



# NEGOTIATION SKILLS

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# WHAT IS .. NEGOTIATION

A **process** where mandated representatives meet in order to **resolve** their **differences** and reach **agreement**.

# TYPES OF NEGOTIATIONS

Positional  
Negotiation

Interest  
Based  
Negotiation

Competitive  
Negotiation

Co-operative  
Negotiation

Principled  
Negotiation

# BARRIERS TO NEGOTIATION

Poor  
communication  
skills

Overreacting &  
emotional  
responses

Misunderstandings

Conditioned or  
learned responses

Relationship  
dynamics

# RULES FOR NEGOTIATION

Be strategic  
and deliberate  
with words

Be willing to  
prepare &  
prepare well

Have high  
expectations

Be patient in  
listening

Maintain your  
integrity

# NEGOTIATION ESSENTIALS

## Communicate

- No clear lines of communication = no negotiation.
- **PROBLEMS** fall into three categories: perception, emotion, and communication.
- Facts, even if established, may do nothing to solve the problem.

# NEGOTIATION ESSENTIALS

## Co-operate

### Be Cooperative, But Don't Let Your Guard Down

- Statistics show that cooperative negotiators are more effective than competitive negotiators.
- However, in positional bargaining, a hard game dominates a soft one.

# NEGOTIATION ESSENTIALS

## Listen

### The Power Is In Listening

- Ask questions, test for understanding, summarize, and listen, listen, listen.....
- Get more by finding out what others wants than by clever arguments for what you need.
- The cheapest concession you can make is to let others know they have been heard.



# NEGOTIATION WINNERS

Have a Game  
Plan

Focus on  
Your Goals

Identify the  
Issues

Have  
Powerful  
Justifications

Evaluate,  
Evaluate,  
Evaluate

Pay Attention  
to Closure

# THE PRE-NEGOTIATION PLANNING PHASE

- Decide if Subject Matter Expert involvement required.
- Research options/issues and precedences.
- Understand the motivators of affected stakeholders.
- Know impact of each option (time, cost, quality, scope).
- Risk/opportunity assessments.

# THE PRE-NEGOTIATION PLANNING PHASE

- Timing issues (urgency, best time to meet, etc).
- Summarize pros and cons.
- Cultural considerations (people and Enterprise)
- Formulate strategy based on knowledge of the stakeholders.
- Pre-meeting info dissemination.

# THE PRE-NEGOTIATION PLANNING PHASE

- Invite appropriate empowered representatives.
- Set conducive agenda, facilities, timeslot, and refreshments.
- Plan for timely post negotiation action.
- Plan for analysis of “lessons learned” after negotiating.

# HANDLING EMOTIONS TIPS

- Don't lose your cool (remember the swan!).
- Try to defuse with acknowledgement, empathy, patience, impartiality.
- Consider dealing with less emotional issues first
- Know your own “Hot Buttons”
- Practice (consider Toastmasters, etc)

# NEGOTIATION STRATEGIES

Win - Lose

Lose - Win

Compromise

Lose - Lose

Win - Win

# PRACTICE WIN-WIN NEGOTIATIONS

- Establish rapport and common goals.
- Probe for understanding of beliefs, goals, win-win options, and hidden stakeholder motivators.
- Paraphrase for confirmation/affirmation.
- Analyze outcomes and risks.
- Summarize what was agreed on, and next steps (even if these are only “baby steps”).

# TIPS OF WIN-WIN NEGOTIATIONS

- If stalled, back up to a fundamental that you can agree on (e.g. “We both want to make this a profitable venture”)
- Build on this common ground (recycle if necessary)
- Avoid emotional responses (even if insulted)
- Consider interim options (or postponement) if undesirable outcome is imminent or key information is missing.



# PRINCIPLE I: SEPARATE THE PEOPLE FROM THE PROBLEM

- Disentangle the people from the problem
- Deal with the people problem: acknowledge perceptions, emotions
- Listen actively
- Speak to be understood
- Speak about yourself, not them

# PRINCIPLE 2: FOCUS ON INTERESTS, NOT POSITIONS

## POSITIONS

- What disputants say they want in a negotiation: a particular price, job, work schedule, change in someone else's behavior, revised contract provision, etc.

## INTERESTS

- Underlying desires or concerns that motivate people in particular situations (May sometimes be the same as their positions!)

# PRINCIPLE 3: INVENT OPTIONS FOR MUTUAL GAIN

- Focus on the variety of ways issues/ interests (yours/theirs) might be addressed?
- Avoid assuming there's a single solution
- Separate brainstorming from evaluation of options
- Don't assume zero-sum conditions
- **Think creatively**

# PRINCIPLE 4: INSIST ON OBJECTIVE CRITERIA

FAIR  
STANDARDS

- market value, precedent, blue book value, professional standards, “best practice,” industry average, equal treatment, etc.

FAIR  
PROCEDURES

- e.g. last best offers, taking turns, drawing lots

# PREPPING FOR YOUR NEGOTIATION

- What are our interests? What are theirs? How can we find out?
- What's our BATNA? What's theirs?
- What's our WATNA? Theirs?
- What do we know about their circumstances that might affect the negotiations?
- What's their negotiation style? Etc.

# NEGOTIATING STEPS

Develop  
ground rules

Jointly identify  
issues

Explore  
interests

Develop  
objective  
standards

Brainstorm  
options

Evaluate  
options using  
standards

Try to reach  
consensus  
decision



# THANK YOU

NEXT LECTURE: CRITICAL THINKING AND PROBLEM SOLVING