

MANAGING CONFLICT THROUGH NEGOTIATION

This handout is intended to be used during, and after, today’s training event. Participants are encouraged to download and print this document in advance. Attendees will also receive a PDF of the presenter’s slides and are encouraged to download and print those for reference during and after the sessions.

I. Conflict and approaches to resolution

Which approach do you tend to use most? _____

Which approach do you tend to use least? _____

How will you flex your approach(es) in order to match them to particular circumstances and audiences?

II. Introduction to Negotiation

How will you better prepare, execute, and debrief opportunities to negotiate? Which of the following do you need to more deliberately anticipate or spend time on?

STAGE	ACTIVITY	COMMENTS
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	
	Consider lessons learned	

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.

III. Understanding your negotiation skills and style

Evaluate yourself on a scale of 1 (low) to 5 (high) on how much you exemplify the following characteristics:

CHARACTERISTIC	1	2	3	4	5
A positive attitude					
Knowledge of the negotiation process					
An understanding of people					
Grasp of the subject/situation at hand					
Creativity					
Strong communication skills					

How will you continue to develop or enhance these characteristics?

After today’s training session, consider taking one or more of the following assessments. What do your results tell you about yourself?

- 1) <https://www.psychologytoday.com/us/tests/career/negotiation-skills-test>
- 2) “Master the 4 Levels of Communication for Leadership Success” (Progressive Women’s Leadership Guide)
 - p. 4 (Communication Skills Assessment)
 - p. 7 (The Listening Self-Test)
 - p. 10 (Do you “Bulldoze” or “Peace-Keep”)

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.

IV. Navigating the negotiation process

Make use of this checklist of steps the next time you are negotiating with others. You can then also use it when debriefing how the process went.

√	STEP #	STEP	REFLECTION NOTES
	1	Identify and define the <u>real</u> 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.	

Which deadlock techniques will you employ? When? How?

TECHNIQUE	HOW YOU WILL USE IT
Turn problem situations into choices	
Turn solutions into smaller choices	
Limit the scope of the problem	
Increase the scope of the problem	
Take a break	
State the other side's case	
Search for common interests	
Seek additional input	

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.

Focus on areas of alignment	
Consider making concessions as a gesture of good faith	

V. Finding and using your unique powers

Which types of currency do you have the best access to (or control of)? In general, how can you better access, develop, or leverage various types?

CURRENCY	DEGREE OF ACCESS	HOW TO BETTER ACCESS OR LEVERAGE THIS TYPE
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 types?		

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.

VI. Positive and negative behaviors when negotiating

Based on what you learned in today's session, how would you handle each of the following situations?

Negotiation Case #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 #2

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.

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?

EVENT PRESENTER BIO



Michelle D. Coussens, Business Strategist

Michelle Coussens is a frequently sought out speaker for numerous types of organizations on a wide range of topics related to the workplace, including but not limited to, talent management, business safety and continuity, and financial acuity. In 2020, she created and delivered more than 40 well-regarded presentations for numerous organizations around the world. She is a resourceful, resilient, and relentless business professional with demonstrated success in building new programs, driving short-term efficiencies, and improving long-term effectiveness all through innovation, rigor, and courageous leadership. She has direct experience with a variety of industries, as well as in consulting, education, and not-for-profit organizations. With consistently high participant ratings, her webinars, seminars, and speaking engagements bring practical value to businesses of every size and type.

For over fifteen years, Ms. Coussens has owned and operated Plan B Consulting. Services span speaking, training, and organizational assistance in preparing strategic and business plans, project management, leadership, operational excellence, ethics, diversity and inclusion, and other related topics. In addition, she facilitates business meetings and retreats and conducts market analysis and competitive intelligence for various types of entrepreneurs and organizations worldwide. Since 2005, she has developed and taught courses for NeighborWorks® America, which provides funding and technical assistance to community development entities nationwide, including courses on strategic and business planning, organizational effectiveness, operational efficiency, and critical thinking for better results. Earlier in her career, she worked in various analytical roles and even performed and led actuarial analysis for a leading insurance carrier.

