



Managing Conflict through Negotiation

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Session Agenda

- Conflict and approaches to resolution
- Introduction to Negotiation
- Understanding your negotiation skills and style
- Navigating the negotiation process
- Finding and using your unique powers
- Positive and negative behaviors when negotiating

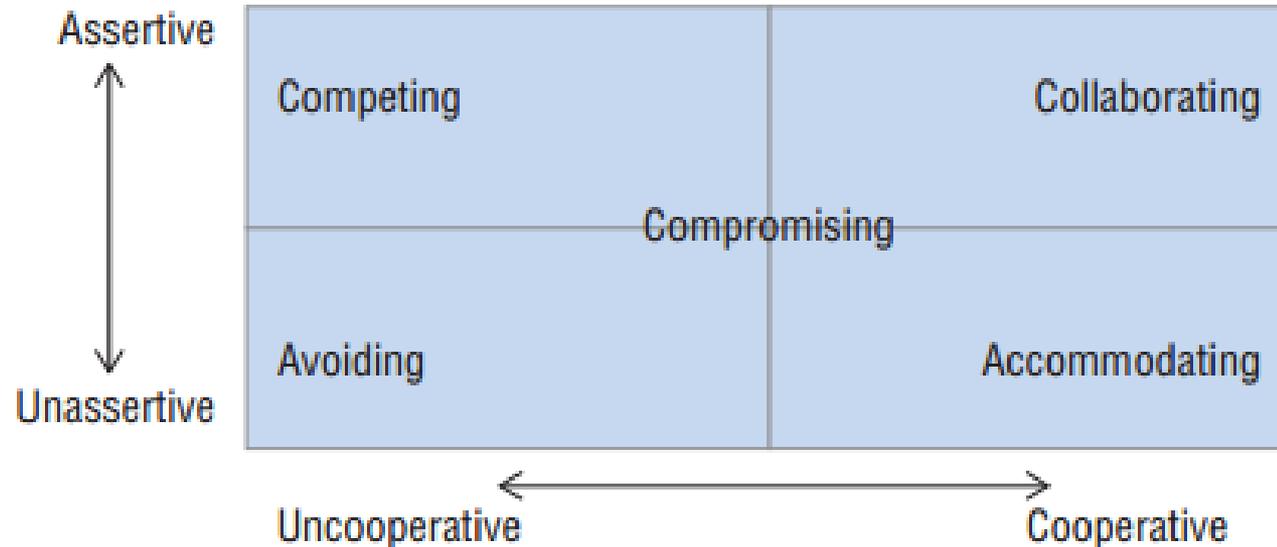
Plus, a Negotiation Action Planning Worksheet!

Conflict And Approaches To Resolution



Sources of Conflict

- **Every workplace has some amount of conflict**
- **The cause of conflict is often related to differences in values, attitudes, needs, expectations, perceptions, resources, and/or personalities. Common types include:**
 - Administrative procedures
 - Costs
 - Equipment and facilities
 - Manpower resources
 - Personality clashes (damaging)
 - Priorities
 - Responsibilities
 - Scheduling (frequent)
 - Technical opinions and trade-offs (can be beneficial)
- **Proper skills in dealing with conflict can allow you to more efficiently and effectively resolve issues, increasing organizational productivity.**
 - Conflict resolution can result in an opportunity to build energy, creativity, and innovation



Conflict Resolution Approaches

Conflict resolution strategy requirements:

- Must allow conflict to be settled without irreparable harm to organizational objectives
- Each of these approaches can be effective and useful depending on the situation
- Which approach is best is based on assessment of the situation

Approach Comparison

Competing	Collaborating	Avoiding	Accommodating	Compromising
Forcing, controlling, dominating	Problem-solving, win-win	Withdrawal	Obliging, smoothing	"Give and take style"
When one party goes all out to win its position while ignoring the needs and concerns of the other party	Reach an agreement that satisfies the concerns of both parties	Postponing an issue for later or withdrawing from the situation altogether	Areas of agreement are emphasized, and the areas of disagreement are downplayed	Conflicting parties bargain to reach a mutually acceptable solution
As the intensity of a conflict increases, the tendency for a forced conflict is more likely, which results in a win-lose situation where one party wins at the expense of the other party	Involves open and direct communication	Regarded as a temporary solution because the problem and conflict continue to reoccur over and over again	Actual conflict itself may not be resolved; A party may sacrifice its own concerns or goals in order to satisfy the concerns or goals of the other party	Both parties give up something in order to reach a decision and leave with some degree of satisfaction

