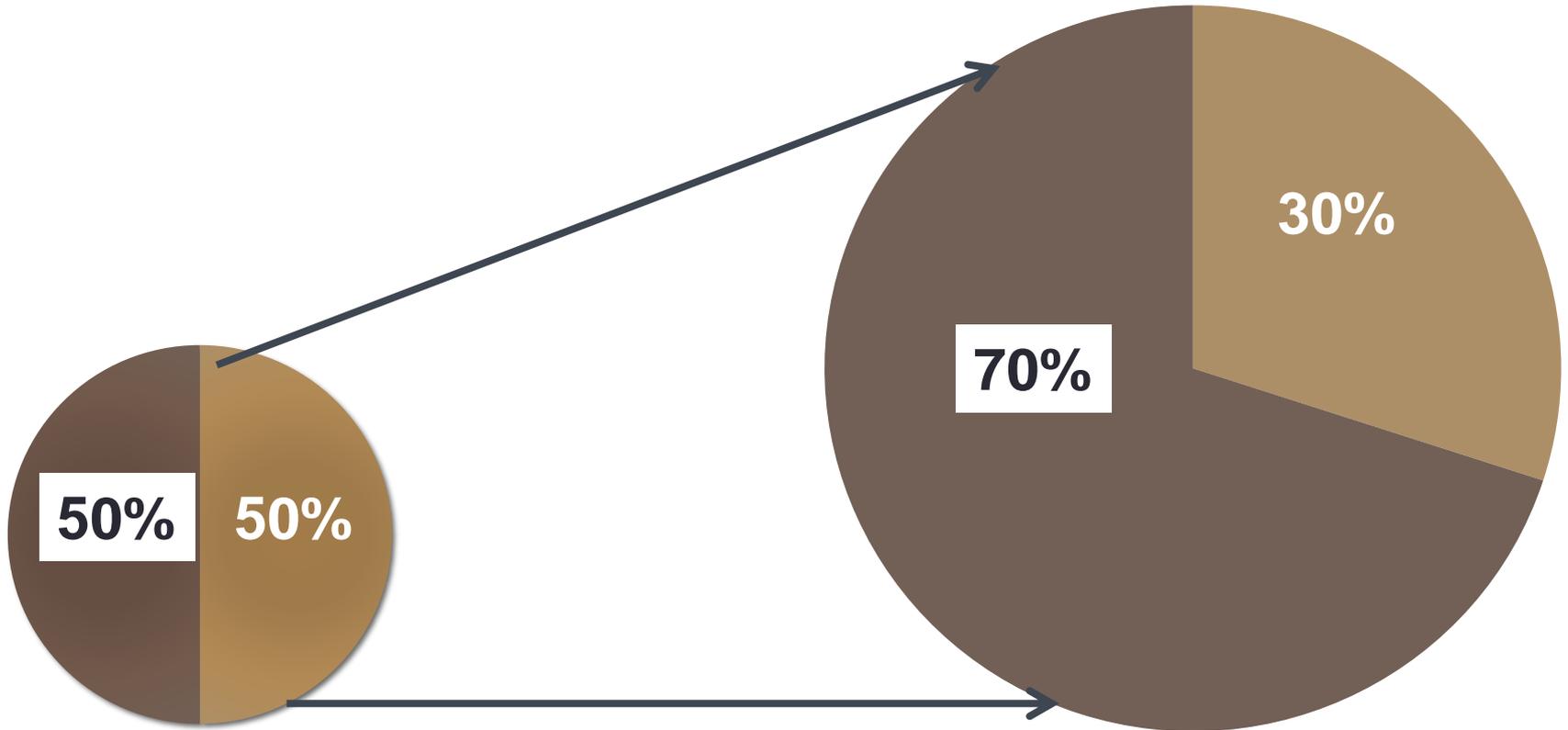
BATNAS



Expand the Pie



Expand the Pie



OBJECTIVE STANDARDS

- Market Analysis
- Professional Standards
- Scientific Consensus
- Legal Precedent
- Standard Operating Procedure



Polling question: Which type of negotiation is most difficult for you?

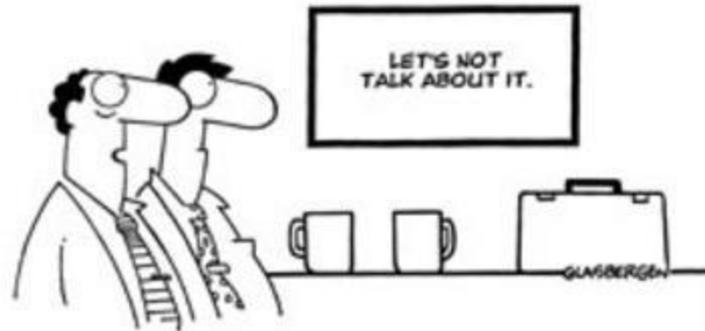
- A. External (with clients and providers outside my organization)
- B. Internal (with colleagues, employees or management within my organization)

RELATIONSHIP

Separate the person from the problem



COMMUNICATION



"That's our new Mission Statement.
We've had a rough year."

Reprinted from The Funny Times / PO Box 18530 / Cleveland Heights, OH 44118
phone: (216) 371-8600 / e-mail: ft@funnytimes.com

COMMITMENTS

Comprehensive, self-executing & realistic



Conflict Resolution



Don't React!

Key to Conflict Resolution?

Effective Communication ⇨ Active Listening



Active Listening

- Paraphrase
- Ask open-ended questions
- Avoid “**but**”, use “**and**”
- Find a point of agreement
- Reflect the person’s emotions
- Use open body language

-- Adapted from W. Ury, Getting Past No

Paraphrase

- “What I hear you saying is...”
- “If I understand you correctly...”

-- Adapted from W. Ury, Getting Past No

Ask Open-Ended Questions

- Ask...
 - **Who?**
 - **What?**
 - **When?**
 - **Where?**
 - **Why?**
 - **How?**
- “Tell me more about that....”

-- Adapted from W. Ury, Getting Past No

Find Points of Agreement

- Find a point of agreement
 - “I agree that this problem needs to be solved quickly.”
- Avoid “**but**”, use “**and**”

Reflect the person's emotions

- “I understand how that would make you feel...”
 - Angry
 - Frustrated
 - Upset

-- Adapted from W. Ury, Getting Past No

Use open body language

- Maintain eye contact
- Nod
- Lean in
- Use open body language
- Avoid crossed arms

-- Adapted from W. Ury, Getting Past No

Negotiation Preparation Form

Mutual Gains Model Negotiation Preparation Form		
STAKEHOLDERS & ISSUES	Stakeholders (parties impacted by negotiation)	What issues need to be addressed before or during negotiation?
INTERESTS	Mine	Theirs
OPTIONS	Create Value	
BATNA	Mine	Theirs
	Improve your BATNA	Make their BATNA less Appealing
INDEPENDENT STANDARDS:		
COMMUNICATION & RELATIONSHIP		
	How are they now?	What can I do to improve them?

Bonus Polling question:

Who should make the first offer in a negotiation??

A. My side

B. The other side

What questions do you have for me?

