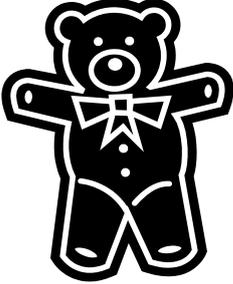
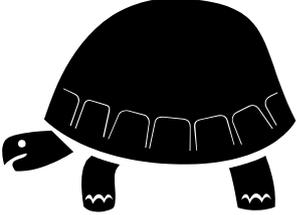
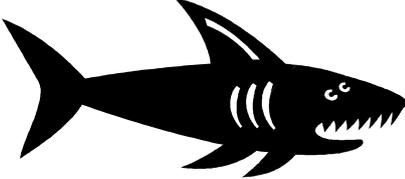
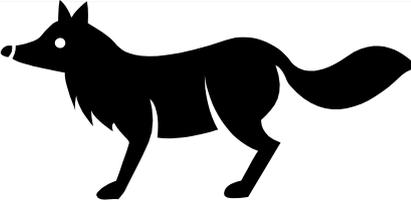


Negotiation

The Five Negotiation Strategies

There are five basic styles or strategies that may be used to manage conflicts. Which style / strategy you use depends on how important your goals are to you and how important you perceive the relationship to be.

| | |
|---|---|
|  | <p style="text-align: center;">Accommodating / Smoothing – The Teddy Bear <i>The Teddy Bear is always there for you</i></p> <p>Primary style is to adopt agreeable behaviour. Avoids aggression. This style can lead to people agreeing to do what others want at the expense of what they really want (gives in) and thus the individual simmers beneath the surface.</p> <p>If you act like a Teddy Bear, you give up your goals in order to maintain the relationship at the highest possible level.</p> |
|  | <p style="text-align: center;">Avoiding / Withdrawing – The Tortoise <i>The tortoise just retreats from everything</i></p> <p>The primary style is non-confrontational. This style ignores or denies that there is conflict. It can lead to conflicts never being resolved. This style can lead to defensiveness or resistance through passive aggressive behaviour</p> <p>If you act like the tortoise, you give up both your goals and the relationship - you avoid the other person and the issue.</p> |
|  | <p style="text-align: center;">Competing / Forcing - The Shark <i>Nobody gets in the way of the shark</i></p> <p>The primary style is extremely confrontational and aggressive. This style is autocratic and refuses to bend.</p> <p>If you act like a shark you try to achieve your goals at all costs, leading to win/lose outcomes. Relationships can be negatively impacted.</p> |
|  | <p style="text-align: center;">Compromising – The Fox <i>The fox is cunning & gets something</i></p> <p>The primary style is assertive about what they believe – they want to be heard and verbalise feelings impulsively. With this style the person can end up making major concessions for the good of the team.</p> <p>If you act like a fox you give up part of your goals and sacrifice part of a relationship that is moderately important to you.</p> |
|  | <p style="text-align: center;">Collaborating / Negotiating - The Owl <i>Wise old owl uses her head for the best</i></p> <p>The primary style is respectful. This style encourages a win-win situation through healthy debate of the issue and a mutually beneficial solution.</p> <p>If you act like an owl, you initiate negotiations aimed at ensuring that both parties achieve their desired goals while maintaining the relationship at the highest possible level. You try to achieve a win-win situation.</p> |

When to use the Different Strategies

| | Best to use when... | Best to avoid when... |
|--|--|---|
|  <p>Accommodating / Smoothing <i>The Teddy Bear is always there for you</i></p> | <p>When another person's interests are much stronger or more important than yours, smooth and give the other person their way.</p> <p>Example: Giving up the lower bunk-bed for someone who is injured and finds it painful to climb up to the top bunk-bed.</p> | <p>If you are going to resent giving in, then rather speak up and discuss it.</p> |
|  <p>Avoiding / Withdrawing <i>The tortoise just retreats from everything</i></p> | <p>When a situation is dangerous to you or out of your control, then withdrawing might be the most appropriate strategy.</p> <p>Example: A cold front is approaching and you do not have the experience to handle the situation, it would be most appropriate to remove yourself from the bridge.</p> | <p>If you want to maintain good relationships you will need to discuss disagreements.</p> |
|  <p>Competing / Forcing <i>Nobody gets in the way of the shark</i></p> | <p>When it is important that your goals are achieved and you don't care whether you have a relationship with the other person or not, then forcing would be the most appropriate strategy.</p> <p>Example: Captain insisting that safety procedures are followed by his team.</p> | <p>If you want a healthy on-going relationship with others, you cannot force your own way all the time.</p> |
|  <p>Compromising <i>The fox is cunning & gets something</i></p> | <p>When it appears that neither party can get what they want, compromising may be the most appropriate strategy.</p> <p>Example: The gas is running low. You are a coffee addict and like 8 cups a day, which will use all the gas. The rest of the crew want a hot meal in the evening. The compromise would be to make your first cup of coffee and at the same time fill a flask for a few more cups.</p> | <p>If something is extremely important to you, (e.g. values) don't compromise them.</p> |
|  <p>Collaborating / Negotiating <i>Wise old owl uses her head for the best</i></p> | <p>If both your goals and the relationship are important to you, negotiating would be the most appropriate strategy.</p> | <p>When rules and regulations or policies must be enforced - don't get into a debate or a negotiation about it.</p> |

Creating Win-Win Situations

*“... O Divine Master,
grant that I may not so much seek to be consoled, as to console;
to be understood, as to understand...”*

These words from the Prayer of St Francis are crucial if we want to negotiate, because a major source of conflict is that we often don't *understand* what the other person is saying. This is either because we are not listening properly, (we are too busy putting our own point across), or because the other person is not explaining themselves properly, (or is not given the chance to explain themselves properly!)