Approach Comparison (cont'd)

Competing	Collaborating	Avoiding	Accommodating	Compromising
<p>Use when:</p> <ul style="list-style-type: none"> • 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 	<p>Use when:</p> <ul style="list-style-type: none"> • Both parties need to win • You want to decrease cost • You want create a common power base • Skills are complementary • Time is sufficient • Trust is present 	<p>Use when:</p> <ul style="list-style-type: none"> • You cannot win • Stakes are low • Stakes are high, but you are not prepared • You want to gain time • You want to maintain neutrality or reputation • You think problem will go away • You win by delaying 	<p>Use when:</p> <ul style="list-style-type: none"> • Goal to be reached is overarching • You want to create obligation for a trade-off at a later time • Stakes are low • Liability is limited • Any solution is adequate • You want to be harmonious and create good will • You would lose anyway • You want to gain time 	<p>Use when:</p> <ul style="list-style-type: none"> • Both parties need to win • You are in a deadlock • Time is not sufficient • You want to maintain the relationship among the involved parties • You will get nothing if you do not compromise • Stakes are moderate

Conflict Resolution Process

Interpersonal discussion techniques can be used to resolve conflicts in a manner that satisfies both parties' interests. How to use them:

Acknowledge the conflict and its effect on progress or results	Look for common goals and common interests
Separate people and emotions from the issue	Identify as many alternatives as possible to resolve the issue and satisfy the interests of both parties
Present issues in terms of the underlying interests or requirements	Resist the urge to compromise (“meet in the middle”). Instead, look at the issue from different perspectives—challenge your and others’ assumptions and constraints
LISTEN to the other party’s interests/ requirements	Agree on the alternative that best meets both parties’ interests, as well as the collective organization
Agree on what the issue is	Obtain the commitment of all members of both parties on what will be done to implement the solution

Introduction To Negotiation

A group of business professionals in a meeting room. A woman on the left is shaking hands with a man on the right. They are both smiling. In the background, a man and a woman are watching. The scene is dimly lit, suggesting an indoor office environment.

What is negotiation?

- **The Merriam-Webster dictionary defines negotiation as, “a natural phenomenon marked by gradual changes that leads toward a particular result, or a series of actions or operations directed toward a particular result.”**
- **The process through which two or more parties seek an acceptable (rate of) exchange for items they own or control**
- **Parties to a negotiation often see themselves as opponents**
 - However, all key stakeholders are interrelated
- **We will take an integrative approach today (Principled Negotiation)**
 - Expand the size of the pie
 - Versus Distributive approach (size of pie is fixed)
- **Sample opportunities to use it: acquiring adequate resources, motivating personnel, dealing with obstacles, making project goal trade-offs, handling failure, and maintaining communication**





The Negotiation Process

- **A way to develop a mutually acceptable outcome when the initial desired outcome for each party conflicts.**
- **Managers and other employees will often negotiate with a client, with team members, with vendors, and with other project/activity stakeholders.**
- **Departments operate within the limits of finite resources that require allocation among different and shifting priorities, thus there is constant negotiation occurring cross-functionally.**

Three Stages of the Negotiation Process

Pre-Negotiation

- Gather information, analyze and evaluate your research
- Determine your criteria for a successful negotiation
- Consider the other party's wants/needs
- Understand risk/opportunity of each option

Negotiation

- Follow protocol of the meeting (casual setting versus official)
- Probe the other party to better understand their wants/needs/reasoning
- Bargain/compromise
- Come to a mutual agreement

Post Negotiation

- Evaluate the effectiveness of the negotiation
- Lessons Learned

Understanding Your Negotiation Skills And Style



Negotiation skills are a part of leadership

- **Leadership skills involve the ability to guide, motivate, and influence others.**
 - Leadership is a complex of beliefs, communication patterns, and behaviors that influence the functioning of a group to move toward completing a task.
- **These skills also require capabilities such as resilience, communication, problem solving, critical thinking, negotiation, and other interpersonal skills.**
- **Being a leader doesn't mean you always have the (only) correct answer.**
 - Ask the right questions, of the right people, at the right times
 - Challenge yourselves— learn about others' opinions, concerns, and perspectives
 - **Devil's advocate**
 - **Incorporate others' perspectives into shared solutions**

How to assess your own negotiation skills and styles

- <https://www.psychologytoday.com/us/tests/career/negotiation-skills-test>
- **Communication E-Guide**
 - “Master the 4 Levels of Communication for Leadership Success”
 - p. 4 (Communication Skills Assessment)
 - p. 7 (The Listening Self-Test)
 - p. 10 (Do you “Bulldoze” or “Peace-Keep”)
- **360 review feedback**
- **Review of past results**



Characteristics of effective negotiators

- A positive attitude
- Knowledge of the negotiation process
- An understanding of people
- Grasp of the subject/situation at hand
- Creativity
- Strong communication skills

Navigating The Negotiation Process



Steps in negotiating

1) Identify and define the real situation or issue.

