

What is negotiation?

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What is negotiation?

- Variety of definitions in "self help books"
- Typical definition: "persuading others to get what we want"
- *THIS DEFINITION DOESN'T LEND ITSELF TO SUCCESSFUL NEGOTIATIONS!*

What is negotiation?

- Definition very self centred: implies the only outcome of successful negotiation is to "get what we want".
- Implies a win/lose outcome.
- Implies a competitive process.

Game Theory

- "Zero sum" and "nil sum" game – winner (+ 1) and loser (- 1) which together = ZERO.
- Opposite of this is "win win".

Collaborative Negotiation versus Combative/Competitive Negotiation

- Some rare cases require combative approach.
- Collaborative approach almost always leads to better outcomes for everyone:
 - Cost
 - Time
 - Stress
 - Actual outcome

What's Your Negotiation Style?



- Combative competitor?



- Conflict avoider?



- Accommodator?

Competitive Negotiators



- Enjoy conflict.
- Regard the battle as being as important as the outcome.
- Control freaks.
- Big egos (often males in high corporate positions).
- Not good listeners.
- Use aggressive body language, tone and vocabulary early in the negotiation process.

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Conflict Avoiders



- Need to avoid conflict.
- Don't confront things head on.
- Redirect and obfuscate.
- Avoid giving direct answers – use qualifiers and shades of grey.
- Often very patient people – can be frustrating and time consuming.

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Accommodators



- Dislike open conflict.
- So much so that they find it very stressful.
- Want to be liked.
- Want accord.
- Getting the agreement per se is as important as its content.
- Good listeners and information gatherers/users.
- May concede too early.

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1st COMMANDMENT OF NEGOTIATION

**Maintain
civility and courtesy
at all times**



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2nd COMMANDMENT OF NEGOTIATION

**Be aware of your
body language and
that of your counterparty**



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3rd COMMANDMENT OF NEGOTIATION

**Win trust and empathy
and be likeable**



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4th COMMANDMENT OF NEGOTIATION

Initiate and, if possible
set the agenda



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5th COMMANDMENT OF NEGOTIATION

Don't make
concessions too early
and always
leave room to move



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6th COMMANDMENT OF NEGOTIATION

Lend genuine legitimacy
to your position



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7th COMMANDMENT OF NEGOTIATION

Threaten walk-out or
call walk-out bluff
only if you can afford
to lose the deal –
know your B.A.T.N.A.



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8th COMMANDMENT OF NEGOTIATION

Don't offer to go halves
or split the difference.
Get the other party
to offer this.



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9th COMMANDMENT OF NEGOTIATION

Preparation,
Preparation,
Preparation



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10th COMMANDMENT OF NEGOTIATION

**Avoid zero sum
negotiation in favour of
collaborative
negotiation
for a “win/win”**



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Negotiating with Competitors:



- Competitors love to talk/persuade. Let them.
- Diffuse aggression and control by asking questions and listening – ie gather information = power.
- Stick to your guns – gain their respect.
- Be frank/blunt with your leverage and power.

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Negotiating with Accommodators:



- Resist the urge to share too much information too early.
- Be sensitive to the importance accommodators place on relationship.
- Use external legitimacy – statistics, expert opinions – from third parties.

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Negotiating with Conflict Avoiders:



- Be patient. They can be frustrating.
- Gently direct the discussion back on track.
- Keep your goals firmly in mind.
- Avoid aggression and personal confrontation.
- Try to probe what they want – they may hide if they think discussion will lead to conflict.

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