

“Let us never negotiate out of fear. But let us never fear to negotiate.”

- JFK



NEGOTIATING FOR SUCCESS

Society of Underwater
Technology

AbaccoGroup



NEGOTIATING FOR SUCCESS

- Introduction
- 3 Simple Steps to Reaching a Successful Negotiation
- Find Your Negotiation Style
- Lets Practice
- Review

3 STEPS FOR NEGOTIATION

Step 1: Prepare – 60%

- Plan your strategy
- Find your source of power

Step 2: Negotiate

- Use your source of power, Use your BATNA.

Step 3: review

- Learn

STEP 1: PREPARE PLAN YOUR STRATEGY

1. Should I negotiate?

In making a decision about whether to negotiate, consider your feelings about negotiating as well as the potential risks and rewards.

2. Position or interest based negotiation?

Position is about WHAT do you/other party wants, Interest is about WHY do you/other party wants.

Regardless if a negotiation appears to be position or interest: Always look for underlying interests, and be ready for a positional bargaining.

STEP 1: PREPARE PLAN YOUR STRATEGY

3. Is it a dispute or making a deal?

DEAL

Forward Looking, Interested Based, Problem Solving

Perspective: Complete your fact finding to find pathways

Explore: Your BATNA options and possibilities

Bring: Arbitrator/mediator for deal making

DISPUTE

Backward Looking, Position Base, Adversarial

Power: Force the outcome you want

Rights: A third party decide

Avoid: Do nothing and let the other party have what they want

STEP 1: PREPARE PLAN YOUR STRATEGY

4. Should I use a 3rd party to negotiate for me?

You can always use a mediator, arbitrator or judge

5. What is your source of power?

Best Alternative to a Negotiated Agreement (BATNA) –your source of **Leverage & POWER**

A

How powerful are they?

Their BATNA

B

How can you Improve your power?

Your BATNA

C

How can you weaken their power?

Their BATNA

BATNA HOW TO FIND & USE*

Your Best Alternative to a Negotiated Agreement (BATNA) is your source of power during a negotiation. Your BATNA gives you leverage to walk away if the other side doesn't give you a better deal than your best alternative. To develop your power, answer the following questions:

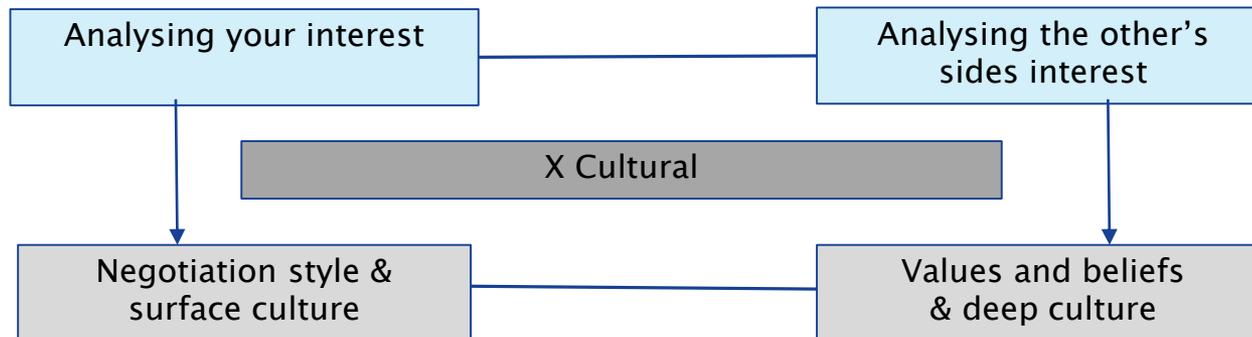
1. What is my BATNA? (This should be the first question that you ask yourself when preparing for negotiations. If your BATNA is better than what the other side can offer, walk away from the negotiation.)
2. Should I disclose my BATNA to the other side during negotiations? (As a general rule, you will want to disclose a strong BATNA because that signals your strength and you will want to hide a weak BATNA.)
3. If I have a weak BATNA, should I lie about my alternatives? (Lying is never recommended and in this situation it is especially dangerous because courts have held that lying about BATNAs can be considered fraud).
4. Do I know what the other side's BATNA is? How can I find their BATNA? (This is the way that you will determine the strength of the other side. Decide what questions to ask during the negotiation to find the other side's BATNA.)
5. How can I weaken the other side's BATNA? (In other words, how can you weaken the other side's power? Before the negotiation, try to predict their BATNA and think about how you can weaken it.)
6. How can I strengthen my BATNA? (In other words, how can you strengthen your power during the negotiation?)