Shift from the presenting issue to the underlying concern.

2) Realize what you really need and what you want, and why

3) Understand the goal of the other person you are trying to persuade.

4) Discuss and agree on a strategy to reach a goal that benefits both of you.

5) Generate as many options as possible for reaching your goal.

6) Agree on the best options for both parties.

Preparing to negotiate

- **Consider your relationship and associated implications**
 - Power sources
- **Access and analyze information**
 - What you need; what you want
 - What you are willing to give up
 - Commonalities, as well as points of likely conflict
 - How your POV fits within the company's priorities and strategies
 - How much time can be taken to come to agreement

Get to the real issue: The “Five Whys” Technique

Presenting Issue:

We need a new copier.

Why 1

Why do we need a new copier?

Because the current one keeps jamming.

Why 2

Why does the copier keep jamming?

Because the paper keeps getting stuck in the input tray

Why 3

Why does the paper keep getting stuck in the input tray?

Because monthly cleaning maintenance isn't being done.

Why 4

Why isn't monthly cleaning maintenance being done?

Because no one called the vendor to come in and do it.

Why 5

Why didn't anyone call the vendor to come in and do it?

Because no one was assigned to do it or was keeping track of the time since the last cleaning.

Situational influences

- **Few conflicts occur in deciding whether or not a task should be done**
 - Instead, they are typically about *how* they will be done
 - **Separate the people from the problem**
 - Resolve conflicts without losing control of emotions
 - **Location**
 - Easier and advantageous to negotiate on your own turf
 - **Physical setting**
 - Seating arrangements, size of room, amenities, etc.
 - **Audience**
 - People tend make fewer concessions when audience is watching
 - **Impression management**
 - Self-presentation symbols/behavior
-

Exchange Dependencies

High dependency on another

- Determine what you have to offer that will appeal to them (WIIFM)
- “Court” them (interpersonal relationship)

Low dependency on another

- Allocate less time and energy relative to others
- However, continue to foster the relationship
 - **In case dependencies or roles change later**
 - **In case a new situation arises later where you are more dependent upon them**



