



MWI

Find your solution

MWI Negotiation Skills Workshop

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Conducted by:

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MWI – Mediation & Negotiation Services and Training since 1994

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www.mwi.org/negotiation

Workshop Purposes

- Increase Awareness
- Provide Analytical Frameworks
- Enhance Skills
- Provide a Low-Risk Learning Environment



Negotiation Goals & Challenges

Step one: Introduce yourselves

Step two: Discuss the following questions:

- What do you find challenging about negotiating?
- What do you hope to learn more about during the workshop?



“Collywobbles!”

- You will be paired up with one other participant
- Your goal: get the other person to say the word “collywobbles”
- If you get the other person to say “collywobbles” we will give you \$1,000
- If you say “collywobbles” you owe us \$100
- You will have between 1-2 minutes to play the game

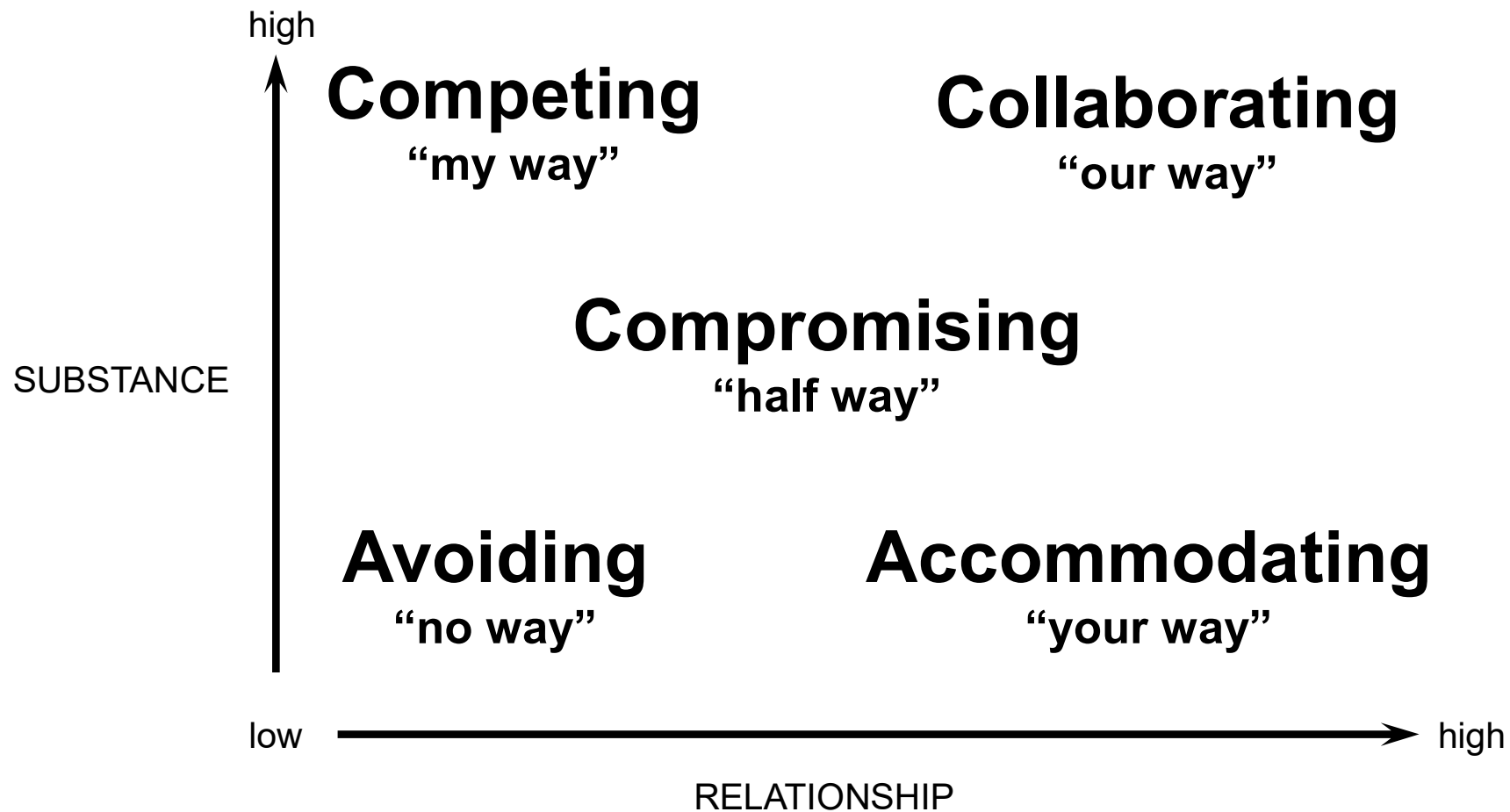


“Collywobbles” Lessons

- **Defining Success:** What does winning mean in negotiation? Consider how you can do better for yourself by collaborating.
- **Assumptions:** Understand and question assumptions before acting. Assumptions influence our approach and define possibilities.
- **Working relationship:** Trust is hard to win and easy to lose. Examine the benefits of a long-term working relationship.
- **Approach:** What was your approach to this negotiation? Shift from being reactive to proactive.



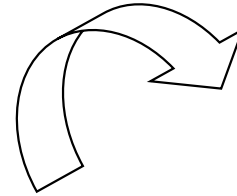
Negotiation Styles



Positional Haggling

High Ball

Small Concession



Threaten to walk

Last Offer (Bluff)

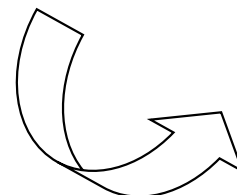
Last & Final Offer

Last & Final Offer



Last Offer (Bluff)

Small Concession



Threaten to walk

Low Ball



What is Your Definition of Success?

Typical definitions of success through Positional Haggling or other “less principled” approaches include:

- They moved more than you did
- Brinksmanship (they *seemed* ready to walk away)
- Reached an agreement (*any* agreement)
- It *felt* fair (based on *what?*)
- Didn't “give in” (to your *own* detriment?)
- You “won” (whatever *that* means to you)



A Framework for Negotiation

- INTERESTS
- OPTIONS
- ALTERNATIVES
- OBJECTIVE STANDARDS
- COMMUNICATION
- RELATIONSHIP
- COMMITMENT



The Seven Elements: *Interests*

- *Definition*
 - The needs, concerns, goals, desires and fears that inform parties' actions, and underlie their positions in negotiation
- *Measure of a good outcome:*
 - Satisfies both parties' interests in order to make a durable outcome
- *Note*
 - **Interests** are different than **positions**
 - Positions are not the only way to meet our interests



