Collaborative Negotiations

Moshe Cohen

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Session Objectives

In this session, participants will:

- Develop an awareness of negotiating styles
- Understand a framework for collaborative negotiations
- Understand the role of emotions in negotiation
- Learn tools for communicating effectively during negotiations
Agenda

- Negotiating Styles
- A framework for collaborative negotiations
- Emotions in negotiation
- Tools for effective communication
Negotiating Styles

- Balance outcome and relationship
- Be deliberate rather than impulsive

- Competing
  “my way”

- Collaborating
  “our way”

- Compromising
  “half way”

- Avoiding
  “no way”

- Accommodating
  “your way”

- OUTCOME
  high

- low

- RELATIONSHIP
  low

  high
Negotiating Style Characteristics

- **Competing / Concerned with Winning**
  - Tends to take charge; enjoys being in control; purposeful; likes to win; feels responsible for outcome; willing to lead; forcing; may be impatient or eager; competitive; enjoys being partisan; may be willing to disregard or sacrifice relationship.

- **Accommodating / Relationship Oriented**
  - Sensitive to the feelings of others; supportive and helpful; receptive and accommodating; wants to be liked; desires to foster good relationships with the other side; may behave in a conciliatory way; very concerned that conflict of differences may disrupt relationships.

- **Collaborating / Problem Solving**
  - Problem focused; when faced with conflict, likes being creative and inventing new options; enjoys working with opposing side in collaborative way and reasoning together.

- **Compromising / Fairness Focused**
  - Willing to compromise; focuses on fairness to both sides; enjoys sharing; does not want to appear to be selfish or self-interested; uncomfortable being too partisan or one sided.

- **Avoiding**
  - Dislikes disputes; finds conflict unproductive; uncomfortable with explicit disagreement, especially if heated. Tends to withdraw or deflect. In disputes, unlikely to take initiative; may appear detached or uninterested; reluctant to become too engaged or enthusiastic.
Emotional Response Curve
Defining Success

Traditional:
- I got what I wanted
- I convinced the other person to agree with me
- I won and the other person lost

Collaborative:
- I met my interests
- I created as much value as possible for myself
- The relationship with the other party was strengthened
Positions and Interests

*Positions* are the demands, offers, and other statements negotiators make to each other. *Interests* represent the underlying needs, objectives, fears, and ambitions that motivate negotiators.

- Be aware of your own interests going into a negotiation.
- During the negotiation, seek to understand and satisfy the other person’s interests.
- The relationship with the other party is an important interest in the negotiation.
Emotions in Negotiation

- Appreciation
- Affiliation
- Autonomy
- Status
- Role
Alternatives and Options

- Alternatives are ways in which you can meet your interests without requiring the consent of the other party.
- Options are potential ideas for resolution in which you and the other party can both meet your interests to some extent.
- Use objective criteria to assess the options and alternatives in a negotiation.
Effective Communication

Interactive listening:

ASK OEQ

LISTEN (INTERESTS)

REFLECT
Summary

- Be deliberate with your negotiating style
- Focus on interests rather than positions
- Understand the role of relationships
- Consider alternatives and options
- Rely on objective criteria in your decisions
- Listen effectively as you negotiate
- Understand and manage emotions