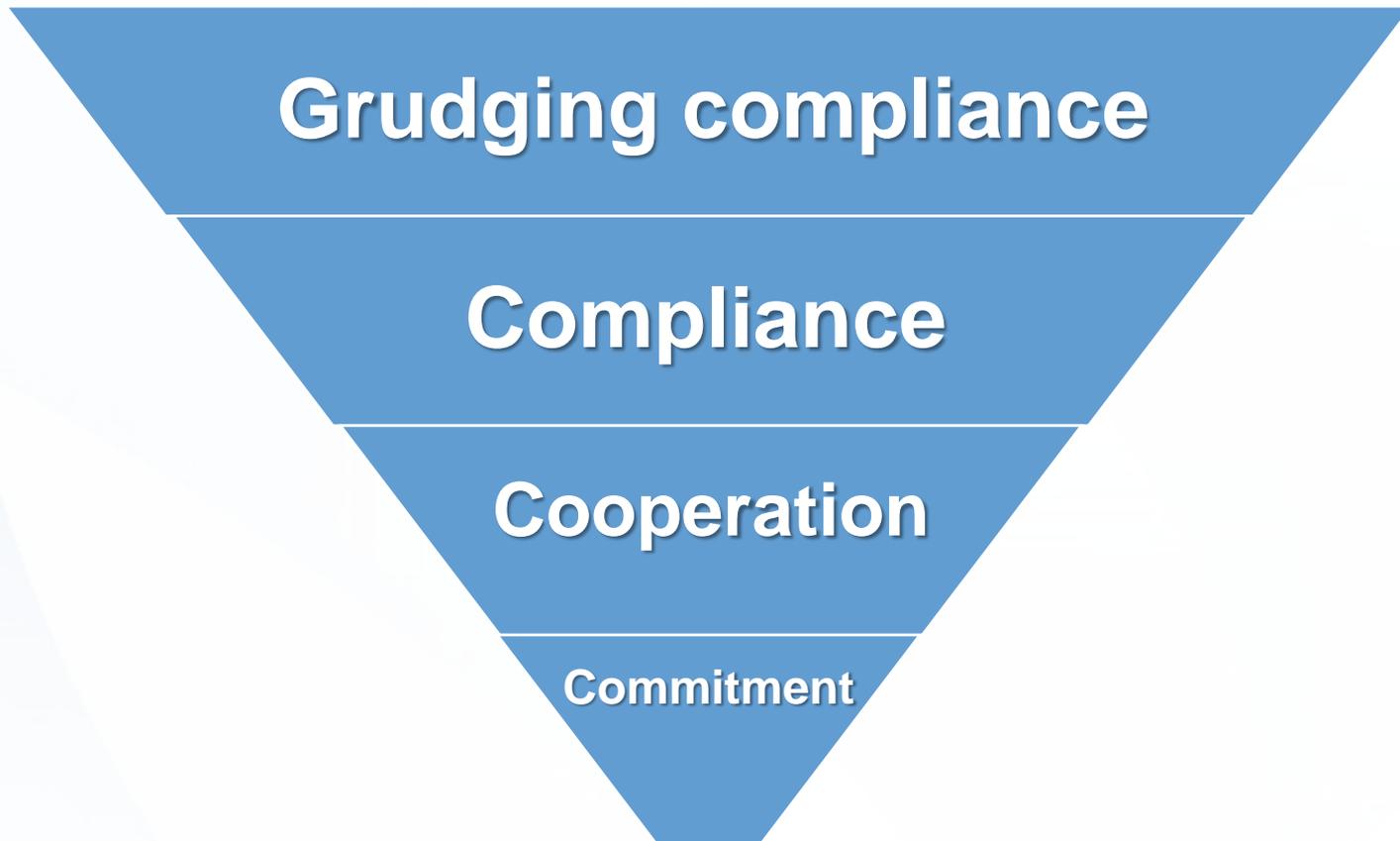
What deadlock means

- An impasse
- Inability to reach agreement
- Neither side willing to compromise or back-down on their position
- No decision results
- No progress moves forward

Techniques to break deadlocks

- 1: Turn Problem Situations into Choices
- 2: Turn Solutions into Smaller Choices
- 3: Limit the Scope of the Problem
- 4: Increase the Scope of the Problem
- 5: Take a Break
- 6: State the Other Side's Case
- 7: Search for Common Interests
- 8: Seek Additional Input
- 9: Focus on Areas of Alignment
- 10: Consider making concessions as a gesture of good faith

Degree of agreement





How to seek commitment

- **You should work on educating the person being influenced in two respects:**
 - How the result will benefit the organization, as well as the person you are influencing
 - Your rationale for WHY you are working on this needed result
- **These two respects overlap, but it is important that you understand the need to distinguish between the value and the logic of your preferred result.**

A group of business professionals in a meeting room. A woman on the left and a man on the right are shaking hands. Other people are visible in the background, some smiling. The scene is dimly lit with a blueish tint.

Finding And Using Your Unique Powers



The meaning of power

- **Power is not a “bad” word.**
 - Potential ability of one person to influence others to carry out orders or do something they otherwise would not have done
 - Potential ability of one person in an organization to influence other people to bring about desired outcomes.
- **Provides the ability to achieve goals or outcomes that the person in power desires**
- **Power can be used to influence and persuade others.**

Influencing others

- **Influence=the composite of:**
 - Personal power source(s)
 - Individual communication style(s)
 - Persuasion
- **The Cohen-Bradford Influence Model**
 - Identify what other people value
 - Frames a win-win proposal
 - Based on the law of reciprocity
 - **Belief that all positive and negative things pay back over time**
 - **Assumptions:**
 - Assume the best in people (potential allies)
 - Clarify why you wish to influence the other person/people
 - Identify what drives their actions (diagnose their mindset)
 - Determine what “currencies” are at your disposal (social capital)
 - **Inspiration-related**
 - **Task-related**
 - **Position-related**
 - **Relationship-related**
 - **Personal-related**
 - Make use of give and take strategies (barter)