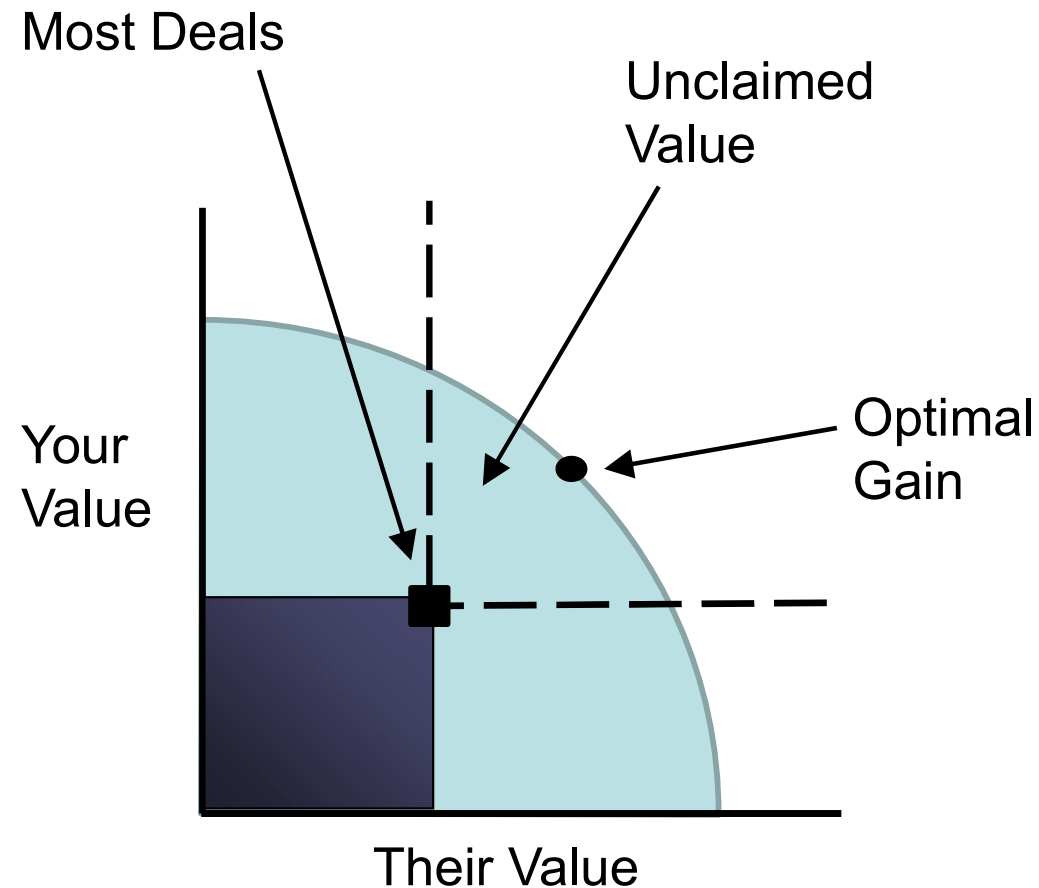
The Seven Elements: *Options*

- *Definition*
 - The range of possibilities on which the parties might agree
- *Measure of a good outcome:*
 - Maximizes joint gains by creatively exploring a variety of possibilities
- *Note*
 - Options are created “On the table”



The Pareto Frontier

- It is often possible to improve negotiated outcomes with low-cost/high-value tradeoffs
- Ask: did we settle for the first idea that worked, or did we explore possibilities in order to create more value for both of us?



The Seven Elements: *Alternatives*

- *Definition*
 - Things a person could do to meet their interests without the other party's agreement
 - **Best Alternative To a Negotiated Agreement = BATNA**
- *Measure of a good outcome:*
 - The agreement should be better than your BATNA
- *Note*
 - **Alternatives** are different than **Options**
 - Alternatives are created “Away from the table”



The Ultimatum Game

- Find a partner;
- One of you will be “A”, one of you will be “B”;
- “A” gets to decide how \$1,000 will be divided between you;
- “B” gets to set his/her minimum threshold;
- If A’s offer is less than B’s minimum, then there is no deal, and no one gets anything at all;
- If A’s offer equals or exceeds B’s minimum, deal goes through at amount A offered;
- The game will be played one time;
- Write down your minimum threshold and offers secretly.



The Seven Elements: *Objective Standards*

- *Definition*
 - The use of outside criteria to help the parties determine a range of fairness
 - Examples include: law, precedent, community standards, expert opinion, industry regulations, contract language and market prices
- *Measure of a good outcome:*
 - Both sides feel that the outcome is fair and can point to some standard beyond their own opinion