Negotiation requires effective communication skills – especially listening and empathy. To resolve conflict, each side must be able to understand the other side's needs, wants and point of view.

A **step by step 'formula'** to create a win-win situation is as follows:

State the objective

*We are talking about the conflict we are having with... / because of...
The purpose of this conversation is to come to a win-win outcome.*

Seek to understand all angles

We each have a perspective on this issue. Please share with me your perspective on the issue.

Note: Each person shares their perspective and the listener only restates what she/he has heard. Only when the speaker feels understood does the listener “take the floor” and share his/her perspective.

- 1) Party **A** explains **what they want** in a descriptive, non-evaluative way.
Party B reverses perspective by summarizing what the other person (Party A) has said they want.
- 2) Party **B** explains **what they want** in a descriptive, non-evaluative way.
Party A reverses perspective by summarizing what the other person (Party B) has said they want.
- 3) Party **A** explains their **reasons for their wants** and **how they feel** about it.
Party B reverses perspective by summarizing these reasons and feelings.
- 4) Party **B** explains their **reasons for their wants** and **how they feel** about it.
Party A reverses perspective by summarizing these reasons and feelings.

Note: When doing all of the above follow the rules of the *Speaker-Listener Technique* (next page).

The Speaker-Listener Technique

Rules for both parties:

- The speaker has the floor.
- Take it in turns to share the floor
- No problem solving at this stage.

Rules for the speaker:

- Speak only for yourself, not “everyone”
- Talk in small chunks.
- Stop and let the listener paraphrase

Rules for the Listener:

- Paraphrase only what you hear (don't add your own thoughts, opinions etc.)
- Don't rebut. Focus on the speaker's message.

Identify areas of common agreement

So it seems that we both agree that...

Problem solve – develop alternatives

Let's brainstorm different ways we can resolve this...

- 1) Together party A & B brain-storm options that will maximize joint outcomes
- 2) Agree on three good optional agreements that will maximize joint outcomes.
- 3) Choose the agreement that seems to offer the best win-win situation. Follow through and implement it. Be sure to stick to the agreed conditions.

End on a positive note

I am really glad we talked about this. I am here to support you. When may I call you next week to see how it is all going?

***"Most people do not listen with the intent to understand; they listen with the intent to reply."
~ Stephen Covey ~***

Guidelines for “Fighting Fair”

The following will enhance the *Creating Win-Win Situations* formula. You will more likely get the cooperation you want if you...

- **Remove** or move away from **distractions** such as your computer, phone and TV.
- Allow the other person to **talk without being interrupted**. If it is a group of people give each person a chance to speak. (If the conflict is really antagonistic consider using a timer or clock to ensure each person is given the same amount of time).
- **Pay attention to what the person is saying** instead of mentally rehearsing your next comment. Acknowledge you are listening with noncommittal responses (E.g. uh huh, mmm..). Encourage the speaker to share his or her thoughts and opinions. You may want to write down what the speaker is saying.
- Ask open ended questions to **clarify** anything you did not understand. Then paraphrase what you believe you heard the other person say. It is important to use indirect statements instead of confrontation and to use ‘I’ statements such as “If I understand you correctly...”; “It seems to me...”; “My impression is...”
- **Choose your words carefully**. Try to avoid using extreme words like *everyone, no one, always, never* and replace them with more accurate words like *some people, sometimes*. Think before you speak to avoid saying things you will regret later.
- **Never criticize, ridicule or put someone down**. Do not use offensive language, name call, accuse or bring up past injustices and wrongs.
- When it is your turn to talk, make sure you **have the attention of the audience** (whether it is one or 100 people). Establish eye contact and wait until your audience is focused before beginning.
- **Make your comments meaningful** – have a list of points you want to cover and refer to the list if the conversation strays from the topic. **Stick to the issue at hand!**
- The ability to **read the feelings of others’** during a negotiation is crucial to success. Conflicts involve emotions – it is not just what the person says that counts, but how the person feels about them. Pay attention to the “meta” talk. That is, be aware of feelings that are not being overtly expressed. For example: “Are you going to leave work early *again?*” (Instead of “I feel frustrated that you leave early so often”). Or “Do you have to drive so fast?” (Instead of “I’m feeling nervous”).
- Be prepared to **concede** on issues that are highly emotional to the other person and press for concessions for yourself on issues they are not so emotionally invested in.

- If the other party is very angry. **Allow them to vent.** This helps release some of the pent up emotion. Do not tell them to “calm down” as it often aggravates the anger. Instead after they have finished ranting, calmly summarise what they have said with words like “If I understand you correctly...”
- **If things become too heated take time out.** This allows all parties time to cool off. Then you can come back and readdress the issue. 24 Hours is considered an appropriate amount of time.
- Spend some time thinking about the situation from the other person’s perspective.
- Ultimately, **managing conflict means managing yourself** – your emotions, words and actions. Simple techniques like breathing deeply, listening attentively and choosing your words carefully can defuse a hot situation and help you and others move towards a win-win situation.
- Consider doing my Attention on Assertiveness course to further assist you in dealing with conflict!

*“Anybody can become angry - that is easy,
but to be angry with the right person
and to the right degree and at the right time
and for the right purpose,
and in the right way -
that is not within everybody's power and is not easy.”*

~ Aristotle ~

(Greek Philosopher, 384 BC - 322 BC)

This document forms part of my materials developed for HELM
See www.clairenewton.co.za/helm.html to download a copy.

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