Types of currency

- **People**
- **Money**
- **Supplies**
- **Physical space**
- **Prioritization**
- **Time escalation**
- **Pieces of information/data**
- **Subject matter expertise (SME)**
- **Networking contacts/connections**
- **Reputation/credibility**
- **Elbow grease/sweat equity**
- **Opportunity for visibility/recognition**
- **Inclusion in projects/committees**
- **Appreciation/rewards**
- **Sponsorship or championing**
- **Other?**



Influence preparation

- **How well do you know this person?
What do you know about them?**
 - Positive and negative
- **What power do you have in relation
to the person(s) and situation?**
- **What conflict management
approach/style do they tend to
default to?**
- **How much do(es) your need(s)
matter?**
- **How much do(es) your want(s)
matter?**
- **What long-term relational impact do
you want to have versus resolving
the situation at hand?**

Influence strategy

- 1. Plan a flow of sequencing that leads them down a path**
 - Ask questions you already have planned the answers to
- 2. Discuss one piece of evidence at a time**
- 3. Share the benefits of your proposal and how any potential risks were already considered**
- 4. Help others visualize your process and end result**
- 5. Highlight and prioritize benefits based on what will most resonate with your audience**
- 6. Use Persuasive Framing**
 - Shape the narrative
- 7. Cultivate champions**
- 8. The value of story-telling**
- 9. Consider taking sales training**

Some hard influence tactics

- **Go over their heads to a higher authority**
- **Give an order**
- **Withhold support or cooperation on other things**
- **Solicit and gain allies on your side**
- **Withhold information**
- **Find legal or procedural grounds**



Some soft influence tactics

- Stroke their egos
- Tie the ask to their goals and values
- Cultivate personal connection
- Seek training or development to bolster your credibility and value
- Offer something that will be viewed as a personal sacrifice
- Make them think the idea was their own

Powers of persuasion

- **Persuade=More from influence to actually changing another person's beliefs, attitudes, understanding or perspective**
 - Find their pain points and/or wish lists.
- **Determine and leverage your power sources**
 - Types of power: **Legitimate, Reward, Coercive, Soft, Expert, Referent**
 - Responses to power: **resistance, compliance, or commitment**
- **Establish credibility**
- **Seek common ground**
- **Build mutual trust**
- **Connect personally and emotionally**
- **Questions to ask yourself:**
 - Who do I need to persuade and why?
 - What is the situation that I want to influence? Is that a need or a want?
 - What techniques have worked in the past? What techniques have NOT worked in the past?

Persuade others to commit to your preferences

- **Assess others' needs, wants, and styles**
 - Also understand what you truly need (versus want) and what you have to offer them
 - **Apply social capital and reciprocity**
 - Get commitment rather than mere compliance
- **Address resistance to change**
- **Types of resistance**
 - Aggressive
 - Passive
 - Passive-aggressive
- **Countering resistance to change**
 - Playing devil's advocate
 - Taking small steps
- **Reasons for resistance**
 - Employees vs. managers
 - Others



Persuasion Strategies

Considerations

- What is the importance of the project, the person, re my personal goals & objectives?
- What is the urgency?
- Is this a battle or a war?
- Will my professional reputation be enhanced or hurt?
- Will the outcome create excessive stress/pressure?
- Do I have any flexibility? Is there time to use seek a more collaborative approach?
- What can/should I concede?

Strategies

- Justify needs in terms of business impact.
- Follow up in writing/email.
- Be clear in your request (SMART).
- Solicit advocates and champions.
- Balance facts/data with emotional appeal.
- Take advantage of the trigger of reciprocity.
- Present your credentials or previous experience with the suggestion.
- Consider that there may be more than one right answer.



Some specific tactics

- **Break the situation into chunks, and seek agreement on a small piece first**
- **Start with a big ask that you know is unlikely to pass so that you can default to what you really want**
- **Make your initial offer or concession small with some things to add into the mix if they don't take the first offer.**
- **Offer future assistance or resources (favors)**

Positive And Negative Behaviors When Negotiating

A group of four business professionals in a meeting room. A woman on the left and a man on the right are shaking hands. Two other people, a man and a woman, stand in the background. The scene is dimly lit with a blue tint.

