Negotiation - Managing Conflict

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Lecture Summary

- Negotiation Principles
- The Win/Win Approach
- Techniques for negotiation:
  - Active listening
  - Managing Emotions
  - Mapping Conflict
  - Developing Options
  - Forming agreements
Negotiation Triangle

Phase 1
- Prepare environment
- Become clear on outcome
- Research
- Map

Phase 2
- Select Options
- Generate Options
- Educate on needs & perspectives
- Build rapport

Phase 3
- Plan review
- Set timeframe
- Develop action plan
- Form Agreements

Procedural

Psychological/Relationship

Substantive
Negotiation principles

- Be hard on the problem
- Be soft on the person
- Focus on needs, not positions
- Emphasise common ground
- Be inventive about options
- Make clear agreements
Needs and Concerns

- **Concentrate on approach not outcome**
- Win/Win solutions are not always possible.
- Maintain an attitude of respect for all parties.
- Be willing to fix the problem.
Win- win approach

• Hit Hip
• Hold hands with a partner. The aim is to get as many hits on the other person’s hip as possible.
Thinking about win-win

Take a broader perspective

• What are the long-term and short-term consequences of win/lose?
• What are the advantages of win/win?
• Identify many options and develop the ones that give everyone more of what they need.
• Re-define what constitutes a win. What can be done to balance a loss?
Win-lose

- A "do or die" situation is present.
- Stakes are high.
- Important principles are at stake.
- Relationship among parties is not important.
- A quick decision must be made.
Win-win approach

• Both parties need to win.
• You want to decrease cost.
• Time is sufficient.
• Relationships are continuing and ongoing
• Be persistent
  • Take a long term view.
  • Maintain dialogue or its possibility.
  • Fly win/win flags.

• STRENGTHEN YOUR OWN APPROACH RATHER THAN WEAKENING THEIRS
Win-win techniques

• **Make it easy to say yes**
  • Offer options that are of high value to them and easy for you to give.
  • Listen to and acknowledge their needs and concerns.
Options

• What agenda items do I wish to raise, and what are my preferred outcomes?
• What are my preferred options for meeting that outcome?
• What other options could be considered?
• What is my best alternative to a negotiated agreement?
• What is my worst alternative to a negotiated agreement? Can I reduce its negative effect?
• In what currencies can I trade? What can be easy for me to give and valuable for the other parties to receive? What can I ask for that is helpful for me and low cost for them?
Anticipating the Actual Meeting

- What are the physical conditions in which I want the negotiations to occur?
- What emotions of my own may I have to manage?
- What emotions in others may I encounter and have to respond to?
- In what ways will I manage and respond to these emotions?
Why emotions are important

• It affects how people perceive you and the conflict

• Building rapport and empathy and defusing conflict will make it easier to negotiate outcomes

• It helps future relationships and influences how people feel about the resolution of the conflict
Active Listening

• Active Listening skills indicate to other people that you have registered their concerns
• It can help defuse anger and strong emotions
• It helps you get to a position where you can negotiate outcomes
• Put the focus of attention totally on the speaker.
• Repeat conversationally and tentatively, in your words, your understanding of the speaker's meaning.
• Feed back feelings, as well as content. (Probe, if appropriate e.g. "How do you feel about that?" or "How did that affect you?")
Things to avoid

• Avoid talking about yourself.
• Reject introducing your own reactions or well intentioned comments.
• Try not to ignore feelings in the situation.
• Avoid advising, diagnosing, baiting, reassuring, encouraging or criticising.
Handling Difficult Emotions in Others

• If we react to others defensively by attacking or withdrawing, conflict often increases. If, instead, we respond appropriately, we can help to bring the emotions to a level at which the issue can be dealt with more constructively.

• When people are inflamed and there is high emotion, they are often less controlled and cannot think logically. So it's impossible to have a satisfactory conversation when there is high emotion and, therefore, much more difficult to develop options.

• Your purpose is to assist such people to reduce their level of emotion so they can think more logically and move towards win/win outcomes.
Observing

- Listen and say nothing for the moment. Don’t try to tone them down, defend or explain yourself yet.
- Give the other person room to discharge their pent-up emotions.
- Respect the other person's communication of feelings.
Listen

• Ask yourself what you are picking up from the communication. Separate feelings from content. Strain out what is valid and if you can, let some irate remarks pass you by without reacting.

• Stay calm. When you respond, speak calmly. This can help “cool” things down.
Reflection

• Reflect both feelings and content.
• "Let me check with you if..."
• "Is that what you are saying...?"
• Clarify what is being said
• “This event has made you angry”
Explore

- What are the other person's needs and concerns? Explore what is behind the words being used. Ask questions to shift the focus from anger to exploring the issues. Focus on connecting to the other person and turning this into a safe and constructive conversation.

- Repeat the cycle. Ensure that both feelings and facts are mutually understood.
The next step

• Clarify and acknowledge needs and concerns. Consider the next step e.g. acknowledge your contribution to their problem, develop options, make an "I" statement, take time out.

• Debrief and see to own emotions
The cycle of emotion

- Deny
- Recognise
- React
- Accept
- Suppress
- Escalate now or later
- Release the energy - Express
- Clarify
- Choose Action
- Incomplete Resolution
- Explode
- Dump
- Resolution
Managing your own emotions

• During negotiation
  – Take a few deep breaths
  – Call a time out if it’s too much

• Debrief with a trusted person
  – How did you feel
  – What did you do
  – What would you do next time
  – Get rid of the adrenalin- take time out
Communication Blockers-Dominating

- *Threatening*: "If you are not able to get to work on time we'll have to review your job here?", "Do it or else."

- *Ordering*: "I'll see you immediately in my office.", "Don't ask me why, just do it because I said so."

- *Criticising*: "You don't work hard enough.", "You're always complaining."

- *Name-calling*: "Only an idiot would say that.", "You stupid fool." "You're neurotic."

- "*Should*ing or *Ought*ing": "You ought to face the facts.", "You shouldn't be so angry."
Manipulation

- **Withholding Relevant Information**: "If you knew more about this you would see it differently."

- **Interrogating**: "How many hours did this take you?" "How much did this cost?" Why are you so late?" "What are you doing now?"

- **Praising to Manipulate**: "You're so good at report writing, I'd like you to do this one."
Disempowerment

• **Diagnosing Motives:** "You are very possessive." "You've always had a problem with time management."

• **Untimely Advice:** "I don't seem to be managing." "If you'd just straighten up your desk you would not be in this panic." "Why didn't you do it this way?" "Just Ignore him."

• **Changing the Topic:** "I'm worried about my son's progress at school". "Yes it is a worry...Did I tell you that I'm applying for a new job?"

• **Persuading with Logic:** "There's nothing to be upset about. It's all quite reasonable – we just... then we...".

• **Topping:** "I smashed the car last week...... " "When I smashed my car..."
Denial

• *Refusing to Address the Issue*: "There's nothing to discuss. I can't see any problems."

• *Reassuring*: "Don't be nervous.", "Don't worry, it will work out.", "You'll be fine."

• These blockers will kill rapport. When it happens name it as a tactic and move on.