STEP 1: PREPARE

PLAN YOUR STRATEGY

6. Is this a x cultural or x generation negotiation?

Where to start? **Gap analysis** the major difference between their negotiation style and yours.



What to do?

Should you adopt the negotiation style of the other side?. **NOPE.**

But try to identify key features.

Traditions are different greetings, body language, etc... **Do you Homework**

BE **SENSITIVE** TO DIFFERENCE IN CULTURE AND AGE BUT **DON'T STEREOTYPE**

WHAT IS YOUR NEGOTIATION STYLE?

To assess your negotiation style while preparing for negotiations, complete the following three steps:

1. Complete the assessment and understand your negotiating style.
2. Use the assessment to assess the style of the other side.
3. Do a gap analysis. Locate the major gaps between your style and the style of the other side. Focus on these gaps when preparing for the negotiation.

*Thank you to Jeswald Salacuse, Henry J. Braker Professor of Law and former Dean of The Fletcher School at Tufts University. For further information, see Chapter 2, "Determine the Type of Negotiation"

*Ref, Negotiating for Success, Chapter 5, "Develop Your Relationships and Your Power"

WHAT IS YOUR NEGOTIATION STYLE?

Negotiation Factors	1	2	3	YOURS
Goal	Contract	←————→	Relationship	
Attitude	Win/Lose	←————→	Win/Win	
Personal Style	Informal	←————→	Formal	
Communications	Direct	←————→	Indirect	
Time Sensitivity	High	←————→	Low	
Emotions/Feelings	High	←————→	Low	
Agreement Form	Specific	←————→	General	
Agreement Building	Bottom Up	←————→	Top Down	
Team Environment	One Leader	←————→	Consensus	
Risk Taking	High	←————→	Low	

WHAT IS YOUR NEGOTIATION STYLE?



STEP 2: NEGOTIATE

Negotiation Strategies

BATNA: Find the A, B, C, by using the how to find and use questions.

Big Picture: Look at the interests and why.

Relationship Building: ongoing relationships

Successful Negotiation

Get to know the other side



LISTEN - LISTEN - LISTEN

**UNDERSTAND
YOUR POWER AND
THEIR POWER**

Ask questions ...Your power is in the information, Listen to the answers.



ASK - ASK - ASK - LISTEN

THE QUESTIONS

1. What is your overall goal in reaching an agreement?
2. What issues are most important to you in reaching this goal?
Why are these issues important?
3. What is your Best Alternative to a Negotiated Agreement (BATNA)?
4. What is your reservation amount/time?
5. What is your most likely amount/time?
6. What is your stretch goal? – very important, pick a large one but with out losing credibility.

ENOUGH QUESTIONS?

NO

Think about it from the other side...What is their answer to your same questions. Pick your agreement zone.

YOU

BATNA	RESERVATION	MOST LIKELY	STRETCH
	Agreement ZONE		
STRETCH	MOST LIKELY	RESERVATION	BATNA

OTHER

3- REVIEW

You can Follow a Becton Dickinson Process (BD)– DAMI

Define: Elaborate a process map showing the steps in negotiation

Analyse: What was done, questions asked, did you use your BATNA.

Measure: Resources and time used to complete negotiation

Improve: What could have been done better?

TO REMEMBER

- 3 STEPS to a Successful Negotiation 60%, 30%, 10%.
- LISTEN – LISTEN – LISTEN
- Ask Questions. BE PRESENT
- BATNA = POWER + LEVERAGE
- Look at all negotiations from the other side's perspective
- Be sensitive to difference in culture and age but don't stereotype
- Review, learn & improve

LETS KEEP ENGAGED

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THANK YOU!

