
TTI DNA[®]

Negotiation

A session from
Rx Online

The logo consists of the letters 'R' and 'x' in a bold, blue, sans-serif font. The letters have a 3D effect with a white outline and a light blue shadow, giving them a sense of depth. The 'R' is significantly larger than the 'x'.

Negotiation

Facilitating agreements between two or more parties.

Why is this skill important?

The very thought of negotiating sounds intimidating, yet we each do it all the time. Negotiation in a business context can be used for selling, purchasing, staffing, borrowing and initiating transactions, along with anything else you feel is applicable for your business.

Good Negotiation skills include being well prepared, showing patience and maintaining integrity. People with good Negotiation skills are able to break down bigger issues into smaller ones. These people have good intuitive insight, practical thinking ability and the ability to think on their feet. More experienced negotiators have a model of effective negotiation strategies that they use in order to reduce resistance.

In contrast, a person who hasn't developed their Negotiation skills may be insensitive to others' need to be heard and have a hard time ensuring that their message is on track. They need to understand the importance of developing a plan for gaining support and buy-in. Less experienced negotiators are more apt to compromise themselves when they meet with resistance because they lack confidence.

What skills are associated with Negotiation?

Someone who has mastered skills associated with Negotiation:

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of the agreement.
- Binds agreements between parties with verbal and/or written contracts.

How do you develop your own skills in Negotiation?

- Recognize that people often ask for more than they expect to get.
- Practice at every opportunity. Develop confidence by negotiating more frequently.
- Understand that the person with the most information usually does better. You need to learn as much as possible about the other person's or party's situation.

- Remember that people do things for their reasons, not yours.
- Talk of emotion, not just reason. People are rarely, if ever, persuaded through fact alone. Rather, they want to feel comfortable with their decisions and believe that their decisions will reflect well on them.
- Constantly monitor the other person's reactions to ensure that your message is on target and being received in the way you want it to be received.
- Be trustworthy and professional in all your endeavors. If you are thought of as a trustworthy and knowledgeable person, your negotiations will be easier.
- Try to imagine what objections others may raise and be prepared to address them in some positive way.
- Be sure your verbal and non-verbal language are consistent.
- Show patience. Logic is not the only thing that prevails in bargaining efforts. There is a lot that comes into play in the form of interpersonal relations.
- Maintain integrity. Integrity in business and in every part of our lives is completely tied to our ability to be effective negotiators and be considered trustworthy.
- Avoid assumption. Give each party the opportunity to explain her perspective.
- Control emotions. Our emotions get in the way of effective negotiations regularly. Nothing kills creativity quicker than anger, pride, embarrassment, envy, greed or other strong negative emotions.
- Be optimistic and positive about eventual outcomes. Celebrate small successes and reward people for their cooperation.

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Activities

Activity 1: Practicing Negotiation

Think of an idea or project you currently wish to execute in the workplace. Then, with that idea in mind, answer the following questions before you present your idea to the people you wish to convince.

1. Who is your audience?
2. Why would/should the audience agree with you?
3. Why could the audience disagree with you?
4. What is the best method of persuading the audience? Do they prefer to see carefully written documents, or do they like to meet in face-to-face settings?
5. What is the main idea of what you wish to present?
6. What are three points that support your main idea?
7. Why do you believe so strongly in your idea? (list several reasons)
8. How will others benefit from what you propose?

When you have carefully developed your argument, practice presenting it to someone you trust and who you think is knowledgeable about your organization. Ask for feedback and ideas about improving your presentation or ideas.

Activity 2: Review of Your Skills

Ask someone you trust to observe you as you present a new idea or project to others (such as the one you planned for in Activity #1). Have him take notes and give you feedback on how you handled the following:

1. Presenting yourself.
2. Presenting your idea.
3. Sounding enthusiastic and positive about your plans.
4. Persuading others that your idea would benefit them or those they serve.
5. Politely fielding questions and managing disagreements.
6. Being assertive but not aggressive.
7. Any other relevant thoughts he might have had as he observed your attempt to persuade someone of the merits of your idea or plan.

Activity 3: Observing Others

Make a point of observing people in your organization who are particularly good at gaining support and agreement from others.

1. What techniques does each person use to negotiate with others?
2. How do they present themselves?
3. How do they present their ideas?
4. How do they handle disagreements and conflict?
5. What do you like best about how they present new ideas or programs?