

Principled Negotiation

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Agenda

- Background
- Types of Negotiating
- New Type of Negotiating
- Examples
- Explanations

What is Negotiation?

It is a basic means of getting what you want from others. It is a back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed.

Who here negotiates?

Who here is good at negotiating?

Positional Bargaining

SOFT	HARD
• Participants are friends	• Participants are enemies
• The goal is agreement	• The goal is victory
• Change your position	• Dig in to your position
• Disclose your bottom line	• Disguise your bottom line
• Insist on agreement	• Insist on your position
• Try to avoid a contest of will	• Try to win a contest of will
• Yield to pressure	• Apply pressure

What is Positional Bargaining?

“Positional bargaining is a negotiation strategy that involves holding on to a fixed idea, or position, of what you want and arguing for it and it alone, regardless of any underlying interests.”

(Spangler, 2003, par. 1)

Positional Bargaining Can Hurt You

- It creates unwise agreements
 - Ego identifies with your position
- It's inefficient
 - Time consuming
- It hurts relationships
- It's nearly impossible with multiple parties
- Being nice is no answer



http://www.cartoonists.com/2011/07/28/position-bargaining-2011-07-28/

What Other Choice Do We Have?

Principled Negotiation

FOUR MAIN POINTS

- PEOPLE
 - Separate the people from the problem
- INTERESTS
 - Focus on interests, not positions
- OPTIONS
 - Generate a variety of options before deciding
- CRITERIA
 - Insist on a basic standard



http://www.harvard.edu/pon/

http://www.pon.harvard.edu/pon-content/uploads/images/posts/pon_shield.gif

<http://youtu.be/BAj2j26kuzo>

Separate the People from the Problem

- Negotiators are people first
 - Relationship becomes entangled with the problem
- Perception
 - Put yourself in their shoes
 - Don't blame
- Emotion
 - Recognize and even talk about emotions
 - Allow people to vent



Put yourself in their shoes

http://www.cartoonists.com/2011/07/28/put-yourself-in-their-shoes-2011-07-28/

Put yourself in their shoes

<p>TENANT'S PERCEPTION</p> <ul style="list-style-type: none"> • The rent is already too high • The apartment needs painting • I know people who pay less for similar apartment • Young people like me can't afford to pay a lot of money • I always pay the rent when he asks for it 	<p>LANDLORD'S PERCEPTION</p> <ul style="list-style-type: none"> • The rent has not been raised for a long time • He has given the apartment heavy wear and tear • I know people who pay more for a similar apartment • Young people are loud and more destructive • He never pays the rent until I ask for it
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Put yourself in their shoes

Separate the People from the Problem

- Communication
 - Active listening
 - Negotiation is not a debate or a trial
 - Speak about yourself, not about them
- Prevention works best
 - Build a working friendship
 - Face the problem, not the people



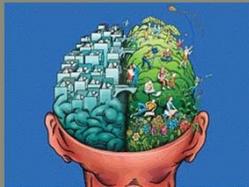
Speak about yourself, not about them

Focus on Interests not Positions

- Interests define the problem
- Opposed positions may hide similar interests – maybe
- Identify Interests
 - Ask “Why” & “Why Not”
- Each side has multiple interests
 - The most powerful interests are basic human needs

Focus on Interests not Positions

- Talking about interests
 - Be specific about yours
 - Talk about their interests
- Look forward, not back
- Be hard on the problem, soft on the people



Invent Options for Mutual Gain

- Don't think in black and white terms
- Do what has not been done before
 - Invent options with your opposition
- Look through the eyes of experts
- Propose agreements of varying strength