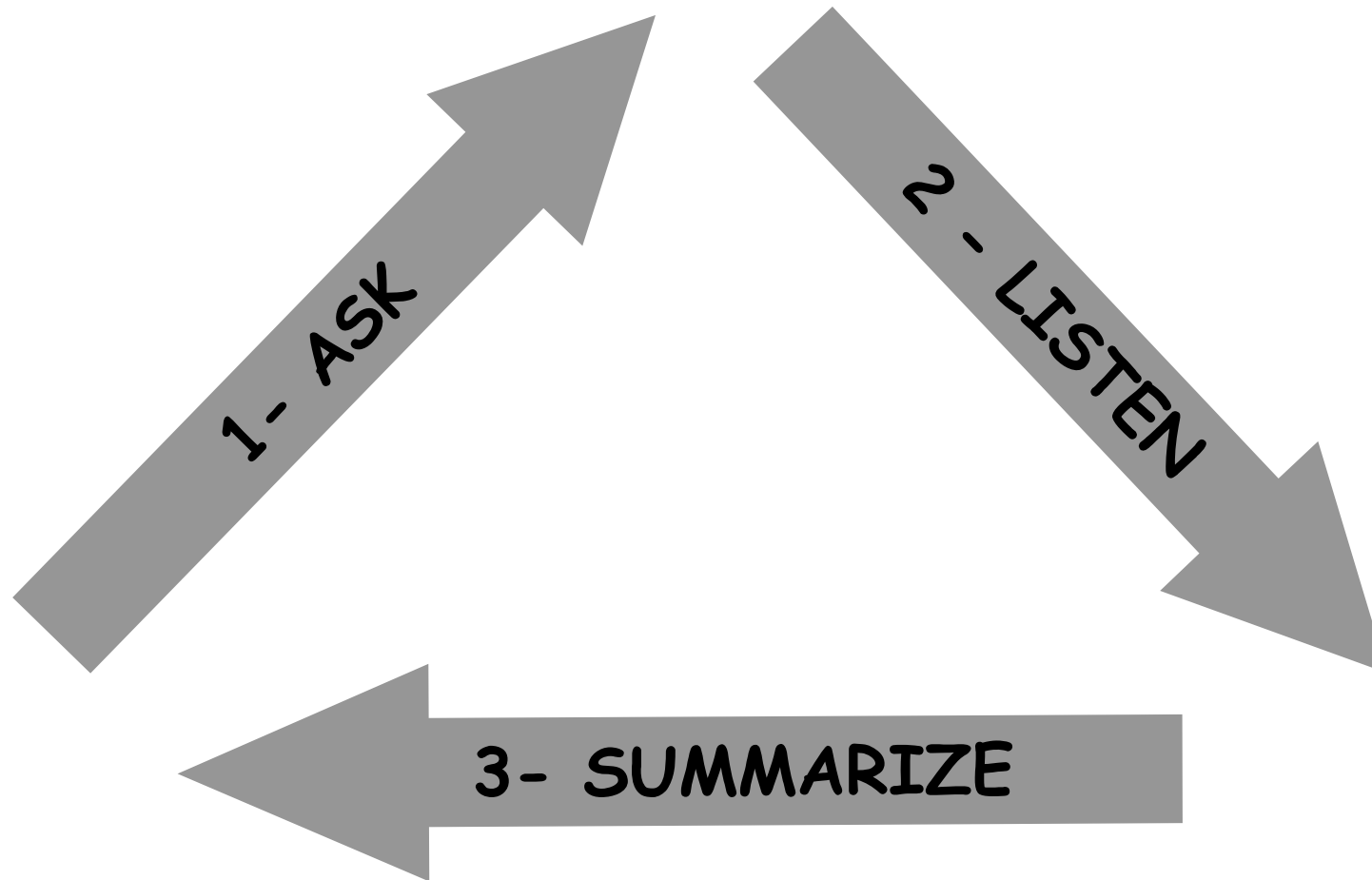


The Seven Elements: *Communication*

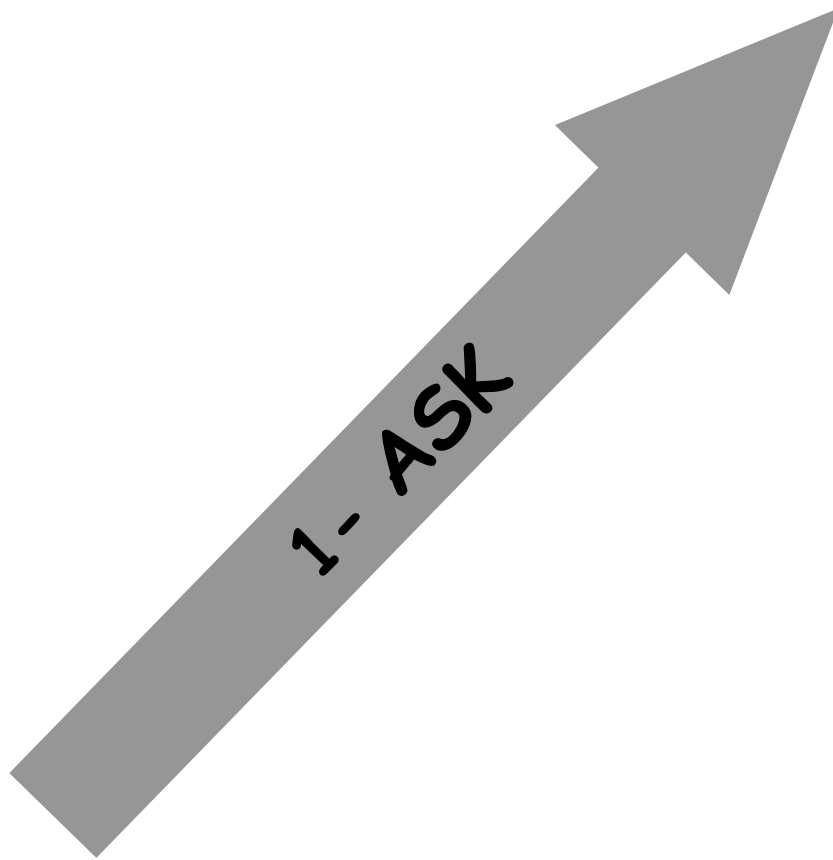
- *Definition*
 - The way we deliver and receive messages
 - Encompasses what you say and how you say it (body language, tone, writing/email, etc.) as well as what you understand and how well you listen to other party
- *Measure of a good outcome*
 - Listen to understand (inquiry)
 - Speak to be understood (advocacy)
 - Make the other party feels heard (listening)