Some starting principles

- **Build and nurture relationships BEFORE negotiating**
- **Don't give ultimatums or make stubborn demands**
- **Reveal only what is required**
- **Come prepared**
 - Evidence; fact versus opinion
- **Understand the positive and negative ripple, ongoing, and long-term effects of each potential option**
- **Depersonalize yourself from the situation**
 - What would you want if you, yourself, were not part of the situation?
 - What would you want if it was your company or your money at stake?
- **Don't rule out piloting different potential solutions.**

Build and maintain trust, rapport and authenticity

- Create and communicate a relatable vision of benefits
- Convey an appropriate sense of urgency
- Build in engagement
- Link the message to the bigger picture regarding the organization's priorities
- Use understood and relatable language, jargon, and acronyms
- Remember that their perception is your reality





Cultivate Partnerships

- **Build relationships**
 - Foster and nurture them
- **Understand their roles, functions, pressures, and perspectives**
- **Align common interests and bond**
- **Hold open, honest communication without “hidden” agendas**
- **Consider that:**
 - You may know some things about a situation that your partner does not.
 - Your partner likely knows some things about a situation you do not.
 - Both of you may make assumptions and should be sure to communicate those to each other.

Invoke the spirit of reciprocity

- **Takers... like to get more than they give. They tilt reciprocity in their own favor, putting their own interests ahead of others' needs...**
 - High self-interest, Low other-interest
- **Givers are a relatively rare breed. They tilt reciprocity in the other direction, preferring to give more than they get**
 - Low self-interest, high other-interest
- **“Otherish*” recognize the importance of protecting their own well-being while giving to others (reciprocity)**
 - High self-interest, high other-interest

Source: *Give and Take...* by Adam M. Grant, PH.D.