Michelle is on the faculty of the American Management Association where she teaches numerous different strategic planning, management, and analytical seminars to business professionals around the world and is also on the business faculty at College of DuPage. In addition, she develops and leads business education webinars for Premier Learning Solutions, BusinessWatch Network, HR Morning, Business Management Research Associates, Inc., and Progressive Women's Leadership, as well as classes and webinars for attorneys and insurance professionals through the Real Estate Institute. To date, she has published more than 200 monthly issues of her newsletter, Planning Possibilities, which is currently distributed worldwide to over 4,500 personal clients and contacts.

While also running her consulting business, Michelle served as the founding Dean of the School of Business at Kendall College. She built and managed all aspects of the School, including faculty and curriculum selection and assessment, as well as program development and enhancement. Under her direction, the program quickly grew from start-up to graduating seniors, generating professionally savvy, globally driven, and services-oriented graduates who have been hired by such companies as Accenture or who have successfully started their own companies.

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.

Michelle then went on to complete an engagement as Marketing Director at Capsim Management Simulations, Inc., where, reporting to the president, she initiated marketing and sales strategies and processes, resulting in hundreds of leads and numerous six-figure corporate client requests for proposals.

During her time of employment at the Federal Reserve Bank of Chicago, Michelle conducted and oversaw policy work and applied research, as well as financial services management reporting and administrative oversight of the research department. She also moonlighted at DePaul University as an adjunct instructor. Earlier, she spent 15 years at CNA Financial, working in personal, commercial, and professional liability lines of business. During her career, she has performed technical roles, run operations, developed new products, and published applied research.

Michelle also holds personal interest in assisting not-for-profit organizations. Her work in this area originally began through her applied research focused on community development, most specifically related to financial literacy initiatives. She has published related papers in Federal Reserve publications, as well as in the American Council on Consumer Interests Annual.

Active in the community, Michelle has served and assisted several organizations in a voluntary capacity. In 2012, she was appointed by Northwestern University President Morton Shapiro to the prestigious Northwestern Council of One Hundred, co-leading development of the Council's strategic plan, and then serving two consecutive terms as operations lead on its executive committee. She continues to serve on the Council as an emeritus member and mentor to female students and alumni. In January 2012, she also became the founding chair of the Illinois Diversity Council Board of Directors and became a founding advisory board member for Guidestar.org in 2013. She has participated as a presenter to Chicago Step Up Women's Network and has held membership in the Chicago Society of Human Resource Management (SHRM).

Earlier, Ms. Coussens served on the advisory board of Provena Pine View Care Center and created their first annual fundraiser, and for over twenty years, she served as an annual fundraiser for the Juvenile Diabetes Research Foundation. She also served on the board of the Chicago Women in Publishing (CWIP) for two years, including as Vice President of Business Operations. While at the Chicago Fed, she served as an economics instructor for Junior Achievement, later bringing JA workshops to Kendall College and continuing to volunteer for JA today. In 2010, she initiated a business leadership program between Kendall and the American Management Association targeted for urban Chicago high school students.

Ms. Coussens holds a Bachelor of Arts degree in mathematics from Northwestern University and a Master's in Business Administration, with a concentration in Marketing, from DePaul University. She also has achieved several professional insurance designations—Associate in Risk Management (ARM), Chartered Property/Casualty Underwriter (CPCU), and Registered Professional Liability Underwriter (RPLU) and has completed actuarial exams in Calculus, Statistics, Operations Research, and Economics. She also holds an Illinois insurance license.

Copyright Michelle Coussens 2021, michelledcoussens@yahoo.com, (312) 685-0055, www.businessplanningforyou.com. All rights reserved. Permission for use provided to webinar participants for webinar use only.