

**Tales of a Successful Negotiation:
The Importance of Focusing on Your
Mutual Goals**

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Frank Jeffries
College of Business and Public Policy
University of Alaska Anchorage

Negotiation is a Process

- Building your team
- Assembling the right skill set
- Know what you want and why: Planning
- Showtime!

Building Your Team

- Choose talent that will fit your needs
- Compatibility is important
- No "yes men or women" allowed
- Committed, capable, competent, courageous

Assembling the Right Skill Set

- Negotiation training
- Research
- Analysis
- Presentation skill
- Communication

Knowing What You Want and Why: Planning

- Planning is critical to success
- Setting goals and limits
- It is about total value, not absolutes on single issues
- It needs to make sense for both sides – DON'T FORGET IT
- The rationale must be convincing

It's Showtime!

- Introductions and ice-breaking
- Establishing a superordinate goal
- Be clear about using integrative/mutual gains bargaining approach
- Negotiate the negotiation

Introductions and Ice-Breaking

- Get acquainted, awkward but necessary
- Where and how to sit
- Who we are and what we like to do, establish rapport
 - Get personal

Develop a Superordinate Goal

- It is important and necessary
- Establishes that you have mutual goals
 - You work for the same organization
 - You have the same mission
 - You have the same vision
 - You have the same values
- Lays the foundation for success

Be Clear About Your Expectations

- Mutual gains approach /Interest-based bargaining
- Telling the truth
- Exercising restraint
- Expect cynicism
- Be persistent
- Be the leader by example

Negotiating the Negotiation

- Schedule
- Venues
- Players
- Process and goal for the end date
- Communication with constituencies and outsiders

The Negotiation

- Start small
 - Go for some quick agreements
 - Show observers progress after every meeting
 - Both sides need “wins” to build confidence
 - Both sides need to look good to their constituencies
 - Be sure you know the “why” as well as the “what”
 - Seek mutually beneficial tradeoffs

Negotiate

- Offer information
- Ask for what you want
 - Explain why you want it
 - Be objective, show both sides
 - Use objective data and share your sources
 - Show the benefit to both sides
 - Give them the tools to help them sway their constituency

Don't expect immediate agreement

- Be mindful of your opponent's constituency and their expectations/demands
- Remember WIIFM?
- A good deal for you must also be a good deal for them

Expect the Unexpected

- No matter what happens, keep your cool
- Don't respond to attacks
- Take breaks
 - To cool off tension between sides
 - Both sides will have internal disagreements, keep them to yourselves
- Just let things go but get firm if you need to

What Happens if You Get Stuck?

- It happens so:
 - Don't spin your wheels, move on and circle back later
 - Be clear about why you are stuck
 - Lack of good data
 - Ineffective presentation
 - Hard line constituency
 - Insufficient concession

If at First You Don't Succeed...

- Try something different
- Ask what it will take to get agreement
- If you need to give something up to move on find a way to recoup it somewhere else

Be Adaptable to Meet Your Overall Goals

- Setting limits on each issue can create problems
- Look for overall value of all issues combined instead
- You will learn things in the negotiation that require flexibility to resolve

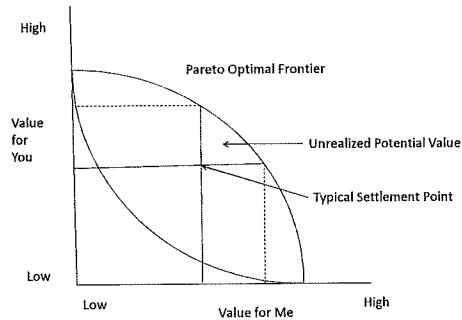
Closing the Deal

- All agreements on all issues are tentative until the deal is done
- Expect it to go to the deadline
- Believe in the validity of your position
- Be patient and firm
- Be willing to make trades to close the deal but respect your limit

Only by Meeting Your Mutual Goals Will You Create the Greatest Value

- Both sides need a "win"
- Cooperation and collaboration create value
- Understanding their real needs creates opportunities for mutual gain
- Discovering the real needs requires communication and risk-taking

The Potential is Real: Pareto Superior Solutions



Be a Team

- The best assurance that everyone keeps their job is efficient use of resources
- The negotiation is really about priorities and preferences
- Subordinating ego for the good of the whole works
- Done well, mutual gains bargaining lets both sides look like heroes

Celebrate Your Success

- It is ok to be happy with the deal
- It is ok for them to be happy with the deal too
- Set the stage for the next negotiation by parting on great terms

Thank You for the Opportunity!
