The Art of Negotiating: Strategies and Techniques for Collaborative Problem Solving

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Session 1

Awareness, Understanding, Key Terminology:

- Two Approaches to Negotiations
- Two Factors in Every Negotiation
- Relational and Substantive Issues
- Interests vs. Positions
- Roadmap for Success

Session 2

Strategies and Techniques:

- The Collaborative Approach cont.
- Interests vs. Positions
- Barriers to Collaboration
- Roadmap for Success
- Wrap Up: 7 Habits of Effective Negotiators
**Negotiate**

**Negotiate** (verb) to arrange for or bring about through conference, discussion; to deal with; manage; complete or accomplish.

Synonyms: arrange, bargain, concert, conclude

**Origin:** Latin *negotiatus*, past particle of *negotiari* to carry on business, from *negotium* business, from *neg-* + *not + otium leisure*

A *negotiation* can be as simple as a discussion with a friend or colleague or as formal as establishing the terms and conditions of a contract.

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**Negotiations...**

**Why** do we negotiate?

**What** do you typically negotiate?

**With whom** do you negotiate?

**When** should you negotiate?

**How** to negotiate effectively?
WHY Do We Negotiate?

- To make decisions
- To solve problems
- To resolve conflict
- To realize opportunities
- To build relationships
- To reach agreement
- To get things done!

WHAT Do You Negotiate?

- Contracts
- Salary
- Project deliverables
- Roles and responsibilities
- End goal/outcome/expectations
- Schedules, budgets, resources
- Strategies and approaches
With WHOM Do You Negotiate?

- Business colleagues
- Employees/staff/team
- Customers and key stakeholders
- Suppliers and vendors
- Spouse/significant other
- Friends/family/neighbors
- Everyone

HOW Do You Negotiate?

**2 Major Approaches to Negotiating: Compete or Collaborate**

1. Which do you chose?
2. Under what circumstances?
Compete or Collaborate?

Compete (verb) to be in a state of rivalry. Synonyms – battle, contend, face off, fight, race, rival, vie.

Collaborate (verb) to work together jointly with others. Synonyms – band together, cooperate, concert, concur, conjoin, join, team (up), unite.

Competitive Negotiations
Claiming value for oneself; based on __________

Collaborative Negotiations
Creating value for both parties; based on __________
How Do You Negotiate?

1. Which approach sounds more appealing?
2. Which approach do YOU usually use?

Compete or Collaborate?

An effective negotiator decides, in advance, whether to compete or to collaborate. You will want to make a conscious decision which approach will yield the greatest return and which approach is appropriate under the circumstances.

What one thing would be the most important factor in deciding whether to compete or to collaborate?
2 Key Factors in Every Negotiation

1. The PEOPLE
   -
   -
   -

1. The PROBLEM
   -
   -
   -

You must work through/with the people (human factor) to solve the problem!

People - Relational Issues

Relational issues are those things that determine the effectiveness with which two people can relate to each other toward meeting their goal of solving a problem, resolving conflict or handling a situation.

Relational issues include:
- Emotion and Reason
- Communication
  - Verbal
  - Non-verbal (body language, tone, inflection)
  - Listening skills
- Understanding/Perception
- Trust and Reliability
- Attitude
- Past Experience
Problem – Substantive Issues

Substantive Issues are the topics or subjects about which you will negotiate. These are the issues you need to resolve and come to agreement on with the other party.

Substantive issues include:
- Scope
- Price
- Budget
- Dates
- Schedule
- Resources
- Roles & Responsibilities
- Quality Standards
- Risk (Threats and Opportunities)
- Terms and Conditions

Substantive Issues

Dynamic Issues:
- 
- 
- 

Static Issues:
- 
- 
-
Collaborative Negotiators Deal Effectively with the People First...THEN they Solve Problems

- Engage in joint problem-solving
- Attack the problem, not the person
- Confront the problem together, side-by-side
- Focus is on the interests of both parties
- Communicate in alignment with values and interests
- Give the other party a stake in the outcome
- Win-Win approach to resolve the problem

Position vs. Interests

**Position** – something decided upon
   It’s the _______?

**Interest** – what caused one to so decide
   It’s the _______?

Interests define the problem
Positional vs. Interest-Based

Positional Bargaining - Competitive Negotiations
- Focus is on your position
- Requires no preparation
- Universally understood
- Often expected
- Based on “will”
- It’s a game – uses tricks and tactics
- Search for an answer that you will accept

Interest-Based Bargaining - Collaborative Negotiations
- Focus is on both parties interests
- Hard work (but gets results)
- Requires skill and knowledge
- Requires emotional restraint and maturity
- Based on “principle”
- It’s a relationship – use strategy and techniques to resolve the issue(s) and enhance the relationship
- Joint search for an answer to the problem

Understanding the Interest
- Understanding the interests of BOTH/ALL parties to a negotiation is CRITICAL to solving the problem
- IF you do not understand the interest you WILL NOT solve the problem!
Roadmap for Success

- Make a conscious choice to __________: understand what’s at stake
- Deal with the __________ (relationship) before you attack the __________ (substance) together
- Understand and outline the __________ to be resolved
- Which issues are __________, which are __________
- Determine the __________ of both parties, yours and theirs

To be continued…

WHEN Should You Negotiate Using a Collaborative Approach?

- When buy-in and commitment is important
- When a long-term relationship is the goal
- When you want better problem-solving and better decision-making
- When a better outcome cannot be realized without engaging the other party
- When it’s important to get a wise outcome for both parties
- When you truly want to solve problems and not create new problems!
Course Offerings

Ahrend Coaching & Training offers a variety of courses in negotiating, leadership development, and project management. Some of the courses are listed below:

- Negotiation Skills: A Collaborative Approach to Problem Solving and Resolving Conflict
- Have a Nice Conflict
- Leadership and Effective Teams
- Leading Through the Storm: Leadership Strategies for Building a High Performing Team
- Transformational Leadership and Team Development
- Communication that Connects: Building Bridges Through Effective Communications
- Project Management Fundamentals: A Roadmap to Project Success
- PMP® Exam Preparation
- Stakeholder Engagement: Strategies for Delivering Successful Projects
- Juggling Priorities: Critical Success Factors for Project Managers
- Business Process Analysis: How to Streamline Your Process and Create Value for Your Customer

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