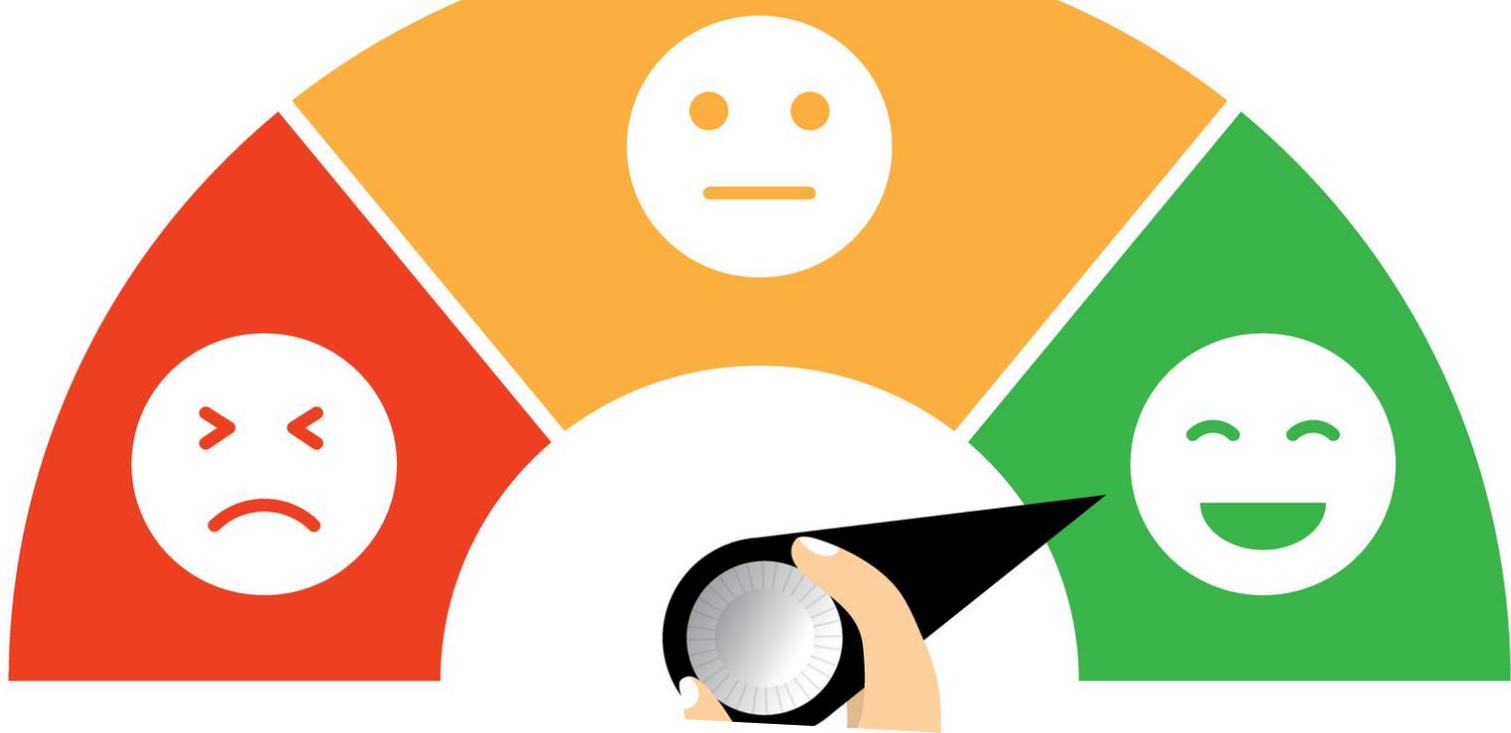
Employ Active Listening Skills



- **Be open-minded**
 - There may be more than one “right answer”.
 - Leading doesn’t mean having all the answers– ask the right questions of the right people at the right times
 - Seek evidence and differentiate between fact and opinion
 - Acknowledge and show appreciation for others’ perspectives
- **Visual behaviors to display:**
 - Make eye contact
 - Pause for acknowledgement
 - Paraphrase what you hear
 - Avoid problem-solving and just process what you hear
 - Lean in, figuratively and literally
 - Nod your head, but with caution
- **Don’t be (and watch out in others for): faking, self-consciousness, armchair therapy, narcissism**
- Check out: [The Lost Art of Listening: How Learning to Listen Can Improve Relationships](#), by Michael P. Nichols, PhD, 2009, The Guilford Press.

Persuasion “Don’ts”

- **Start with a hard-sell**
 - Push, over-aggressiveness
- **Refuse to entertain compromise**
- **Talk more than listen**
- **Expect quick resolution at any cost**
- **Avoid negative attribution**
 - Our subconscious may attribute intentions to others that may be untrue or exaggerated.
 - Avoid this default
- **Not understanding your audience**
 - **Persuader (doing the persuading)**
 - **Persuadee (person you are attempting to persuade)**
 - Readiness and willingness
 - How they prefer to be communicated with



Tips for Handling Emotional Escalations

- **Remain calm, cool, and collected**
 - Don't let your own emotions get in the way of a successful negotiation.
- **Try to diffuse the situation**
 - Empathy, acknowledgement, and patience are powerful tools
- **Consider dealing with less emotional issues first**
 - Focus on the items you agree about first
 - Focus on smaller decisions that hold less weight (and create less stress)
- **Know your “Hot Button” issues, and those of others**
 - Either avoid or approach with caution

Counter Unproductive Behavior

People hide information.

- *Don't retaliate against those who share the hard truth.*

People rely on opinions.

- *Ask for evidence and distinguish between facts and opinions.*

People are told what to do.

- *Encourage others to ask questions.*

People are out for themselves.

- *People are rewarded for collaborative efforts.*

People need to be right.

- *Dissent is encouraged.*

People blame others for mistakes.

- *People are allowed to make mistakes without punitive fear.*

Destructive Conflict

- Lower performance
- Higher stress, dissatisfaction, turnover
- Less information sharing, coordination
- More organizational politics
- Wasted resources
- Weakens team cohesion (when conflict is within team)

Constructive Conflict

- Better decisions
 - Fuller debate of decision choices
 - Decision assumptions are questioned
 - Potentially generates more creative ideas
- Improves responsiveness to external environment
- Increases team cohesion (conflict with other teams)

Role Model Civil Behavior

- **Avoid marginalization based on POV**
- **Read environments**
- **Show empathy**
- **Find common ground**
- **Coach others to find the positive in others**
- **Manage communication/messaging**
 - Adapt your communication style to the individual
 - Refer to people by their chosen pronouns and names
- **Be self-aware– recognize and address your own biases**
- ***Pursue* different perspectives**
- **Mitigate *destructive* conflict while fostering *constructive* conflict**

Sometimes it makes sense to say “no” or “not now” without guilt

- Be courteous but assertive
- Consider opportunity cost
- Offer an alternative:

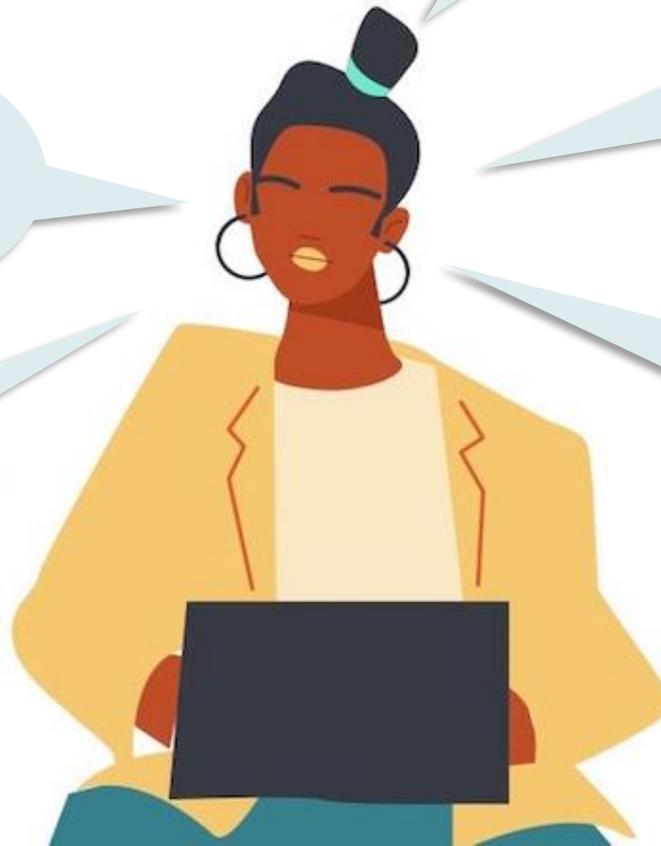
“I’m not able to attend tonight’s virtual meetup.”

“This is beyond the scope of the project and I’m not able to add this in.”

“I’m not able to partner with you under these terms.”

“What would you like me to put aside in order to complete this?”

“What would be the impact to the business if I did this later?”



Negotiation Case Study #1

You and a colleague are supposed to coordinate on an assignment. You both committed to doing it over a month ago, but your colleague is running more and more behind. How can you use what you have learned in the course to negotiate getting what you need from them?

Negotiation Case Study #2

You realize that you need to receive the prototype from PD earlier than you originally thought in order to finish creating the campaign. How do you go about negotiating earlier delivery of the prototype?

You work in the marketing department and are working on a campaign to promote an upcoming new product. You are reliant upon product development (PD) to complete their prototype as input into creating the campaign.

Learnings from *The Prisoner's Dilemma*

“When facing a decision involving others, don’t just look for the solution that maximizes your own return. Look at the bigger picture and find a broader solution that produces the best return for everyone. And then look for ways to encourage cooperation”.

– Robert E. Gunther
The Truth About Making Smart Decisions

The Prisoner's Dilemma		
EXAMPLE:	B stays silent (cooperates)	B betrays A (defects)
A stays silent (cooperates)	Both serve 1 year	A serves 3 years, B goes free
A betrays B (defects)	A goes free, B serves 3 years	Both serve 2 years

A and B together committed a crime. Now, their prison sentences depend on their cooperation with the court as follows:

- Both are silent: Both each get one-year on lesser charges.
- A speaks; B is silent: A gets probation; B gets 10 years
- B speaks; A is silent: B gets probation; A gets 10 years
- Both speak: Both get 10 years

If two (or more) people are each given a choice in order to “give up” the other, unless they have trust in each other and value the common good, they will each suffer when one or both make a decision that is self-serving only,

Additional Resources

- Cohen, Allan R., and David L. Bradford. Influence Without Authority. 2nd ed., Wiley, 2005.
- Conger, Jay A. “The Necessary Art of Persuasion”, included in HBR's 10 Must Reads on Communication, Harvard Business Review Press, 2013.
- Gitomer, Jeffrey. Jeffrey Gitomer's Little Green Book of Getting Your Way: How to Speak, Write, Present, Persuade, Influence, and Sell Your Point of View to Other. FT Press, 2007.
- Grant, Adam M, PH.D. Give and Take: A Revolutionary Approach to Success. Viking, 2013.
- Tinghitella, John and Nicole Martin. No Fear Negotiation for Women. 2020.
<https://www.nofearnegotiation.com/>

Today's takeaways...

- Realize your negotiation style and skills
- Understand the common elements of the negotiation process
- Recognize and apply the steps of the negotiation process
- Understand standard negotiation strategies, tactics, and techniques to reach a win-win solution.
- Create a plan of action to be better prepared for and successful in your next negotiation

Please Submit Questions In Chat Box



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***Contact me for a
complimentary copy of
my latest monthly
newsletter!***



A group of business professionals in a meeting room, with a man and a woman shaking hands in the foreground. The background is slightly blurred, showing other people in business attire.

**Thank You
For Your
Participation!**