Interactive Listening Skills



ASK

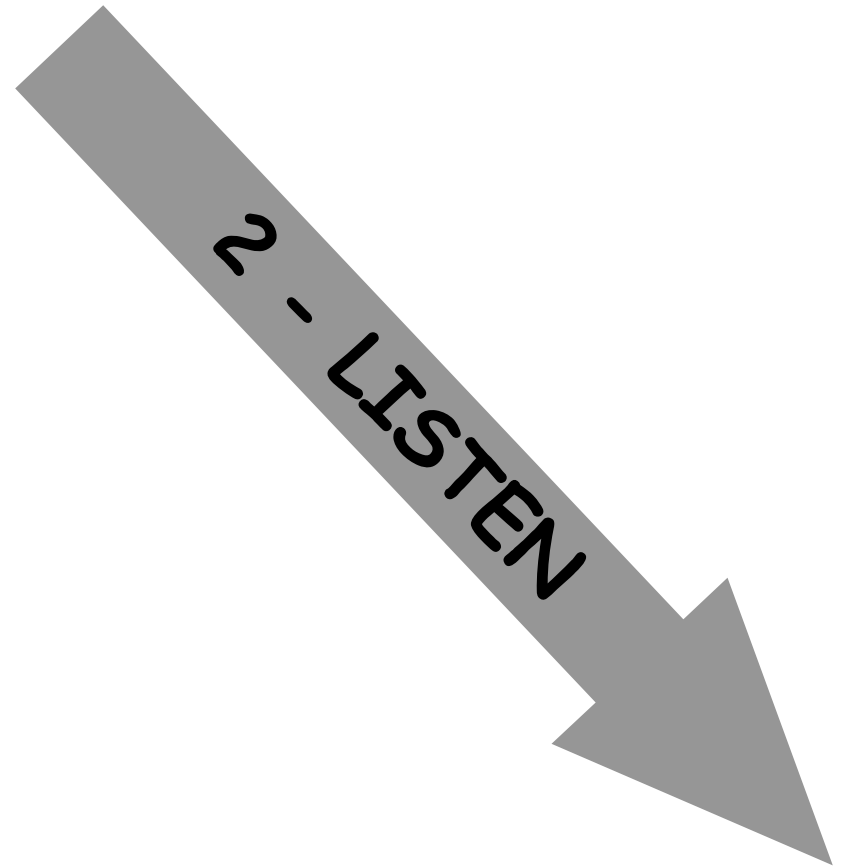


- Negotiate with yourself to be curious
- Use open-ended questions
- Keep it simple and succinct



LISTEN

- Quiet your inner-voice
- Check body language
- Work on being present
- Consider how listening to the other person will help you



Why Listen?

- You learn about them
- You satisfy one of their key interests: being heard
- You increase the chance that they will listen to you
- You begin to affect a change in their attitude
- Listening breaks the cycle of argument
- Listening improves relationships



SUMMARIZE

By demonstrating your understanding of the speaker, you will:

- Let the speaker know you have heard them
- Confirm your understanding
- Identify and clarify miscommunication



3- SUMMARIZE



Using Interactive Listening Skills

- Use interactive listening skills particularly when:
 - They aren't listening to you
 - You're not sure you understood them correctly
 - The conversation is not going anywhere
 - They are repeating themselves over and over

